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**THE EFFECT OF WORKLOAD AND WORK ENVIRONMENT ON JOB BURNOUT**  
**(Case Study at Eye Hospital Sulawesi Utara)**

*PENGARUH BEBAN KERJA DAN LINGKUNGAN KERJA TERHADAP BURNOUT*  
*(Studi Kasus di Rumah Sakit Mata Sulawesi Utara)*

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**Abstract:** Job burnout is a high risk for all organizations in terms of employee well-being, business and productivity. Workload and work environment are considered as two of the organizational factors that can influence job burnout in healthcare workers. This study aims to examine the effect of workload and work environment on job burnout. This research is causal type of research with quantitative approach. The primary data gathered in form of questionnaire that consists of 30 item of questions representing the indicators by using likert-scale. The investigated population in this study is the employee of Eye Hospital Sulawesi Utara while, the sample size are 87 respondents. Data analysis used Multiple Linear Regression by SPSS 23 statistical software. Data collected are valid and reliable. The findings reveal that the value of the coefficient determination test is 78.5 percent. Moreover, the results show that the workload and work environment variables simultaneously influence job burnout, workload has a partial effect on job burnout, whereas work environment has no partial effect on job burnout. This study suggests that decision makers in this hospital should avoid giving extra workload or unnecessary tasks and consider giving more incentive to ensure employee well-being.

**Keywords:** *workload, work environment, job burnout*

**Abstrak:** *Burnout pada pekerjaan merupakan resiko yang tinggi untuk semua organisasi dalam hal kesejahteraan karyawan, bisnis dan produktivitas. Beban kerja dan lingkungan kerja dianggap sebagai dua faktor organisasi yang dapat mempengaruhi burnout pada pegawai layanan kesehatan. Penelitian ini bertujuan untuk menguji pengaruh beban kerja dan lingkungan kerja terhadap kelelahan kerja. Data utama didapat melalui kuisioner pada karyawan Rumah Sakit Mata Sulawesi Utara termasuk dengan 30 jenis pertanyaan mewakili indikator dengan menggunakan skala likert. Populasi dari penelitian ini adalah karyawan Rumah Sakit Mata Sulawesi Utara dan ukuran sampel penelitian ini adalah 87 responden. Penelitian ini merupakan jenis kausal dengan pendekatan kuantitatif. Analisis data menggunakan jenis linear regresi berganda dengan SPSS 23. Data yang dikumpulkan valid dan dapat digunakan. Hasil menyatakan nilai koefisien determinasi adalah 78,5 persen. Selain itu, hasil penelitian menunjukkan bahwa beban kerja dan lingkungan kerja secara simultan berpengaruh terhadap burnout, beban kerja secara parsial berpengaruh terhadap burnout sedangkan, lingkungan kerja tidak berpengaruh secara parsial terhadap burnout. Studi ini menunjukkan bahwa pengambil keputusan di rumah sakit ini sebaiknya menghindari memberikan beban kerja tambahan atau tugas yang tidak perlu dan mempertimbangkan memberikan lebih banyak insentif untuk memastikan kesejahteraan karyawan.*

**Kata kunci:** *beban kerja, lingkungan kerja, burnout*

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## INTRODUCTION

### Research Background

Currently, the development of service sector is increasing. The contribution of health service sector for economic growth is just as good as the other sectors. Therefore, the standard of service quality in the service sector need to be improved constantly, in order to achieve the competitive advantage. Organization must have a well-performing workers who will support the hospital's performance so that customer or patient satisfaction can be achieved. A patient or satisfied family will be a very effective promotional component where they will promote to their relatives, friends, or anyone who needs the service. To get a good performing worker that provide good service that can give satisfaction to customer (patient), the first thing to do in the hospital is to create satisfaction in the worker first, so job satisfaction factor is very crucial factor in an organization include hospital institution. If the organization is working well then it demonstrates a healthy workforce.

In such stressful and often hazardous work environments, the healthcare worker have to work in fast-paced environments which have high physical work demands and require constant mental astuteness to oversee the needs of fragile, complex, compromised, very ill people, often in unpredictable settings. Healthcare providers are required to always have a good performance because it relates to the health and safety of patients. Health service sector is also a high-risk, high-demand, high-stress industry in constant change, one with unique health and safety challenges. It operates 24/7/365 and most of the time is involved in life and death issues. It is becoming clear that workers in this high stress, demanding sector are themselves prone to burnout.

Burnout results from a variety of pressures, including situations in which work demands cannot be met because of a lack of resources such as social support from coworkers and supervisors, job control, participation in decision making, utilization of skills, and reinforcements such as rewards. Job burnout related to specific demands of work, including overload, variations in workload, role conflict, and role ambiguity. Workers who perceive a high level of stress and resulting job burnout have poor coping responses and lack of job satisfaction, which often erode commitment to the organization and lead to higher turnover. Lack of coworker and supervisor support contributes to resulting burnout.

Job burnout costs organization on so many levels including: decrease in staffs' performance, increased accidents, work absence, job dissatisfaction, frequent job changes and turnovers, reduced work performance quality which may lead to decreased customer satisfaction. Job burnout is believed to result from stress in service occupations such as those in the health care industry and is believed to represent a unique response to frequent and intense client/patient interactions. Workers with burnout report a variety of symptoms, including emotional exhaustion, depersonalization (feeling distant from others), and a sense of diminished personal accomplishment.

Eye Hospital Sulawesi Utara is probably known as a hospital that provides medical treatment only for those who has problem with their eyes because before being a hospital, it was an Eye Community Health Center. In 2015, the Provincial Government of North Sulawesi has attempted to budget funds for Hospital Building and Visitor Facilities, followed by the establishment of Community Health Center status into Eye Hospital through Governor Regulation No. 89 of 2016, November 14 2016. The change certainly affects the workers because the working hours and work environment has changed. This hospital, as the other healthcare provider strives to provide the best service for the patients so they can be satisfied. Now the Eye Hospital Sulawesi Utara is also serves patients with other diseases. There are doctors and nurses who serve in the emergency unit for 24 hours with support equipments.

Since there are also some new employee that comes in, they need to adapt with new work environment includes psychosocial work environment and otherwise. And like the old employee or those who works there longer, they need to deal with the type of work in hospital, such as: low job social support, demanding patient, lack of free time, time pressure and so on.

### Research Objectives

Based on the research problem, the objectives of this research are to find out:

- 1.If there is a significant effect of Workload on Job Burnout partially.
- 2.If there is a significant effect of Work Environment on Job Burnout partially.
- 3.If there is a significant effect of Workload and Work Environment on Job Burnout simultaneously.

## THEORETICAL REVIEW

### Human Resource Management

Human resources management is the process of acquiring, training, appraising and compensating employees, and attending to their labour relations, health and safety and fairness concerns (Dessler, 2005). Human resources management is defined as a system of activities and strategies that focus on successful management of employees and working staff inside the organization to achieve the goals of the organizations (Bayars and Rue, 2006).

### Organizational Behavior

Luthans (1995) stated that organizational behavior can be defined as the understanding, prediction and management of the human behavior affect the performance of the organizations. Organizational behavior is the study and application of knowledge about how people act within organization. It is a human tool for human benefit. It applies broadly to the behavior of people in all types of organization such as business. it is a field study that investigate the impact that individual, group, structure have on behavior within organizations for the purpose of applying such knowledge towards improving an organization's effectiveness.

### Job Burnout

The term burnout was transferred to social sciences from the language of aerospace. While the term burnout is used to describe the consumption of fuel in rockets and nuclear reactors in language of aerospace, in social sciences, burnout is used to define becoming exhausted, especially as a result of overwork or occupational stress (Briscoe, 1984). Burnout is the state of an employee's psychological pressure after being at work for a period of time. A person suffering from burnout is emotionally exhausted and has low work motivation. Burnout was initially found in professions that involve intensive interacting with people. All human service workers can experience burnout. Personal factors also found can cause job burnout that predicted by sociodemographic factors like gender, age, education marital status and length of employment.

### Workload

Workload refers to the intensity of job assignments. It is a source of mental stress for employees. Workload refers to the amount of work one person has to do in order to complete his task. According to Ganster and Rosen (2013), workload is interconnected with many psychological problems; burnout is among one of them. Aspects of workload seem to fall within three broad categories: the amount of work and number of things to do; time and the particular aspect of time one is concerned with; and, the subjective psychological experiences of the human operator and Workload is thought of as a mental construct, a latent variable, or perhaps an "intervening variable" reflecting the interaction of mental demands imposed on operators by tasks they attend to.

### Work Environment

According to Heizer (2001), the work environment is the physical environment in which employees work that affect the performance, safety and quality of their work lives. A conducive working environment provides a sense of security and allows employees to work optimally. Work environment can affect the emotions of employees, if employees like the work environment where they work, then the employee will feel happy at work to do activities so that the working time is used effectively and optimally and employee performance will be increase. The work environment includes work relationships formed between co-workers and leader and the physical environment in which employees work.

### Previous Research

Kusters (2016). Besides health service sector, the education sector also one of the one sectors with employees who prone to job burnout. The results of this study show that more workload does result in higher levels of burnout, which means there is a positive effect between workload and burnout. This is because the workload in this sector is high. Consequently, the absenteeism rates in education are high. In order to create a better understanding about these difficulties in education, it is expected that employees' perceived HR practices, decreases the effect of workload on burnout. The results of this study show that more workload does result in higher levels of burnout, which means there is a positive effect between workload and burnout.

Thakur (2018) The purpose of this study is therefore, to examine the relationship between workload and burnout among special education teachers in the department of special education Punjab.

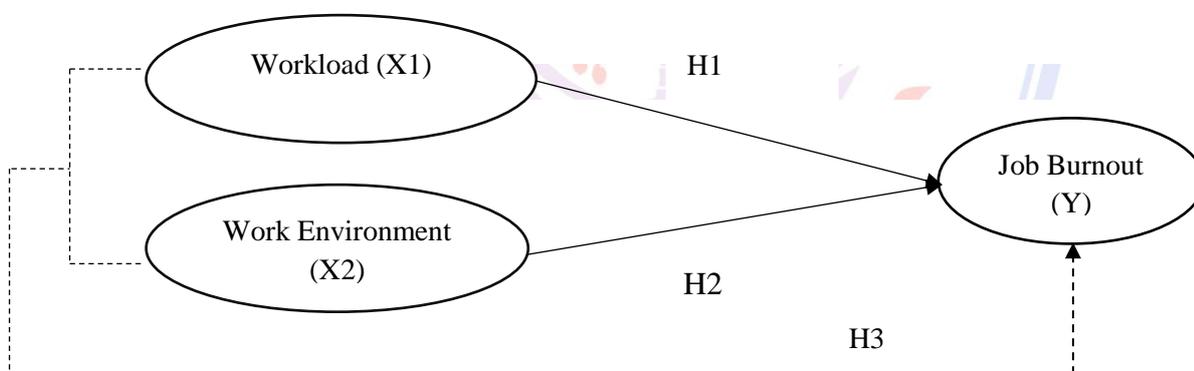
The data of this study was obtained from 374 special education teachers from 9 districts of the Punjab. Stratified cluster random sample technique was used to draw the sample. The data were collected through questionnaire developed by the researchers for work load and burnout. The results of this study showed that more workload does result in higher levels of burnout, which means that there is a positive correlation between workload and burnout. If teacher's workload increase the burnout will also increase. Workload generates stress among teachers because it leads towards high demand and low job performance which eventually leads towards burnout. Extra workload produces stress among teachers which generates depersonalization and lead towards problem of burnout. Hence, there is a dire need to distribute reasonable work load equally among all teachers.

Ndawula (2012). According to the findings from this study, burnout prevails among staff nurses. Health care organizations and management need to acknowledge the problem of work related stress and provide the much needed appropriate measures. The results show causes of burnout are not only limited to individuals but also management and organizational factors .Occupational factors such as shift work, workload, role clarity and ambiguity are shown to be the leading cause of burnout among staff nurses.

Badawy (2015). The purpose of the previous study is therefore, to examine the relationship between workload and burnout among special education teachers in the department of special education Punjab. The data of this study was obtained from 374 special education teachers from 9 districts of the Punjab. Stratified cluster random sample technique was used to draw the sample. The data were collected through questionnaire developed by the researchers for work load and burnout. The results of this study showed that more workload does result in higher levels of burnout, which means that there is a positive correlation between workload and burnout.

Yusuf (2011). Social workers are always the main focus and are required to always have good skill in every tasks, they also expected to be able to do their job professionally. It is undeniable that compared to the other settings, social workers who handle disabled clients faced more difficulty and the problems faced by them are generally quite diverse. The results obtained that workload is the only one that has a direct and the strongest influence on job burnout.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Literature Review (2018)*

### Hypothesis

Research hypothesis in the present research are formulated as follows:

H<sub>1</sub>: Workload partially effects Job Burnout

H<sub>2</sub>: Work Environment partially effects Job Burnout.

H<sub>3</sub>: Workload and Work Environment simultaneously effects Job Burnout

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**RESEARCH METHOD****Type of Research**

This research is causal type of research with quantitative approach. Sekaran (2009) stated that causal study is a study which the researcher wants to define the cause of one or more problems. Causal research, also called explanatory research is the investigation of research into cause-and-effect relationships. According to Malhotra (2009), quantitative research seeks to conclusive evidence based on large, representative samples and typically involving some form of statistical analysis. This research is conducted to examine the effects of workload and work environment on job burnout. The purpose of this research is to find out if there is a significant effect of Workload on Job Burnout partially. Find out if there is a significant effect of Work Environment on Job Burnout partially and find out if there is a significant effect of Workload and Work Environment on Job Burnout simultaneously.

**Population, Sample and Sampling Technique**

Population is the entire group or people, events, or things that the researcher desires to investigate (Sekaran and Bougie, 2010). The population of this research are the workers of Eye Hospital Sulawesi Utara. Stratified random sampling helps to estimate population parameters, there may be identifiable subgroups of element within the population that may be expected to have different parameters on a variable of interest to the researcher. Researcher used the stratified random sampling because the research object has 3 departments, which are the administration department, medical services and nursing department and medical support and public health services. This research is using a proportionate stratified random sampling with this formula:  $(\text{sample size}/\text{population size}) \times \text{stratum size}$ . With the stratified random sampling, there is an equal chance of selecting each unit from within a particular stratum (group) of the population when creating the sample. Based on the calculation, researcher obtained that the sample size for each department is, 18 in administration, 38 in medical service and nurse and 31 in medical support and public health service. This research also using purposive sampling, because the researcher selected the respondents group under the judgment that these groups will be able to help answer the research question and meet the objectives. Respondents are selected according to the needs of the study. In this study, the researcher takes those who have been working for more than a year to make the data more valid. Therefore, the total of sample size is 87 respondents that have been working for more than one year in this Hospital.

**Data Analysis Method****Validity and Reliability Test**

Validity test is determined through an accurate measurement process, while, the reliability test is referred as a tool that used to measure the items in a questionnaire which act as the indicators of the variables. Validity is extent to which a construct measures what it is supposed to measure. An easy measure of validity would be to compare observed measurement with the true measurement (Hair, 2010). To test the validity of the research, the Pearson Product is used, by seeing the value of significance and comparing the value. Reliability addressed the issue of accuracy of measuring instruments.

**Multiple Linear Regressions**

Cooper and Schindler (2003) stated that linear regression analysis is a technique to observe value or more than one X to estimate or predict corresponding Y value.

**Multicollinearity**

Multicollinearity test is a test that used to know if the regression model finds a correlation between the independent variables or not. Multicollinearity test is done by observing the value of tolerance and Variance Inflation Factor. If the value is higher than the tolerance value of 0.1 or VIF smaller than 10, then it can be concluded that there is no multicollinearity. A good research model should not have a correlation between independent variables.

**Heteroscedasticity**

This test seeks to see whether in the regression model, there is a variance inequality from one residual period to another. There are several ways that can be done to conduct heteroscedasticity tests, namely plot graph

test, park test, glejser test, and white test. In this research, The Glejser test conducted by regressing the independent variables and the absolute residual value (ABS\_RES).

### Autocorrelation

The autocorrelation test aims to test whether in the linear regression model there is a correlation between the interfering error in period  $t$  with the confounding error in the period  $t-1$  (before). Checking the existence of an errors' autocorrelation, can be done by using the Durbin-Watson statistic test.

### Hypothesis Testing

Hypothesis testing consists of F-Test and T-Test. F Test is used to determine the simultaneous effect while T-Test is used to determine the partial effect of each independent variable to dependent variable.

## RESULT AND DISCUSSION

This section presents the description of research object in this study. The aim of this study is to find out the effect of workload and work environment on job burnout. The object of this study is the Eye Hospital Sulawesi Utara. Researcher used proportionate stratified random and purposive sampling to ensure a fairly equal representation of the variables for the research and to make the data more valid. Questionnaire utilized as the instrument of this study. Likert Scale was used, ranging from 1=strongly disagree, 2=disagree, 3=neutral, 4=agree to 5=strongly agree. The sample size is 87 respondents that have been working for more than one year. The data then processed and analyzed using SPSS 23. All the process implemented in order to test the hypothesis and to answer the research problem. The respondent of this research is the employees at Eye Hospital Sulawesi Utara. The total of sample size is 87 respondents and the data were collected by questionnaire. The characteristic of 87 respondents classified based on gender, age, education, marital status, length of employment and in addition, department.

### Description of Research Variables

This section depicts the variables used in this research and shows the description of the dependent variable and independent variables on this research. Dependent variable is Job Burnout while independent variables are Workload (the number of patients, the number of tasks, work schedule, work overtime) and Work Environment (work office, feel acknowledged, work condition, staff morale). For work environment the result showed that work environment has no significant effect on job burnout at Eye Hospital Sulawesi Utara.

### Multiple Regression Analysis

The method of analysis used in this research is multiple linear regression model, to find out the influence of independent variables to dependent variable with the formula. After substitute the amount obtained from result into the equation :

$$Y = 26.338 + 4.200X_1 - 0.218X_2 + e$$

**Table 1. Multiple Regression Analysis Output**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	26.338	5.833		4.516	.000
Workload	4.200	.259	.871	16.237	.000
Work Environment	-.218	.256	-.046	-.852	.397

Source: Data Processed (2018)

Then the multiple linear regression equation interpretation:

1. Constant (a) 26.338 shows the effect of relationship between Workload ( $x_1$ ) and Work Environment ( $x_2$ ) to the Job Burnout ( $y$ ). It means if all independent variables are equal to zero then Job Burnout as dependent variable is predicted to be 26.338.

2. Consider other variables are constant or equal to zero, if there is one unit increase in Workload (x1) then the Job Burnout (y) will increase 4.200.
3. Consider other variables are constant or equal to zero, if there is one unit increase in Work Environment (x2) then Job Burnout (y) will decrease 0.218.

### Coefficient of Determination (R<sup>2</sup> And R)

**Table 2. Result of Coefficient of Determination Test**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871a	.758	.753	4.31409

Source: Data Processed (2018)

The value of coefficient correlation (R) that is shown above means that there is very strong positive relationship between the independent variables (workload, work environment) and dependent variable (job burnout). It is because the value of R is 0.871 which explained the strength of the association between the independent variable and dependent variable. The items in a questionnaire which act as the indicators of the variables. The coefficient determination (R<sup>2</sup>) measures how far the ability of a model in explaining variation of dependent variable. The value of coefficient determination is between 0 and 1. From the table above, it can be seen that the coefficient determination (R<sup>2</sup>) in this regression is 0.785, it indicates that approximately 78.5% of the variation in dependant variable (job burnout) is explained by all independent variable (workload, work environment) and the rest of 21.5% are describable by other causes.

### Implication of Research Result

#### Workload on Job Burnout

According to Eye Hospital Profile, the number of patients undergoing treatment in the last few years is around 150-250 patients each day which explained that it is not comparable with the number of employees who serving. A lot of patients in a day is one of the excessive workload which can cause the workers to experience job burnout. It can be seen that the findings in this research also show that workload has significant effect on job burnout that exactly the same with the problem mention above. In addition, the results of informal interviews with several Eye Hospital workers stated that there are times when the workers feeling overwhelmed in carrying out the responsibilities to serve a lot of patients in a day and with the number of tasks which sometimes are not in line with their own capacity but beyond that, every tasks given are still reasonable. It is important to avoid workload that also leads to job burnout in this office for employee well-being that also affects patient satisfaction.

Work overtime can lead to burnout by making workers feel exhaustion, phisically and mentally. Overtime can be significantly more tiring if workers have to work several extra hours for multiple days in a row, or on a regular basis. As time goes on, workers might find that their exhaustion on the job just isn't worth the extra pay. Overtime also means workers are spending more time at work and less time at home with their families or pursuing hobbies and other activities outside of their jobs. That trade-off can upset a worker' well-being. If employees don't get enough of a chance to recharge by doing what they love, burnout will continue to happen. Overtime appears to be related to physically mental problems (burnout), which can cause turnover and damage a business's culture. According to the findings, the respondents showed the highest scores of workload, are in work schedule (shift) and work overtime sub-scale. It indicates that the average response of workers at the Eye Hospital agreed that the workload they bear is at a high level but still quite in line with the values possessed by the organization. It is evident by some respondent who thinks that the amount of work given is still reasonable. Based on that, it can be concluded that the average employee in the eye hospital feels that the workload is at a high level and it can affects their burnout in the organization.

#### Work Environment on Job Burnout

According to the results, work environment statically has negative influence to job burnout at Eye Hospital Sulawesi Utara. It indicates that the work environment has no unidirectional effect on job burnout, where a conducive working environment will not reduce the level of workers' burnout and conversely work environment that is not aligned with the needs of the worker will not lead to a high level of burnout.

Since staff morale is related to how staff feel about the organization, it is an important factor in creating a comfort work environment. Recent research has pinpointed the effects of work environment characteristics as a source for stress that can lead to job burnout. Evidence was given for the relationship between work

environment as a source of stressors and burnout. The results of the present study are supported by several previous studies mention above, although the results are inconsistent. However, in this study no matter how the work environment is, it will not be able to influence the decrease or increase of job burnout level in healthcare workers at Eye Hospital Sulawesi Utara.

### **Limitation of Research and Future Research Recommendation**

Researcher realized that in conducting this research, there are theoretical and technical constraints. These limitations cause the weakness of the results of this study, as follows: Theoretical constraints in this research are the limitation of references and the number of variables used to predict job burnout at the Eye Hospital Sulawesi Utara. This study only examined the effect of workload and work environment on job burnout. Meanwhile, there are other factors that can affect job burnout that are not discussed in this study.

Technical constraints in this research are the number of samples used is too small, the language used in the questionnaire is an academic language so that there is a possibility that the perception about the questions between researcher and respondents are different. Researcher can suggest that, for future research in order to ensure more comprehensive results, it would be better if there is an improvement towards the limitations that mention above.

### **Discussion**

The results shown below are the summarized from respondent classification:

1. The most of 61% of the respondent is female.
2. The most 42.5% of employees are aged between 21-30 years and 19.5% are between 31-40 which considered aa younger age compared to the over 40 years.
3. The most 71.2 % of employees are the accumulation of Bachelor degree and Master degree.
4. The most 66.7% of employees are married.
5. The most 49.4% of the employees have been working for between 1-5 years in the Eye Hospital.

It can be concluded that since the number of employee who are: female, aged between 21-30, with higher education and also have been working for only 1-5 years are clearly high, so the probability of the employee to feel job burnout in hospital can be higher or increase. But except for the marital status, the results in this hospital shows that the most employees are married which means that marital status negatively related job burnout to happen, in this this hospital.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

The conclusions of this research are as follows:

1. Workload has a significant effect on job burnout at Eye Hospital Sulawesi Utara partially. The employee in this hospital agree that job burnout influenced by Workload indicators such as the number of patients they need to serve, the number of tasks, work schedule and work overtime increased.
2. Work Environment has no significant effect on job burnout at Eye Hospital Sulawesi Utara partially. The employee in this hospital agree that job burnout are not influenced by Work Environment indicators such as the availability of work office, feel acknowledgement, work condition and staff morale.
3. The result indicates that the overall model is reasonable fit and there is a statistically significant effect of workload and work environment on job burnout. And it also indicates that the, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. Thus, it can be concluded that workload and work environment have significant effect on job burnout at Eye Hospital Sulawesi Utara.

### **Recommendation**

There are some recommendations that can be given which are:

1. Since Workload partially influence job burnout in this hospital, it means having the lower level of workload is necessary in order to reduce job burnout and improve the employees' performance by avoid giving extra workload and unnecessary assignments, hire some new employees or give more rewards or incentives to make sure employee well-being.

2. The study shows that there is no significant influence from work environment on job burnout. But the hospital management need to keep maintaining the healthy work environment at Eye Hospital Sulawesi Utara. The result indicates that the overall model is reasonable fit and there is a statistically significant effect of workload and work environment on job burnout. And it also indicates that the, H0 is rejected and H1 is accepted. Thus, it can be concluded that workload and work environment have significant effect on job burnout at Eye Hospital Sulawesi Utara.
3. In addition, future research could focus on sociodemographic factors that can influence job burnout. It is recommended this relationship to be investigated further.

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