

---

**BURNOUT LEVEL AMONG NURSES: COMPARING PUBLIC TO PRIVATE HOSPITAL  
IN MANADO****TINGKAT BURNOUT DI KALANGAN PERAWAT: MEMBANDINGKAN RUMAH SAKIT  
PEMERINTAH DAN RUMAH SAKIT SWASTA DI MANADO**

by

**Patrisia Anastasia Lombo<sup>1</sup>  
S.L.H.V Joyce Lapian<sup>2</sup>  
Ferdinand J. Tumewu<sup>3</sup>**<sup>123</sup>Faculty of Economics and Business, International Business Administration, Management Program  
Sam Ratulangi University Manado

E-mail:

<sup>1</sup>[patrisiaanastasia17@gmail.com](mailto:patrisiaanastasia17@gmail.com)<sup>2</sup>[joycelapian@yahoo.com](mailto:joycelapian@yahoo.com)<sup>3</sup>[tumewufj@gmail.com](mailto:tumewufj@gmail.com)

**Abstract:** Hospital is an important health care service provider for the community. However, Manado community still complained about how bad the health care service in Manado, they also argue that private hospitals' service is better compared to public hospital. Therefore, one of the elements that need to be considered by the hospital in providing quality health care services is the medical staff, and one of the medical staff who is closest to the patient is the nurse, they have a great responsibility for the provision of services to the patients, this great responsibility that faced by nurses make them vulnerable to experiencing job burnout. Therefore, this study aims to find if there is a significant difference in job burnout level among nurses between public and private hospital in Manado. The sample was taken using convenience sampling technique and the sample size of this study was 100 nurses from Bhayangkara Hospital Manado and 100 nurses from GMIM Pancaran Kasih Hospital Manado. The result shows that there is no significant difference in public hospital nurses and private hospital nurses towards the level of job burnout. The human resource manager in each hospital in Manado must pay attention to the medical staff especially the nurses so that they would not experience the job burnout that can affect their performance.

**Keywords:** *burnout level, public hospital nurses, private hospital nurses*

**Abstrak:** Rumah sakit adalah penyedia layanan kesehatan yang penting bagi masyarakat dalam memenuhi kebutuhan kesehatan mereka. Namun, masyarakat Manado masih mengeluhkan betapa buruk layanan perawatan kesehatan di Manado, mereka juga berpendapat bahwa layanan rumah sakit swasta lebih baik dibandingkan dengan rumah sakit umum. Oleh karena itu, salah satu elemen yang perlu dipertimbangkan oleh rumah sakit dalam memberikan layanan kesehatan yang berkualitas adalah staf medis, dan salah satu staf medis yang paling dekat dengan pasien adalah perawat, mereka memiliki tanggung jawab besar untuk penyediaan layanan kepada pasien, tanggung jawab besar yang dihadapi oleh perawat membuat mereka rentan mengalami kelelahan kerja. Oleh karena itu, penelitian ini bertujuan untuk menemukan apakah ada perbedaan yang signifikan dalam tingkat kelelahan kerja antara perawat antara rumah sakit pemerintah dan swasta di Manado. Sampel diambil menggunakan teknik convenience sampling dan ukuran sampel penelitian ini adalah 100 perawat dari Rumah Sakit Bhayangkara Manado dan 100 perawat dari Rumah Sakit GMIM Pancaran Kasih Manado. Hasil penelitian ini menunjukkan bahwa tidak ada perbedaan yang signifikan perawat rumah sakit umum dan perawat rumah sakit swasta terhadap tingkat kelelahan kerja. Manajer sumber daya manusia di setiap rumah sakit di Manado sebaiknya memperhatikan staf medis terutama perawat sehingga mereka tidak akan mengalami kelelahan kerja yang dapat mempengaruhi kinerja mereka.

**Kata kunci:** *tingkat burnout, perawat rumah sakit pemerintah, perawat rumah sakit swasta*

---

**INTRODUCTION****Research Background**

Community services industry is inseparable from competition among the perpetrators of service providers, especially health providers that are trying to gain public trust by proposing the efficient service and quality. In an effort to provide quality health care services, health care providers must be able to deliver what is the customer needs or more precisely what is the patient needs and also the expectations of the patient by understanding and addressing the patient needs.

Therefore, the health care service is an important service for the society. Everyone needs service in the form of medical in order to fulfil one of the necessities of life that is health. Based on Article 52 paragraph (1) of the Health Law (2009), health services generally consist of two forms of health services, firstly is public health service that organized by group or community that aim to maintain and improve health that refers to promotional and preventive actions undertaken by certain public health centre such as public health centre, secondly is a medical service that organized by individuals independently, and families, or groups of society members that aim to heal and restore personal or family health, and carried out at health care institutions called hospital, maternity clinics, and independent practice.

Therefore, hospital plays an important role in the health care system. Hospital is one of the health service center is required to be able to always provide a great service to the society because hospital is also one of the health industry that oriented to consumers. The failure of the giving quality service to consumers can be bad for a business including the hospital itself. However in Manado, people still often talk about how bad the health care services in Manado. The complaint contains reserved technical problems of service that is considered inadequate because of the lack of health staff in each healthcare service provider in Manado (Kumaat, 2015). Also reported by *Tribun Manado*, public hospital services are worse than private hospital. 'Front-office' staffs at public hospital have not been able to greet well (Catur, 2012).

Based on the issues above, in developing a good quality of health care services, the human resources in each health care services in Manado needs to be noticed, not just only to make the health care service become more better, it will provide the better change through the organization. The medical staff is the most important element that must be considered by hospital in providing excellent service for patients because the medical staff is in direct contact with the patients. Service that provided by medical staff to patients have the impact on patients satisfaction. That is why medical staff in a health care service has a big responsibility. The quality of hospital services can be guaranteed if it supported by adequate human resources, because the workforce in accordance with the workload greatly affected the work productivity, however in otherwise if the workforce in the hospital is not in accordance with the existing workload, then the medical staff will actually experience job burnout and decrease the work productivity which can be impact to the quality of hospital services.

One of the medical staff who also has a high workload and need to be considered is the nurse. The definition of a nurse from International Council of Nursing is a person who has completed a program of basic, generalized nursing education and is authorized by the appropriate regulatory authority to practice nursing in his/her country. The role of nurses in the maintenance of health is very important, a nurse must be able to overcome the stress experienced in the world of nursing because nurses should not make mistakes in performing health services for patients. Therefore nurses deserve for special attention. Such a big responsibility and demands to be faced by the nurses show that the nursing profession is vulnerable to experience job burnout.

In Middleton (2009), Heavy nursing workloads are having a detrimental effect on patient care and health outcomes across the world. In a survey of over 2,000 nurses from 13 countries, conducted by the International Council of Nurses, 92% of respondents said they faced time constraints that prevented them from spending sufficient time with individual patients. Nearly half said their workload was worse.

Supporting the opinion that researcher received from a nurse who works in C type hospital in Manado, that the increased workload resulted from the increased sift, and also when there were patients who had high levels of dependence on the nurse with increasing numbers of patients on a daily basis followed by an increasing number of people who visited the patients make the nurse cannot work properly. The nurse's workload also increases when there is a patient or family of patients who violate hospital rules. Therefore based on the nurse's opinion, the nurse's workload is quite heavy so it can cause job burnout.

Based on the explanation above burnout among nurses have an important effect on the hospital in providing a good quality service to patients, also regarding the health care services in Manado is still bad based on the ownership status of the hospital make researcher interested to examine the level of burnout among nurses and comparing the burnout level between public hospital and private hospital.

---

**Research Objective**

The main purpose of this research is to find if there is a significant difference in job burnout level among nurses between public and private hospital in Manado.

**THEORETICAL REVIEW****Human Resource Management**

The 'human resource' in organization is composed of all the efforts, skills, or capabilities, of all the people who work for that organization. Some of the organizations may call this 'human resource' as staff or workforce or personnel or employees but the basic meaning remains the same (Joshi, 1996:45). Human resource management is and has to be owned and driven by the top management in the interests of the key stakeholders. The stakeholders include shareholders, the managing board, the workers, clients and customers. This is unlike the old tradition in which personnel management functions were mostly vested in designated officers under a personnel department. Under human resource management, the philosophy is that the top management owns and drives the agenda for effective people management in an organization.

**Organizational Behaviour**

According to Kondalkar (2007:20) Organizational Behavior involves integration of studies undertaken relating to behavioral sciences like psychology, sociology, anthropology, economics, social psychology and political science. Therefore, organizational behavior is a comprehensive field of study in which individual, group and organizational structure is studied in relation to organizational growth and organizational culture, in an environment where impact of modern technology is great. The aim of the study is to ensure that the human behavior contributes towards growth of the organization and greater efficiency is achieved. Science of organizational behavior is applied in nature. Disciplines like psychology, anthropology and political science have contributed in terms of various studies and theories to the field of organizational behavior. A leader should be able to communicate with his subordinate and keep them in picture as to the happenings in the organization.

**Workload**

Workload refers to the intensity of job assignments. It is a source of mental stress for employees. Stress is an active state of mind in which human being faces both an opportunity and constraint. There are various ways that stress symptoms or outcomes are reflected in the workplace. In stress, outcome that is desired from an employee is generally perceived to be both uncertain and important (Robbins, 1999:4). In organizations, reaction of people toward workload is different. Some tackle much better while others suffer in destructive consequences. Just as workload differs as a function of the individual, it also differs as a function of one's type of occupation. Some occupations are, inherently more work loaded than others. All the stress strain relationships have an apparent impact on the organization and industry.

**Job Stress/Job Burnout**

Leka, Griffiths, and Cox (2004:56) define work related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. Workers who are stressed are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. Maslach, Schaufeli, and Leither (2001:2) defined Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job. However, there was actually an underlying consensus about three core dimensions of the burnout experience. The only measure that assesses all three of the core dimensions is the MBI (Maslach Burnout Inventory): Emotional exhaustion, Depersonalization, and low personal accomplishment

**Previous Research**

Jonathon, Halbesleben, and Buckley (2004) focused on the theoretical models that describe about burnout, burnout measurements, the meaning of reducing burnout, and direction for the future of burnout research. Halbesleben et al. reviewing the most recent literature concerning the burnout construct, specifically, the published literature from 1993 to the present. Through the research literature by Halbesleben, researcher found a lot of knowledge about job burnout among employees, this research describes burnout measurements by using Maslach Burnout Inventory (MBI) (Maslach, Jackson & Leiter 1996) that are: emotional exhaustion, depersonalization, and low personal accomplishment.

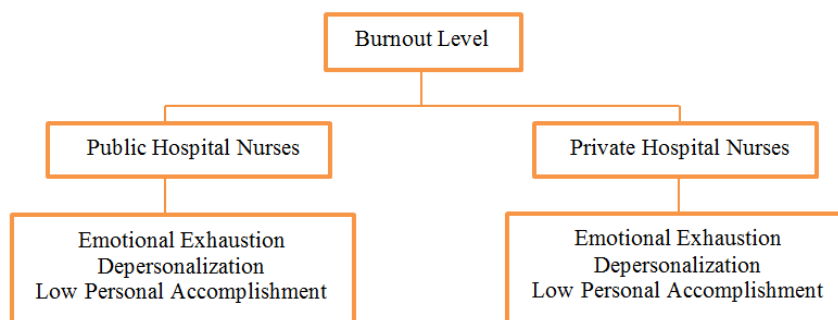
Kalliath et al. (2002) hypothesizing that the higher levels of job satisfaction predict lower levels of burnout. This research used the Maslach Burnout Inventory to measure emotional exhaustion, depersonalization, and personal accomplishment. The job satisfaction scale of Katzell et al was used to measure overall job satisfaction. The findings of this research showed that job satisfaction has a significant direct negative effect on emotional exhaustion, whereas emotional exhaustion has a direct positive effect on depersonalization. A significant indirect effect was seen of job satisfaction on depersonalization via exhaustion. The path coefficient shows that job satisfaction has both direct and indirect effects on burnout, confirming job satisfaction as a significant predictor of burnout.

Spooner-Lane et al. (2007) the result of this study showed that overall public hospital nurses reported moderate level of burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment). Hierarchical regression analyses revealed that socio-demographic factors play a small, but significant role in predicting burnout. Role Overload, Job Conflicts and Role Boundary contributed to higher levels of Emotional Exhaustion. Role Boundary and Professional Uncertainty contributed to higher levels of Depersonalization and Role Boundary and Role Ambiguity contributed to lower levels of Personal Accomplishment. Only Supervisor Support had a significant main effect on Depersonalization and Personal Accomplishment. No evidence was found to indicate that work support had a buffering effect on the stress-burnout relationship. This Research result highlight the need of organization (public hospital) to reduce the workload placed on nurses.

Massoudi et al. (2008) 505 nurses were participated in the study from different private hospitals in Tehran including Toos, Pastor no, Laleh, Tehran clinic and Kasra hospitals. Data were gathered through the questionnaires containing demographic information, scale of nursing burnout's factors and Maslach nursing burnout. Data was analyzed using SPSS package. This research found that the most important factor contributing in nurses' burnout in assessed private sectors was the inappropriateness between the income and the workload and its difficulties. The respondents reported their high emotional exhaustion (6.36%), high depersonalization (1.81%) and feeling low competent (23.63%).

### Conceptual Framework

The conceptual framework in this study is explained in the form of a chart, as follows:



**Figure 1. Conceptual Framework**

*Source: Analysis Method, 2018*

### Hypothesis

This Section will be explain the hypothesis. The hypotheses of this research are:

$H_0$  : There is no significant difference in job burnout level among nurses between public and private hospital in Manado.

$H_a$  : There is significant difference in job burnout level among nurses between public and private hospital in Manado.

## RESEARCH METHOD

### Research Approach

This research is a comparative research by using a quantitative approach. According to Silalahi and Ulber (2005), comparative research is a research that compares two or more symptoms like situations, elements, events, or components. Researcher used quantitative approach because the data that will be used to analyze the differences between variables are expressed with numbers or numeric scale (Kuncoro and Mudjarad, 2003). This research used the Independent Samples T-Test to analyze whether there is a significant difference in burnout level among nurses between public hospitals and private hospitals, the measurement of burnout level are using three levels of burnout sub-scale from Maslach Burnout Inventory (MBI): Emotional Exhaustion, Depersonalization, and Low Personal Accomplishment.

### Population, Sample and Sampling Technique

The Population is the full set of cases from which a sample is taken (Saunders, Lewis, and Thornhill, 2007). The population of this research is all of the nurses who work in Bhayangkara Hospital Manado (public hospital type C) and GMIM Pancaran Kasih Hospital Manado (private hospital type C) as much as 316 nurses, 120 nurses from Bhayangkara Hospital Manado and 196 from GMIM Pancaran Kasih Hospital Manado (Data from Bhayangkara Hospital Manado and GMIM Pancaran Kasih Hospital Manado, 2018). The Slovin formula was used to calculate the sample size. By using Slovin formula, researcher can be allowed to sample the population with a desired degree and accuracy (Stephanie, 2013).

In this research, the number of nurses population with the desired error tolerance is 5%, and then the sample size was:

$$n = \frac{N}{1 + N e^2}$$

$$n = \frac{316}{1 + 316 \times 0.05^2}$$

$$= 176.5 \text{ Rounded to } 177$$

Therefore, the sample size was 177.

For the balanced hypothesis testing, the sample size of 177 divided by 2 equals to 88.5 but researcher decided the sample size for each hospital is 100 nurses. Bhayangkara Hospital Manado as much as 100 nurses and GMIM Pancaran Kasih Hospital Manado as much as 100 nurses. In the sample selection in this research, researcher used Accidental Sampling/Convenience, therefore, the questionnaire is given directly by the time researcher met the nurses who are working at the Bhayangkara Hospital Manado and GMIM Pancaran Kasih Manado

### Data Collection Method

The data used in this research consists of two types of data, which are primary and secondary data. Researcher get primary data from the results of questionnaire distributed to the respondents so that they can directly provide answers through the questionnaire, and the secondary data will be done by books or any literature that contains information about the research and theories

### Operational Definition of Research Variables

The operational definition of the research variable is an explanation of each variable used in the study of the indicators that shape it. The variable used in this study is burnout. Researcher used three aspects of the Maslach Burnout Inventory (MBI), which are: Emotional Exhaustion, Depersonalization, and Low Personal Accomplishment. Emotional exhaustion has three indicators, those are: Temperamental, frustrating, and feeling depressed, these three indicators are a reflection of feelings that are too emotional because of the excessive workload and personal conflict. Depersonalization has three indicators, those are: Negative views of other, cynicism, negative views of their job, these three indicators are a reflection of negative attitudes that distance themselves from service recipients or anything related to work. Low personal accomplishment has two indicators, those are: Dissatisfaction with their performance, and dissatisfaction with their job, both indicators reflect an attitude that is not satisfied with the results of their work. The operational definition of variables in this study was used to understand more deeply the variable in this research.

### Data Analysis Method

### Validity, Reliability, Normality, Homogeneity, and Descriptive Statistic

To analyze the validity of questionnaire, Pearson Product Moment was used. If the  $R_{count}$  is greater than  $R_{table}$  then the research instrument is considered valid. For the reliability test uses Alpha Cronbach measurement. If Alpha is less than 0.06 then it is unreliable. The distribution of data with normal distribution pattern (data distribution is not skewed to the left or right). If the probability value  $> 0.05$  then population is normally distributed. And for the homogeneity test is based on the Levene's F test for Equality of Variances is the most commonly used statistic used statistics to test the assumption of homogeneity of a variance. The criteria of Levene's test is if the variance or value of significant higher than 0.05 it means homogeneous. Descriptive statistic used to investigate the burnout level among the nurses with three categories which are: Low level burnout, moderate burnout, and high level burnout.

### Independent Sample T Test

Independent sample T-test is used to test hypotheses about two or more populations in which each sample group is independent which means that the two populations are not related to each other (Gani and Amalia, 2015). The purpose of this research is to find significant different in burnout among nurses between public and private hospital, it means comparing two of unrelated groups. The t test evaluates whether the mean value of the test variable that is Burnout among nurses for one group that is Public hospital differs significantly from the mean value of the test variable for the second group that is Private Hospital.

## RESULTS AND DISCUSSIONS

### Validity Test Result

**Table 1. Correlation**

Item	Pearson Correlation	$r_{table}$	Conclusion
Burnout1	.593	.136	Valid
Burnout2	.553	.136	Valid
Burnout3	.681	.136	Valid
Burnout4	.535	.136	Valid
Burnout5	.602	.136	Valid
Burnout6	.462	.136	Valid
Burnout7	.529	.136	Valid
Burnout8	.497	.136	Valid
Burnout9	.504	.136	Valid
Burnout10	.527	.136	Valid
Burnout11	.448	.136	Valid
Burnout12	.522	.136	Valid
Burnout13	.549	.136	Valid
Burnout14	.527	.136	Valid
Burnout15	.590	.136	Valid

Source: SPSS 24, 2018

Table 1 shows that the Pearson Correlation is greater than  $R_{table}$ . Therefore the data can be concluding as valid.

### Reliability Test Result

**Table 2. Reliability Statistic**

Crombach's Alpha	N of Items
.822	15

Source: SPSS 24, 2018

Table 2 shows that the value of Cronbach's Alpha is higher than 0.06 which means that this research instrument is reliable.

**Normality Test Result****Table 3. Normality Statistic**

Group	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Public Hospital	.080	100	.110	.988	100	.516
Private Hospital	.076	100	.167	.991	100	.715

Source: SPSS 24, 2018

From the table above, researcher focuses on the probability value of kolmogorov-smirnov for each sample group. It can be seen that the probability value of public hospital is .110 and the probability value of private hospitals is .167.

Normality test:

1. Public Hospital: Sig. 0.110 > 0.05 (normally distributed)
2. Private Hospital: Sig. 0.167 > 0.05 (normally distributed)

Based on the results of the data analysis, it can be concluded that the sample data from Public Hospital and the sample data from Private hospital are normally distributed.

**Homogeneity Test Result****Table 4. Homogeneity Statistic**

Levene Statistic	df1	df2	Sig.
.001	1	198	.975

Source: SPSS 24, 2018

In table 4 column Levene Statistic obtained a significance value of 0.975. This shows that  $p = 0.975 > 0.05$ , it can be said that the data comes from a homogeneous population.

**Independent Sample T Test****Table 5. Group Statistics**

Group	N	Mean	Std. Deviation	Sdt. Error Mean
Public Hospital	100	30.0300	5.87832	.58783
Private Hospital	100	30.2000	5.69245	.56925

Source: SPSS 24, 2018

If seen from table 5, the mean value of Public Hospital is 30,0300 and Private Hospital is 30,2000. This value means that Private Hospital's burnout level is slightly higher than Public Hospital.

**Table 6. Independent Sample T Test**

	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
<b>Equal variances assumed</b>	.001	.975	-.208	198	.836	-.17000	.81828	-1.78367	1.44367
<b>Not equal variance assumed</b>			-.208	197	.836	-.17000	.81828	-1.78368	1.44368

Source: SPSS 24, 2018

In the t test the test must be on the basis of equal variance assumed. At equal variance assumed obtained t value of -0.208 with significance level of  $p = 0.836$ . These results indicate that  $p > 0.05$ . It means that the level of burnout in private hospital nurses is not significantly higher compared to the level of burnout of public hospital nurses.

**Burnout Level among Nurses****Table 7. Classification Burnout Level among Nurses****Public Hospital**

	Frequency	Percent	Valid Percent	Cumulative Percent
Low level burnout	80	80.0	80.0	80.0
Moderate Burnout	20	20.0	20.0	100.0
Total	100	100.0	100.0	

Source: SPSS 24, 2018

**Private Hospital**

	Frequency	Percent	Valid Percent	Cumulative Percent
Low level burnout	77	77.0	77.0	77.0
Moderate Burnout	23	23.0	23.0	100.0
Total	100	100.0	100.0	

Source: SPSS 24, 2018

The result showed that only just 80 nurses in public hospital that experienced burnout in the low level and only 20 nurses in public hospital that experienced burnout in the moderate level, while in the private hospital researcher found that 77 nurses in private hospital have experienced burnout in the low level and only 23 nurses in private hospital that have experienced burnout in the moderate level.

**Discussion**

Nurses are an important component in health services in hospitals. Not only doctors or other medical staff, nurses also have a big responsibility in terms of caring for patients in hospital, this responsibility specifically is to help the patients with their needs such as physical comfort and security when receiving the treatment or monitoring, nurses also should know the needs of patients. Nurses must know their professional role, professional nurse activities are actions performed by nurses freely and responsibly to achieve goals in helping patients (Suwignyo:40, 2007). With this responsibility, a nurse must be able to deal with stress in the nursing world because nurses should not make mistake in fulfilling their responsibilities for meeting patient needs. For this reason, special attention is needed in nursing services. A big responsibility that must be carried out by the nurses showed that a nurse profession is very susceptible to experiencing burnout through their job.

There are other factors that interact with each other in causing burnout, there are Individual factor and work environment. The work environment such as the hospital environment can be distinguished based on the ownership status of the hospital. This can be seen from Regulation of the Minister of Health in 1988 No.159b / Men-Kes / Kes / II / 1988 Chapter II Article 3 the hospital is divided into two based on their ownership status, There are public hospitals and private hospitals. Based on different hospital environment, this ownership status has a variety of aspects that arise in carrying out nursing services provided by nurses to their patients. According to Adikoesoemo (1997:37), the various aspects found in public hospitals and private hospitals are in terms of implementing procedures, such as the complexity of regulations in the bureaucracy, tool facilities, salaries and workloads. If there is an obstacles in the implementation of the procedures, it can impact the nurses' performance. These four aspects can cause emotional exhaustion for nurses, especially nurses who work in public hospitals. However, in the result of this research, there is no significant different in job-related burnout between public hospital and private hospital.

The result of this research support the another study by Windayanti and Prawasti (2007), which is resulting in the same result. In Windayanti and Prawasti, Government hospital nurses have a score of emotional exhaustion, depersonalization, and low personal accomplishment category which is not significantly higher than private hospital nurse. It means nurses from the two hospitals both have a competent feeling in carrying out his/her duties at the same level.

Windayanti and Prawasti (2007) also explained that nurses in two different hospital status both had a level of burnout that was not different in intensity, they had a level of appreciation and sensitivity and a feeling of competency at the same level in carrying out their duties. Thus it can be interpreted that nurses who work in public hospitals and private hospitals have a level of burnout at the same level. An insignificant difference can be occurring due to other factors beyond the status of the hospital



---

## CONCLUSION AND RECOMMENDATION

### Conclusion

From the result of this research, it can be concluded that there is no significant different of job burnout level among nurses between public hospital and private hospital in Manado, therefore researcher accepts the  $H_0$  and rejects the  $H_a$ . The different result showed in Independent Sample T Test that  $p = 0.836$  or  $p > 0.05$ .

### Recommendations

There are practical recommendations that can be concluded from the overall result of this research:

1. In providing a good quality health care service in Manado, the human resource manager in each health care service provider in Manado especially Bhayangkara Hospital Manado and GMIM Pancaran Kasih Hospital Manado, need to pay attention to the medical staff especially the nurse, because if they experience the burnout, patients might be unsatisfied with their performance because burnout would affect the nurses' performance.
2. For further researchers, the further research is needed on the job burnout by including other variables related to the job burnout.

### REFERENCES

- Adikoesoemo and Suparto 1997. *Manajemen Rumah Sakit*. Jakarta: Pustaka Sinar Harapan.
- Catur. 2012. Askes: Pelayanan RS Negeri Buruk Dibandingkan RS Swasta. *Tribun News*. <http://wartakota.tribunnews.com/2012/12/19/askes-pelayanan-rs-negeri-buruk-dibandingkan-rs-swasta>. Retrived on April 4, 2018.
- Gani, I., dan S. Amalia. 2015. *Analisis Data : Aplikasi Statistik untuk Penentuan Bidang Ekonomi dan Sosial*. Andi Offset:Yogyakarta
- Halbesleben and Buckley. 2004. Burnout in Organizational Life. *Journal of Management* 30. <http://journals.sagepub.com/doi/abs/10.1016/j.jm.2004.06.004>. Retrived on April 3, 2018.
- Joshi M. 2013. Human Resource Management 1st Edition. Retrieved from <http://bookboon.com/>.
- Kalliath, Thomas, Morris, and Rita. 2002. Job Satisfaction Among Nurses: A Predictor of Burnout Levels. *Journal of Nursing Administration*. Volume 32, Issue 12, p. 648-654. <https://www.ncbi.nlm.nih.gov/pubmed/12483086>. Retrived on April 7, 2018.
- Kondalkar. 2007. *Organizational Behavior*. New Age International (P) Ltd, New Delhi
- Kumaat D. .2015. Layanan Kesehatan di Kota Manado Buruk. Manado Express. Seen 4 April 2018. Retrived from <http://manadoexpress.co/berita-6026-layanan-kesehatan-di-kota-manado-buruk.html>
- Kuncoro and Mudrajad. 2003. *Metode Riset untuk Bisnis & Ekonomi*. Erlangga.
- Leka, Griffiths, and Cox. 2004. *Work Organization & Stress. Protecting Workers' Health Series*. Institute of work:UK , Health & Organization. No. 3.
- Maslach C., Schaufeli W. B., and Leiter M. P. 2001. Job Burnout. *Annual Reviews Psychol.* 52:397–422. <https://www.annualreviews.org/doi/abs/10.1146/annurev.psych.52.1.397>. Retrived on June 7, 2018.
- Middleton. 2009. Nursing Workloads a Global Problem. *Nursing Times*. Seen 4 April 2018. Retrived from <https://www.nursingtimes.net/news/hospital/nursing-workloads-a-global-problem/5003802.article>

Massoudi., Aetemadifar., Afzali, Khayri., and Dehkordi. (2008). The Influential Factors on Burnout among Nurses working in Private Hospitals in Tehran. *Iranian Journal of Nursing Research*. Vol. 3. Issue 9 And 8-9 (6)859-879. [http://ijnr.ir/browse.php?a\\_id=297&sid=1&slc\\_lang=en](http://ijnr.ir/browse.php?a_id=297&sid=1&slc_lang=en). Retrived on July 20, 2018.

Republic of Indonesia. 2009. Law no. 52 on Health. State Secretariat. Jakarta.

Robbins. 1999. *Organizational Change and Stress Management, Organizational Behavior*, 8th Edition. Prentice Hall of India, New Delhi – 110.001.

Saunders, M., Lewis, P. and Thornhill, A. 2007. *Research Methods for Business Students*. 4th Edition, Financial Times Prentice Hall, Edinburgh Gate, Harlow.

Stephanie E. 2003. *Slovin's Formula Sampling Techniques*. Houghton-Mifflin. New York, USA

Silalahi and Ulber. 2005. *Metode Penelitian Sosial*. Unpar Press, Bandung.

Spooner-Lane., Rebbeca., Patton., and Wendy. 2007. Determinants of Burnout among Public Hospital Nurses. *Australian Journal of Advanced Nursing*. Volume 25, Issue 1. [https://www.researchgate.net/publication/27470174\\_Determinants\\_of\\_burnout\\_among\\_public\\_hospital\\_nurses](https://www.researchgate.net/publication/27470174_Determinants_of_burnout_among_public_hospital_nurses). Retrived on August 2, 2018.

Suwignyo. 2007. *Pengaruh Manajemen Asuhan Keperawatan dan Motivasi Berprestasi*. Gramedia:Jakarta. Pustaka Utama

Windayanti and Paraswati. 2007. Burnout pada Perawat Rumah Sakit Pemerintah dan Perawat Rumah Sakit Swasta. *JPS*. Volume 13, Nomor 2. <https://anzdoc.com/burnout-pada-perawat-rumah-sakit-pemerintah-dan-perawat-ruma.html>. Retrived on August 4, 2018.