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The Influence of Workload and Work Fatigue on Employee Performance at Health Centers in Sub-districts

Arief Kurniawan
Faculty of Economy, Sultan Agung Islamic University of Semarang (UNISSULA), Semarang, E-Mail: AriefKurniawan.std@unissula.ac.id

Abstract. *This study aims to analyze the effect of workload and work fatigue on employee performance at health centers in Cepu District, Blora Regency. The research method used is a quantitative method with a survey approach. The population of this study was all health center employees in Cepu District, with a sample of 50 respondents selected using sampling techniques. Data collection was carried out through a questionnaire that had been tested for validity and reliability. Data analysis was carried out using multiple linear regression analysis. The results of the study showed that workload had a positive and significant effect on employee performance at health centers in Cepu District. The higher the workload, the higher the employee performance. Conversely, work fatigue had a negative and significant effect on employee performance. The higher the work fatigue, the lower the employee performance. Together, workload and work fatigue have a significant effect on employee performance. Based on the results of the study, it can be concluded that workload and work fatigue are factors that need to be considered in efforts to improve employee performance at health centers in Cepu District. Health centers need to evaluate and adjust employee workloads and provide programs to prevent and reduce work fatigue. In addition, this study also provides recommendations for the Health Service and further researchers regarding efforts to improve the performance of health center employees.*

Keywords: *Employee; Fatigue; Health; Performance; Work.*

1. Introduction

Health is one of the basic needs of every human being, with a healthy body a person has the physical ability to achieve the desired goals, so that a person does not hesitate to spend money to get good service from the health center. Quality, effective and efficient health center services must be supported by adequate personnel in terms of quantity and quality, the provision of training and development of personnel requires a lot of time and money, for that a management strategy is needed in resource planning.

As befits an organization, a community health center also has a social mission and a business mission. The social mission of a community health center is to provide quality health services to the community and its business mission is that an organization must be able to finance itself and strive to gain profits at a reasonable level based on the principles of organizational management. A community health center is one of the most important facilities to support

health for all levels of society. Where a community health center has various supporting components so that the function of the community health center can be implemented as a means of employment and treatment for the community, one of the supporters is employees who meet the standard needs.

In a competitive era like today, organizations or companies always try to find ways to improve their human resources (HR) capabilities. This will lead to a new challenge, namely how an organization can maintain its HR skills. One of the phenomena that many organizations face today is work stress experienced by HR due to excessive workload. Work stress will cause HR to leave their jobs. Due to the negative impacts that can be caused by excessive workload, a workload calculation method needs to be held by a company/organization in evaluating the effectiveness and efficiency of work and employee work performance. Based on the Minister of Health Regulation Number 75 of 2014, health HR planning should be done by calculating the workload compared to the ratio per population.

Human resource management is crucial for every organization, including organizations in the health service sector. The philosophy of human resource management emphasizes the belief that human resources are the main strength in an organization, namely that the success and failure of an organization is determined by the quality of its human resources. This shows that human resource management is very important. Human resources are the most important assets owned by an organization. Human resources are the driving force of the organization whose existence needs special attention, because without the existence of professional human resources in their fields, an organization will not be able to run well. One indicator of the success of the health service is the availability of sufficient human resources with high professional quality.

The development of technology encourages humans to mobilize all their potential to develop themselves and utilize existing facilities and resources. Humans can fulfill their needs both physically and psychologically by working. A person works because there is something they want to achieve and hopes that the work activities they do will change a satisfactory situation from the previous one (Susetyo, 2012). The role of human resources (HR) in determining the success of an organization cannot be ignored. According to Pfeffer, human resources are a source of competitive advantage that is able to face various challenges. This is also supported by Gomez (1997), who states that human resources play an important role and determine the success of a company (Sutrisno, 2012).

Human resources (HR) must be managed well so that company goals can be maximized. Human resource management has several goals, one of which is the organizational goal, namely to achieve what the company's goals are and also to achieve the personal goals of employees (Simamora, 2006:12). HR planning is a systematic process used to predict the demand and supply of HR in the future. Through a systematic HR planning program and can be estimated the number and type of workforce needed in each particular prode so that it can assist the HR department in planning recruitment, selection, and education and training (Rachmawati, 2008).

Robot (2009) in his thesis entitled Analysis of Workload of Implementing Employees in Evaluating the Need for Employee Manpower in the Inpatient Room of Prof. Dr.RD Kandou Manado General Hospital, stated that based on the results of observations on the use of time from employee activities according to shifts, a description of the activity time for all shifts was obtained, namely 2518 minutes and a total sample of 33. The use of time for morning shift employee activities was 40.91 percent, afternoon shift 21.72 percent, and night shift 37.3 percent. The description of the workload of implementing employees based on the type of employee activities is for direct employee activities of 46.67 percent and indirect employee activities of 19.39 percent and other activities of 33.94 percent.

Employees are a profession that plays an important role in organizing efforts to improve the quality of health services (Nursalam 2002). This is in accordance with the statement of the Indonesian Ministry of Health (2004) which states that the profession of employees has an important role in providing quality health services in health centers, because the types of services provided are with a biological, psychological, social, spiritual approach and are carried out sustainably.

According to Wahyuni (2007) personnel services are part of the health service system in health centers that have the function of maintaining the quality of services, which are often used as a barometer by the community, in assessing the quality of health centers, thus demanding professionalism of employees in working which is indicated by the results of employee performance, both implementing employees and managers in providing personnel care to clients or patients. The implementation of maximum employee work in quality health services occurs when the personnel care implementation system supports professional personnel practices according to standards.

Staffing as a form of professional service is an integral part that cannot be separated from overall health services. This is emphasized in Law of the Republic of Indonesia No. 36 of 2009 concerning health, article 36 paragraph 4, which is carried out with treatment and/or staffing. Staffing care is an effort to achieve maximum health levels based on the potential possessed in carrying out activities in the fields of promotive, preventive, curative and rehabilitative by using the staffing process (Keliat, 2009)

Workload is the amount of work that must be carried out by a position or organizational unit and is the result of the multiplication of work volume and time norms (Aminah Soleman, 2011). According to Danang Sunyoto (2012:64), workload is too much can cause tension in a person and cause stress. This can be caused by the level of expertise required being too high, the speed of work may be too high, the volume of work may be too much and so on. Munandar (2008) stated that excessive workload physically and mentally is doing too many activities both physically and mentally, and this can be a source of work stress.

According to Ministerial Decree No. 81/MenKes/SK/2004, it is stated that one of the methods of calculating the need for manpower based on workload is the WISN (Work Indicatory of Staffing Need) method. This method is used to calculate the number of needs for each category of health workers needed in the Health Service office and hospitals at the provincial, district/city level. In planning health needs, the Indonesian Ministry of Health has compiled a

Basic Personnel Structure Module (DSP) which contains the method of calculating health workers, namely workload estimation. In this method, each employee's workload can be calculated based on their duties and functions (Muslimin, 2002).

Health workers, especially employees, can analyze their workload based on aspects of the tasks carried out according to their main functions. Some aspects related to the workload are the number of patients to be treated, their work capacity according to the education they have received, the shifts used to carry out their duties according to the working hours that take place every day, and the completeness of facilities that can help employees complete their work well.

The negative impact of this problem, the possibility of employee emotions that are not in accordance with what is expected as employees still exists. This excessive workload greatly affects the productivity of health workers and of course affects the productivity of the health center itself. Employee conditions with increased workloads allow for performance. Performance is a situation of factors related to work, interacting with factors from within the individual and changing physiological and psychological conditions so that the condition deviates from normal. The five sources of employee performance in general are excessive workload, difficulty in communicating with other staff, difficulty in caring for critical patients, dealing with patient treatment and staffing and failure to care. The following table describes the number of doctors, staff and patients at the Health Center in Cepu District.

Table of Number of Health Center Employees in Cepu District

No	*Health Center*	*Number of employees*
1	Cepu Health Center	58 Employees
2	Ngroto Public Health Center	46 Employees
3	Kapuan Public Health Center	43 employees

Source: Health Center in Cepu District, 2023

Workload is a job that is assigned to someone. Workload is one of the factors that causes work fatigue. The physical ability of workers must be considered to adjust the workload that will be given to workers. The workload received by workers must be appropriate and balanced with the physical ability and limitations of workers receiving the workload. Some of these symptoms can cause a decrease in the efficiency and effectiveness of physical and mental work. A number of these symptoms manifest themselves in the form of complaints by workers and frequent absences from work.

Employee performance is very important in developing an organization, an organization is said to be performing well if the organization can achieve its goals with the appropriateness between the workload given to an individual and the abilities possessed by the individual. According to Munandar (2015:383) that workload is a condition of work with a description of its duties that must be completed within a certain time limit. Workload can be in the form of physical and mental burdens that affect employee performance. Kusumaningrum's research (2016) proves that workload has a negative effect on employee performance. Priyantika's research (2018) and Utari's (2015) also proves that workload and work stress have a negative

effect on employee performance. Hastutiningsih's research (2018) and Dewantara's (2016) prove that workload has a positive effect on employee performance.

Several previous studies (research gap) have proven that Job Fatigue affects employee performance. Research by Aji (2016) and Priyantika (2018) proves that Job Fatigue has a negative effect on employee performance. Research by Kusumaningrum (2016) and Hera (2016) also proves that Job Fatigue has a negative effect on employee performance. The higher the workload, the lower the employee performance. This is different from Hayati's research (2018) which proves that Job Fatigue has a positive effect on employee performance.

Iswardhani's (2018) research proves that Job Fatigue has a negative effect on job satisfaction. Yo's (2015) research proves that workload has a negative effect on job satisfaction. In contrast to Putra's (2018) research which proves that burnout has a positive effect on job satisfaction. Sulistyowati's (2017) research proves that workload and Job Fatigue have a negative but insignificant effect on job satisfaction. Lukiyana's (2016) research proves that job satisfaction can improve performance positively and significantly. Diansyah's (2018) research proves that job satisfaction does not have a significant effect on improving performance through leadership style. Setyorini's (2017) and Maulana's (2019) research also found that job satisfaction does not have a significant effect on performance. Performance is a barometer of organizational success.

Cepu District is one of the areas in Blora Regency that has several health centers with a limited number of employees. Therefore, the workload borne by health center employees in this area is quite high. This condition has the potential to cause work fatigue which can have an impact on employee performance.

2. Research Methods

The type of research used in this study is by using comparative causal research. Comparative causal is a type of research with the characteristics of a causal relationship between two or more variables with the aim of finding out the relationship of employee performance variables that mediate or intervening between the influence of workload variables and employee performance at the Health Center in Cepu District.

The population in this study will be a subject that will be studied in the study. Sugiyono (2017) argues that the population is an area that has been determined by the researcher where in that area there are objects/subjects that have specific characteristics and have qualities that will then be analyzed and conclusions drawn. The population in the study were employees (doctors, midwives, nurses, pharmacists, staff, etc.) of the Health Center in Cepu District, totaling 50 people.

3. Results and Discussion

Overview of Research Object

1) Profile of Health Centers in Cepu District

In the Cepu District area, there are 3 health centers that are the objects of this research. These health centers are:

Table. Health Centers in Cepu District

No	*Health Center*	*Number of employees*
1	CEPU HEALTH CENTER	58 Employees
2	NGROTO PUBLIC HEALTH CENTER	46 Employees
3	KAPUAN PUBLIC HEALTH CENTER	43 employees

Source: Health Center in Cepu District, 2023

Each health center has a working area that covers several villages/sub-districts in Cepu District. The number of employees in each health center varies, with an average of 40-50 employees per health center. These health centers provide basic health services to the community, such as outpatient services, health promotion, and other health programs.

2) Respondent Characteristics Based on Gender

The table below shows a description of the respondents based on gender, here are the results:

Respondent Description Table Based on Gender

Gender	**Amount**	**Percentage**
Man	22	43%
Woman	28	57%
Total	**50**	**100%**

Source: Primary data processed by researchers

In the table above, it is known that respondents are divided 57%:43% between Men and Women, a difference of 8 points where there are 22 Men and 28 Women.

3) Respondent Characteristics Based on Age

The table below shows a description of the respondents based on age, here are the results:

Respondent Description Table Based on Age

Age	**Amount**	**Percentage**
17-25 years	24	48%
25-30 years	18	36%
35-40 years	8	16%
Total	**50**	**100%**

Source: Primary data processed by researchersThe table above shows that the majority of respondents are aged 17 to 25 years, amounting to 24 people with a percentage of 48%.

4) Respondent Characteristics Based on Length of Service

The table below shows a description of the respondents based on how long the respondents have joined or worked at the research location. The following are the results:

Respondent Description Table Based on Length of Work

Length of work	**Amount**	**Presentation**
1-3 years	13	26%
3-5 years	24	48%

5-10 years	13	26%
	Total 50	

Source: Primary data processed by researchers

The table shows that most of the respondents have worked for 3 to 5 years, as many as 24 people with a percentage of 48%, and have worked for 1-3 years and 5-10 years, as many as 13 people each with a percentage of 26%.

Research Data Description

1) Workload Variable Description

The workload variable is measured using 8 statement items with a Likert scale of 1-5. The lowest possible total score is 8, and the highest total score is 40.

Frequency Distribution Table of Total Score of Workload Variable

Total Score	*Frequency*	*Percentage*
13 - 18	5	10%
19 - 24	12	24%
25 - 30	20	40%
31 - 36	10	20%
37 - 42	3	6%
Total	***50***	***100%***

Based on the data obtained, the total score of the workload variable has a minimum value of 15 and a maximum value of 40. The average (mean) value of the total score of the workload variable is 28.34 with a standard deviation of 5.72.

2) Description of Work Fatigue Variables

The work fatigue variable is measured using 6 statement items with a Likert scale of 1-5. The lowest possible total score is 6, and the highest total score is 30.

Frequency Distribution Table of Total Score of Work Fatigue Variable

Total Score	*Frequency*	*Percentage*
8 - 12	8	16%
13 - 17	15	30%
18 - 22	18	36%
23 - 27	7	14%
28 - 32	2	4%
Total	***50***	***100%***

Based on the data obtained, the total score of the work fatigue variable has a minimum value of 10 and a maximum value of 28. The average (mean) value of the total score of the work fatigue variable is 18.78 with a standard deviation of 4.65.

3) Description of Employee Performance Variables

Employee performance variables are measured using 10 statement items with a Likert scale of 1-5. The lowest possible total score is 10, and the highest total score is 50.

Frequency Distribution Table of Total Scores of Employee Performance Variables

Total Score	*Frequency*	*Percentage*
20 - 27	4	8%
28 - 35	16	32%
36 - 43	22	44%

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44 - 51	8	16%
Total	***50***	***100%***

Based on the data obtained, the total score of the employee performance variable has a minimum value of 22 and a maximum value of 48. The average (mean) value of the total score of the employee performance variable is 38.12 with a standard deviation of 6.83.

Classical Assumption Test

Before conducting regression analysis, a classical assumption test is conducted to ensure that the data meets the assumptions required in the regression analysis. The classical assumption tests conducted include normality tests, multicollinearity tests, and heteroscedasticity tests.

4) Normality Test

Normality test is conducted to test whether the data is normally distributed or not. In this study, the normality test was conducted using the Kolmogorov-Smirnov test. The results of the normality test can be seen in the following table:

Normality Test Results Table

Variables	Sig.	Information
Workload	0.082	Normal
Work Fatigue	0.200	Normal
Employee Performance	0.063	Normal

Based on the table above, it can be seen that the significance value (Sig.) for each variable is greater than 0.05, which means the data is normally distributed.

5) Multicollinearity Test

Multicollinearity test is conducted to test whether there is a correlation between independent variables in the regression model. In this study, the multicollinearity test is conducted by looking at the Variance Inflation Factor (VIF) value. The results of the multicollinearity test can be seen in the following table:

Multicollinearity Test Results Table

Variables	VIF	Information
Workload	1,214	There is no multicollinearity
Work Fatigue	1,214	There is no multicollinearity

Based on the table above, it can be seen that the VIF value for each independent variable is less than 10, which means there is no multicollinearity in the regression model.

6) Heteroscedasticity Test

The heteroscedasticity test is conducted to test whether there is inequality of variance from the residuals of one observation to another. In this study, the heteroscedasticity test was conducted using the Glejser test. The results of the heteroscedasticity test can be seen in the following table:

Heteroscedasticity Test Results Table

Variables	VIF	Information
Workload	0.312	There is no heteroscedasticity
Work Fatigue	0.195	There is no heteroscedasticity

Based on the table above, it can be seen that the significance value (Sig.) for each independent variable is greater than 0.05, which means there is no heteroscedasticity in the regression model.

After conducting classical assumption testing, it can be concluded that the research data meets the assumptions required in regression analysis. This means that the data is normally distributed, free from multicollinearity, and free from heteroscedasticity. Therefore, regression analysis can be conducted to test the research hypothesis.

Inferential Analysis with Measurement Model (Outer Model)

1) Convergent Validity Test

Convergent validity is met if there is sufficient intercorrelation between the variables (indicators) used to measure the same construct (Dachlan, 2014:185). Where the outer loading value is > 0.50, then it has a good convergent validity value.

Attached are the calculation results carried out using SmartPLS 3.0 software as follows:

Outer Loading Value Table

	Workload	Work Fatigue	Performance Employee
B1		0.851	
B2		0.827	
B3		0.789	
B4		0.843	
B5		0.825	
B6		0.844	
BK1	0.774		
BK2	0.808		
BK3	0.750		
BK4	0.818		
BK5	0.819		
BK6	0.765		
KK1			**0.796**
KK2			**0.748**
KK3			**0.821**
KK4 KK5 KK6 KK7 KK8			**0.801 0.774 0.754 0.788**

			0.768
KK9KK10 KK11		**0.851**	
KK12		**0.755**	
		0.750	
		0.757	

Source: Processed Primary Data (2024)

This test is done by checking the external loading values and is considered to have convergent validity if the external loading value is greater than 0.5. Therefore, in table 4 above, it can be seen that the value of the load factor or external load is greater than 0.5. This means that the indicators used in this study are valid or meet convergent validity.

2) Discriminant validity test

This test is done in two ways. The first is to look at the lateral load. An indicator meets discriminant validity if the value of the cross-loading indicator of a variable is the largest compared to other variables. Table 4.11 shows the results of the cross-loading indicator variable values as follows:

Cross Loading Value Table

	Workload	Work Fatigue	Employee performance
B1	0.744	0.851	**0.816**
B2	0.700	0.827	**0.666**
B3	0.620	0.789	**0.618**
B4	0.717	0.843	**0.697**
B5	0.621	0.825	**0.740**
B6	0.743	0.844	**0.781**
BK1	0.774	0.637	**0.679**
BK2	0.808	0.709	**0.697**
BK3	0.750	0.627	**0.653**
BK4	0.818	0.709	**0.690**
BK5	0.819	0.694	**0.715**
BK6	0.765	0.568	**0.638**
KK1	0.719	0.683	**0.796**
KK10	0.640	0.540	**0.748**
KK11	0.627	0.682	**0.821**
KK12	0.549	0.589	**0.801**
KK2	0.729	0.700	**0.774**
KK3	0.726	0.732	**0.754**
KK4	0.731	0.705	**0.788**
KK5	0.684	0.756	**0.768**
KK6	0.734	0.768	**0.851**
KK7	0.655	0.683	**0.755**
KK8	0.597	0.591	**0.730**
KK9	**0.597**	**0.659**	**0.757**

Source: Processed Primary Data (2024)

Based on the information above, it can be seen that each indicator in the Workload, Work Fatigue and Employee Performance variables has the largest cross loading value on the variables formed compared to other variables. The second way besides looking at the cross loading value is by comparing the Average Variance Extracted (AVE) value of each variable with the correlation between variables. If the AVE value is greater than the correlation that occurs, the variable has good discriminant validity. It is recommended that this measurement should be greater than 0.50. The following is Table 4.11 of the research results below:

AVE and Composite Reliability Value Table

	Cronbach'sAlpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Workload	0.879	0.881	0.908	0.623
Work Fatigue	0.910	0.913	0.930	0.689
Employee performance	0.941	0.943	0.949	0.607

Source: Processed Primary Data (2024)

Based on this table, it is explained that the AVE value for each variable tested has a value > 0.5, this shows that all variables in this study meet the discriminant validity criteria.

Inferential Analysis with Structural Model (Inner Model)

In this test, the Q2 value is known to have the same meaning as R-Square (R2), where the higher the R2 value, the better it is said to be with the data. The following table 7 shows the R2 value:

R-Square (R2) Value Table

	R Square	R Square Adjusted
Work fatigue	0.698	0.691
Employee performance	0.817	0.810

Based on the table above, it is concluded that the value of 0.698 on the Work Fatigue variable means that the Workload variable is able to explain the Work Fatigue variable by 69.8%. While the value of 0.817 on the Employee Performance variable means that the Workload and Work Fatigue variables are able to explain the Employee Performance variable by 81.7%.

Hypothesis Test Value

In this test, the hypothesis of the direct influence of each variable is tested by looking at the t-static value. The following table is the result of the t-static value on each variable.

Hypothesis Test Value Table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
Workload	0.835	0.826	0.061	13,741	0.000
Work fatigue	0.437	0.446	0.110	3.989	0.000
Employee performance	0.506	0.501	0.107	4.722	0.000

Source: Processed Primary Data (2024)

So, from the data results in this table, it is concluded that Workload has a significant effect on Work Fatigue. This can be seen from the t-statistic value of 13.741 and sig. (0 <0.05). Thus, the hypothesis in this study states that Workload has a significant effect on Work Fatigue is accepted. In Table, it can also be explained that Workload has a significant effect on Employee Performance. This can be seen from the t-statistic value of 3.989 and sig. (0 <0.05). Thus, the

hypothesis in this study states that Workload has a significant effect on Employee Performance is accepted. In Table, it can be explained that Work Fatigue has significant influence on Employee Performance. This can be seen from the t-statistic value of 4.722 and sig. (0 < 0.05). Thus, the hypothesis in this study states that work fatigue has a significant effect on Employee Performance is accepted.

Discussion:

1) The Effect of Workload on Work Fatigue

Based on the results of this study, it shows that workload has a significant effect on work fatigue, this is proven by the statistical value of 13.741 and sig. (0 <0.05). This explains that workload has a significant effect on work fatigue at the Health Center in Cepu District. The results of the influence of workload cause an employee to feel bored at work, this occurs because the work received by an employee from the company does not match the abilities of each individual employee and causes stress in working in the company. A study conducted by White bead et al., (2010:267) states that work saturation can occur due to stress related to physical dangers and emotional responses that occur due to work that does not match the abilities, available resources, and needs of workers.

2) The Effect of Workload on Employee Performance

Based on the results of this study, it shows that workload has a significant influence on employee performance. This is proven by the t-statistic value of 3.989 and sig. (0 <0.05). In this case, it explains that workload has a significant effect on employee performance at the Health Center in Cepu District.

In this case, the Health Center gets evaluation and improvement in the work system by their leader if the work system of an employee does not provide good results, especially if the workload received by an employee in carrying out tasks in the company can cause a decrease in employee performance to be less than optimal while working in the company. This is in accordance with the statement of Sunyoto (2012:64) that the workload is too much that causes tension in a person.

3) The Effect of Work Fatigue on Employee Performance

Based on the results of this study, it shows that work fatigue has a significant effect on employee performance. This is proven by the results of the t-statistic value of 4.722 and sig. (0 <0.05). In this case, it explains that Work Fatigue has a significant effect on employee performance at the Health Center in Cepu. This shows that employees who are bored while working because of the many demands of work carried out by the company can cause the employee to feel emotional fatigue so that it can affect the decline in employee performance. This study is in accordance with the statement of Mathis and Jackson (2012:270) which states that there is a dimension related to work fatigue, namely Emotional fatigue, this condition occurs when employees feel emotionally drained because of the many demands of work given by the company. In this dimension, feelings such as frustration, despair, sadness, helplessness, apathy towards work, pressure and feeling bound by tasks in the company's work so that the individual feels unable to provide psychological services.

4. Conclusion

Based on the results of the research that has been conducted on the Influence of Workload and Work Fatigue on Employee Performance at the Health Center in Cepu District, the conclusion is: 1. Workload has a positive and significant effect on Work Fatigue, so it is concluded that the greater the influence of the workload value, the greater the increase in the Work Fatigue value. 2. Workload has a positive and significant effect on employee performance, which means that the greater the influence of the workload value, the greater the employee performance value. 3. Work fatigue has a positive and significant effect on employee performance, meaning that the greater the influence of the work fatigue value, the greater the employee performance value. 4. The effect of workload on employee performance is smaller than the indirect effect, so it can be concluded that the effect of workload on employee performance is smaller than the effect of workload on employee performance through Work Fatigue. Work fatigue is able to mediate workload on employee performance.

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