

# IMPROVING HUMAN RESOURCE PERFORMANCE THROUGH JOB BURNOUT MODERATED BY COPING STRATEGY AND COMMITMENT AT UPP CLASS III OFFICE OF JEPARA, PATI, AND REMBANG

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## Abstract:

The operational performance of service department, parts of goods, and passengers at UPP Class III Office of Jepara, Pati and Rembang decreased. The purpose of this research is to test and analyze the improvement of HR performance through job burnout which is moderated coping strategy and commitment at the organizer office unit of Class III Port of Jepara Regency, Pati, and Rembang. The population of this study is all human resources in the third class Port of 106 human resources, including Jepara 49 people, Juana 33 people, and Rembang 34 people. Samples were taken from all of the population by sampling technique using census. The result of the research shows that Job Burnout has a positive influence on HR performance, positively significant commitment influencing HR performance, and there is no significant influence between Job Burnout on Human Resource performance which is moderated by Coping Strategy.

**Keywords :** Job Burnout, Coping Strategy, Commitment, Performance

## INTRODUCTION

HR performance is outcomes generated by HR in a certain time period. This is in line with the opinion of Hasibuan (2012) and Wibowo (2012) who defines performance as an outcome of human resources based on outputs, processes and work attitude of HR within a certain period of time. This means a lot or at least, good or bad, the rise or fall of performance will be affected by physical and psychological condition of an individual doing the work.

Employee performance is influenced by several factors, in which the company expects its desired goals to be achieved both short and long term. Performance factors are closely related to the situation of working conditions in a company or organization. The environmental factors of employee workplace are very impact on the level of motivation and performance. Better physical environment of an office will improve employee performance, and ultimately

increase their productivity. Performance is ultimately an individual phenomenon with environmental factors that influence it, especially through its effect on individual performance determinants of ability and motivation (Mangkunegara, 2005). A gap between the facilities provided by the company and the desired facilities will have an effect on human resources' performance. The gaps or incompatibilities do employers make to their employees, such as unhealthy competition among employees, lack of support from superiors, may cause burnout symptoms in employees (Harry and Yanuar, 2010).

Burnout symptoms within employees can affect individual performance. Burke (2001) mentions that job burnout is a psychological process generated by work stress that is not released and leads to emotional fatigue, personality changes, and feelings of declining attainment. Thus, people with burnout jobs are emotionally, physically and spiritually exhausted (Maslach and Leiter, 2001). With the job burnout experienced, human resources will be able to affect individual performance. According to Asi (2013), burnout has a strong influence on performance, where if it is not immediately addressed, then the performance will decline. Therefore, HR should make adjustments to the company by doing coping strategies to improve performance.

Friedman (1998) stated that coping strategies are behaviors or processes for adaptation in facing pressure or threats. Strategies refer to how individuals use to make adjustments between human resources they possess and the demands the environment imposes on them. Specifically, the sources that facilitate the coping include personal resources (i.e. relatively stable personal characteristics such as self-esteem or social skills) and environmental sources such as social and family support or financial resources (Harrington & Mcdermott, 1993). With the coping strategy used to overcome the burnout in HR, HR performance is expected to improve.

HR performance can also be influenced by commitment. The level of commitment of both company's commitment to employees, and between employees to the company can also be very necessary, because through these commitments, it will create a professional work climate. Organizational commitment is "a behavioral perspective, in which commitment is defined as consistent behavior of activity" (Aris & Gozhali, 2006). So, it can be summed up that the higher commitment of employees toward organization, the higher employee performance.

Many factors influence HR performance. According to Astuti (2013), the factors that affect performance are: coping strategies and work conflicts. Asi (2013) added factors that affect performance are: organizational climate and burnout. Nugroho, et al. (2016), stated that the factors which affect performance are: job burnout, job satisfaction, and organizational commitment. Sukmana (2015) found that factors which affect performance are: transformational leadership, motivation, burnout. According to Murty (2012) argued that the factors which affect the performance are: compensation, motivation and organizational commitment. Vidianingtyas (2014) factors that affect performance are: compensation, job satisfaction, work motivation and leadership style. But from some research results conducted by these researchers, there are inconsistent research results, namely the influence of job burnout on HR performance. According to Asi (2013), and Sukmana & Sudibia (2015) it is known that burnout has a negative and significant effect on HR performance. But the results of research by Maharani and Triyoga (2012) noted that job burnout has nothing to do with the performance of human resources.

Associated with the results of different studies above, the phenomenon of operational performance in the Class III UPP Office of Jepara, Pati and Rembang from 2014, 2015, and 2016 seem to decrease. So the purpose of this research is to analyze the improvement of human resource performance through the burning job which is moderated by coping strategy and commitment at Class III UPP Office of Jepara, Pati and Rembang.

## **LITERATURE REVIEW**

### **HR Performance**

According to Robbin (2006), performance is an optimal achievement in accordance with employees' potentials. According to Werther & Davis (in Suparjono, 2014), performance can be described as (1) what is achieved on visible achievement, (2) work skills, working ability. Performance is a work performance in accordance with a record generated from a particular job function during a certain period. It can be concluded that the performance of human resources is the result achieved by someone with all the capabilities possessed during a certain period.

Factors that affect performance are the quality and capacity of employees, supporting facilities, and supra means (Simiba, 2005). In addition, Sedarmayanti (2007) added the factors that influence the performance are: attitude and mental, education, skill, leadership management, income level, salary and health, social security, work climate, facilities and infrastructure, technology, and achievement chance.

### **Job Burnout**

Job burnout is something that is often experienced in every job. It is a very physical, emotional and mental condition drop caused by a very demanding work situation in a long term period (Muslihudin, 2009). The National Safety Council (NSC) in 2004 stated that saturation is the result of the most common work stress and workload. The specific symptoms of this burnout include boredom, depression, pessimism, lack of concentration, poor quality of work, dissatisfaction, absence, and pain / illness. So job burnout can be concluded as physical condition of weakness and mental which have no spirit anymore caused by the amount of work load faced.

Job burnout becomes an issue for the organization if it leads to declining performance, as well as products (Dale, 2011). The condition of burnout is often our minds become full and begin to lose rational. This can lead to overwhelming with work and ultimately lead to mental and emotional fatigue, then begin to lose interest in work and motivation decline, in the end quality of work and quality of life come down (National Safety Council, 2004). Burnout has a strong effect on performance, when it is not addressed immediately. Then performance will decline / decrease. So if an individual or employee feels burnout in his job (job burnout), it will affect the work performed, so it makes to the performance decline. According to Mulyana (2009) employees experience burnout because of monotonous or non-varied work, unclear job assignment, inadequate job control, dysfunctional work environment, and extreme activity. So if such conditions are left, employees will experience a decrease in performance and the impact on the decline in overall company performance.

## **Coping Strategy**

Coping strategies are a way or tendency to behave in a person that is associated with emotion (feeling) and is expected to affect the results of adjustment, such as a reassessment of the existing situation (Lazarus 1993, Kozup and Creyer, in Cui et al, 2009). Coping strategies refer to specific attempts, both behavioral and psychological, applied by individuals to address, decrease, or minimize conditions that cause burnout (Taylor, 1998). Coping is also a process for managing demands (external or internal) that are perceived to overwhelm or surpass the resources owned by individuals (Lazarus & Folkman, 1984). So coping strategy can be concluded as a way of behaving to adjust to overcome problems of decreasing morale.

According Vitaliano (1985 in Natalia and Supramono, 2011), coping strategy can be useful to anticipate the occurrence of burnout. Proactive coping strategies can reduce the level of stressor in a person by way of empowering existing resources and improve themselves and their surrounding environment. With individual efforts in coping strategies to overcome burnout problems, then it is expected that burnout can be decreased and eventually can improve individual's performance.

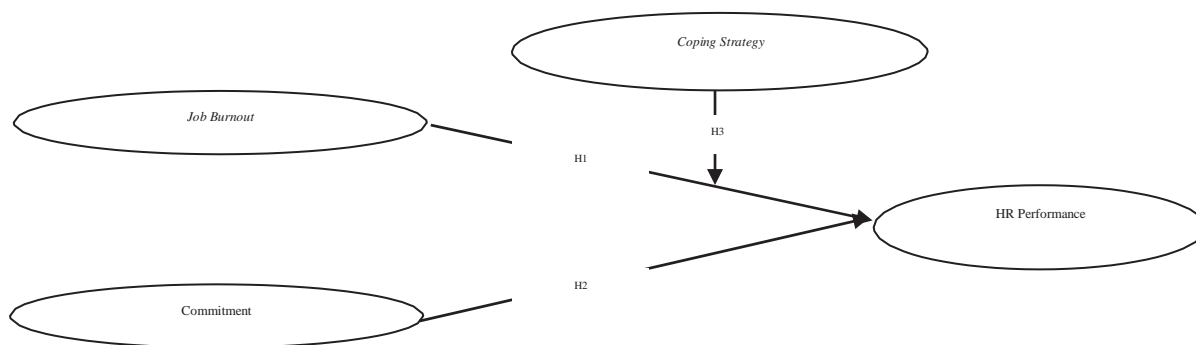
## **Commitment**

Organizational commitment can be defined as identification, loyalty, and involvement expressed by employees, organizations or units of an organization (Gibson et al 2000). According to William and Hazer (1986), organizational commitment is an affective response to an organization as a whole, which then shows an affective response on the specific aspects of the job whereas job satisfaction is an individual affective response within the organization against past and present evaluations, where the evaluation is individual not a group or an organization. Meanwhile, according to Mowday et al (1982) organizational commitment can be defined as the degree to which employees identify with the organization and its involvement in a particular organization. So it can be concluded that commitment is synonymous with behavior that is consistent or fixed to the activity. So it can be concluded that the higher commitment of employees on work performed, the higher employee's performance. This means that the higher one's commitment to the task will make the performance higher.

Three major components of organizational commitment (Ikhsan, 2010) are:

- a. Affective commitment, if employees want to be part of the organization because of emotional or psychological bonding to the organization.
- b. Continuity of commitment, if the employees persist in an organization because it requires salary and other benefits, or the employees do not find any other job.
- c. Normative commitment arises from employees' self-values. Employees survive to be members of an organization because they have awareness that commitment to their organization is a must.

## CONCEPTUAL FRAMEWORK



## RESEARCH METHOD

This research belongs to explanatory research which means a type of research to understand the phenomenon or problem studied, to explore the nature and pattern of phenomena that attract the attention of researchers and is an effort to obtain useful knowledge to develop the concept of research. Population in this research was all HR of UPP class III in Jepara, Juana, Rembang as many as 106 human resources. The samples were taken from all populations using census techniques. The indicators for measuring coping strategy were strategies of action, externalization, internalization, and avoidance. The indicators for measuring job burnout are emotional fatigue, depersonalization, and personal achievement. The indicators for measuring commitment are pride in the company, willingness to take sides / sacrifices for the company, and loyalty to the company. The indicators for measuring HR performance are quantity, quality, and timeliness. Data analysis technique was done by PLS method (Partial Least Square). This motivation is used to know the improvement of human resource performance through job burnout which is moderated by coping strategy and commitment at UPP Class III Office of Jepara, Pati and Rembang.

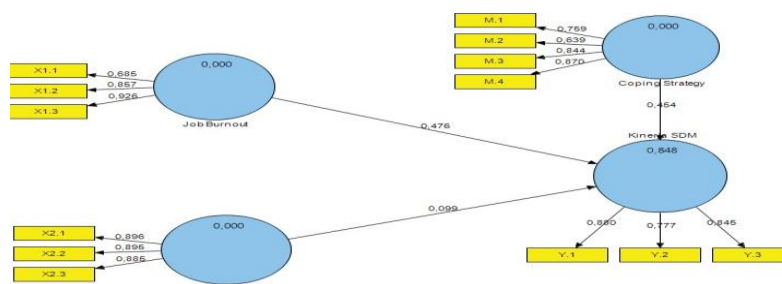
## FINDINGS AND DISCUSSION

### Research Findings

The test on inner model or structural model was done to see the relationship between constructs.

#### 1. The Correlation between Constructs before Moderation

The relationship between constructs before moderation can be seen through the inner model. Reading the inner model is to evaluate the relationship between the hypothesized constructs, where the relationship of each construct is illustrated as follow.



### Structural Model—BootStrap

	Original Sample (O)	T Statistics ( O/STERR )
Coping Strategy -> HR Performance	0,453832	7,512549
Job Burnout -> HR Performance	0,475597	8,747879
Commitment -> HR Performance	0,099377	2,347691

Based on the figure of inner model and table above, it reflects to the influence of Job Burnout on Human Resource Performance and the influence of Commitment on Human Resource Performance.

#### The Test on the Effect of Job Burnout on HR Performance

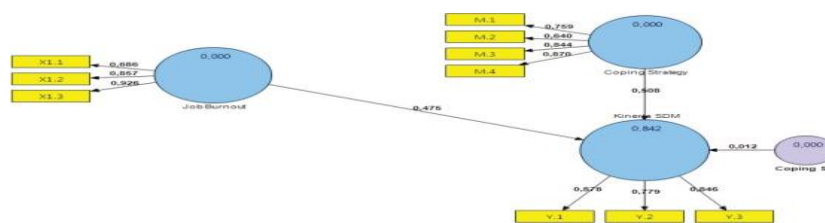
The result of the test obtained t value of 8.747879 and the estimated coefficient value of 0.476. The above results show that there is a positive influence of Job Burnout on the performance of human resources with the value of t-count (8,747879) which is bigger than t-table value (1,658), meaning that the hypothesis (Ha) is rejected or Ho is accepted at level of error 5 %. So, it can be concluded that job burnout has no negative effect but has a significant positive influence on HR performance.

#### The Test on the Effect of Commitment on HR Performance

The result of the test obtained t value of 2.347691 and the estimated coefficient of 0.099. The above results show that there is a positive influence of Commitment on HR performance with the value of t-count (2.347691) which is greater than t-table value (1,658), meaning that the hypothesis (Ha) is accepted or Ho is rejected at level of error 5% . So, it can be concluded that there is a positive significant influence of Commitment variable on HR performance.

## 2. The Correlation between Constructs after Moderation

The correlation between the constructs after moderation can be seen through the inner model.



### Structural Model—BootStrap

	Original Sample (O)	T Statistics ( O/STERR )
Coping Strategy -> HR Performance	0,507689	4,109039
Coping Strategy* Job Burnout->HR Performance	0,011713	0,138263
Job Burnout -> HR Performance	0,475187	6,749644

Based on the figure of inner model and the above table, it can reflect to the influence of Burnout Job on Human Resource Performance moderated by Coping Strategy.



Based on the figure of inner model and the table above, it also can reflect to the influence of job burnout on HR performance which is not moderated by coping strategy. Based on the above PLS test results, it obtained t value of 0.138263 and the estimated coefficient value of 0.012. The above results show that the value of t-count (0.138263) which is smaller than the value of t-table (1.658), meaning that the hypothesis (Ha) is rejected or Ho is accepted at 5% level error. So, it can be concluded that coping strategy is not able to moderate the influence of job burnout on HR performance significantly.

## **DISCUSSION**

### **1. The Effect of Job Burnout on HR Performance**

The results of the first hypothesis test show that there is a significant positive effect of job burnout on human resource performance in the UPP Class III Office of Jepara, Pati, and Rembang.

This study supports the theory of job burnout. Job Burnout (saturation) is something that is often experienced in every job. It is a very physical, emotional and mental condition drop caused by a very demanding work situation in a long term period (Muslihudin, 2009).

Job burnout has a negative effect on performance, when it is not addressed immediately. Then, performance will decline or decrease. So if an individual or employee feels saturation in his job (job burnout), it will affect the work done, so that his performance will be decreased. According to Mulyana (2009), employees experience burnout due to work that is monotonous or does not vary, job task is not clear, less work control, dysfunctional work environment, and extreme activities. So if such conditions are left, the employees will experience a decrease in performance and may impact on the decline in overall performance of the company.

Job burnout is based on continuous pressure and causes fatigue in work (Nugroho, et al, 2016). It becomes an issue for organizations that result in decreased HR performance. So if an individual or HR person feels saturation in his job (job burnout), he will experience symptoms of emotional fatigue that can affect human resources in carrying out their work, so it can make performance decreased. The research results of Asi (2013), Sukmana and Sudibia (2015), Nugroho, et al (2016) showed that job burnout has a significant influence on HR Performance.

The same thing is felt by the human resources in UPP class III Office that during the execution of tasks, they feel tired every day because they have to do the work that pile up, feel bored doing this job continuously, and feel their work do not have good results. However, job burnout they feel does not have a negative impact on the HR performance. This is because: 1) too high job burnout is still within the limits of work tolerance; and 2) the work must be completed regardless of the condition.

### **2. The Effect of Commitment on HR Performance**

The result of the second hypothesis test shows that there is a significant positive influence of commitment on human resource performance in UPP Class III Office of Jepara, Pati, and Rembang.

This study supports the theory of commitment. Organizational commitment according to Gibson et al (2000) can be defined as identification, loyalty, and involvement expressed by

employees, organizations or units of the organization. According to William and Hazer (1986), organizational commitment is an affective response to an organization as a whole, which then shows an affective response on the specific aspects of the job whereas job satisfaction is an individual affective response within the organization against past and present evaluations, where the evaluation is individual not a group or an organization.

Individuals who have a commitment to an organization, will have loyalty to the organization, which ultimately leads the employee to have a sense of responsibility on the organization that tends to have a way to improve the individual's performance. While individuals with low organizational commitment tend to do ways that can disrupt or degrade organizational performance such as slowness in work, complaints and even strikes.

Julistia's research results (2015) show that organizational commitment has a significant positive effect on employee performance, so organizational commitment is proven to have a good impact on employee performance.

The same thing is a commitment that is owned and felt by the human resources in the UPP Class III Office that during the duties are proud of being able to devote themselves and work in the office, ready and prepared to prioritize the interests of the office at the expense of personal interests, and promise to be loyal to the policies and regulations set by the office. Thus, Commitment owned by the human resources in the UPP Class III Office will have a positive impact on the performance of these human resources.

### **3. The Effect of Job Burnout on HR Performance Moderated by Coping Strategy**

Based on the test result, it showed that there is no significant influence between job burnout on the performance of human resources that moderated by coping strategy in UPP Class III Office of Jepara, Pati, and Rembang.

This research rejects coping strategy theory. Dodds (1993) argued that in its essence, coping strategies are strategies that individuals use to make adjustments between their sources and the demands that the environment imposes on them. Furthermore, this finding rejects Vitaliano (1985) because with the use of coping strategies, it can be used to anticipate the occurrence of burnout. Proactive coping strategies can reduce the level of stressor in a person by empowering the existing resources and improve themselves and the surrounding environment. With the success of the steps, individuals use to address any form of mismatch that causes a job burnout in HR which then will affect the performance of the individual concerned, in this case, it can be seen from the improvement of its performance. In UPP Class III Office of Jepara, job burnout felt by the HR does not give negative impact on the human resource performance. This is because: the too high job burnout is still within the limits of work tolerance; and work should be completed whatever the condition.

Looking at the results of Astuti's research (2013), it showed that individuals will mobilize their efforts by mobilizing their potentials to overcome the emerging conflict, by choosing the right coping strategy, so that they will be able to achieve their in-role performance. But in this research, the coping strategy is not able to moderate the influence of job burnout on the Human Resource Performance in the UPP Class III Office of Jepara, Pati, and Rembang. So, the condition of the strategies undertaken by the human resources were to try to make



themselves relaxed to overcome the tension in the work, to consult with experienced friends, to accept any work as a valuable experience, and to use alternate working methods for the same job which can not overcome the job burnout that is felt in the work so that ultimately can not improve the performance of the HR.

## CONCLUSION AND SUGGESTION

The results showed that job burnout and commitment have a significant positive effect on human resource performance in UPP Class III covering Jepara, Pati, and Rembang. Coping strategy is not able to moderate the influence of job burnout on HR performance, because the result does not have significant effect.

The suggestion proposed in this research is that job burnout do not increase and will not affect performance, hence better human resources at UPP class III of Jepara, Pati, and Rembang are able to avoid and manage stress so that burnout condition in work can be avoided, and use professionalism in improving performance by developing themselves. Also, it needs to look for more appropriate coping strategy to overcome job burnout so it will be able to improve performance better.

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