

Organisational Design, Organisational Climate and Burnouts in Health Services Companies

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The purpose of this study was to analyse the hospital organisational design, whether the model has a mechanistic or organic tendency. Analyzing how the organizational climate in terms of structural design whether the leadership process tends to be very autocratic, a little less autocratic or consultative. Furthermore, this research analyzing the influence of organizational design and organizational climate on burnout and performance. This research was conducted at the mother and child hospital in the city of Medan. The data analysis technique used in this research is path analysis with the help of the SmartPLS application. The results showed that in general the respondent's perception of organisational design was good, while the organisational climate was quite supportive, the burnout level experienced by nurses was in the medium category and the nurse's performance was high. The organisational design of health care companies in this study has a mechanistic tendency. Furthermore, this study found that the organisational climate tends to be quite supportive. And in terms of its structural design, the leadership process tends to be a little less autocratic. The results showed that organisational design and organisational climate had an effect on burnout and nurse performance.

Keywords: *Organisational Design, Organisational Climate, Burnout and Performance*

INTRODUCTION

The effectiveness of individuals, groups and organisations, apart from being influenced by organisational behaviour and processes, is also influenced by organisational structure. For an organisation, the most important thing to achieve its goals is that the organisation must have an organisational design or structure that supports strategic planning. However, many organisations

are less able to design structures according to the objectives of the organisation's strategic planning. This situation causes the organisation to fail to achieve its vision and mission. One of the main roles of an executive and manager is planning and executing organisational strategy, including compiling organisational design. The existence of a relationship between strategic planning and organisational design is very important. There is a weakness that has been felt so far is the lack of understanding by executives and managers to realise this. Therefore, it is necessary to learn more deeply about how to design an organisation so that it is aligned with the overall organisational strategic planning.

Organisational design has become at the core of managerial work because of previous attempts to develop management theory. The way management designs the organisation must keep in mind this dimension of the organisational structure. How they are combined has a direct impact on the effectiveness of individuals, groups and organisations themselves. Managers must consider a number of factors when designing an organisation. Among which the most important are technology, the nature of the work itself, the characteristics of the people who do the work, and the demands of the organisation's environment. There are two models of organisational design, namely mechanistic and organic models. The mechanistic model is an organisational design that emphasises the importance of achieving high and efficient production through extensive use of rules and procedures. Centralisation of authority, and high specialisation of labour. The organic model is in a position as opposed to the mechanistic model with regard to differences in organisational characteristics and practices. The very real difference between the two models is a consequence of the difference in the effectiveness criteria, each of which seeks to achieve maximisation. While the mechanistic model maximises efficiency, the production of the organic model maximises satisfaction, flexibility and development.

The work environment has a direct effect on work attitudes and determines employee performance. A pleasant work environment makes employee attitudes positive and encourages them to work harder and better. On the contrary, unpleasant work environment make employee leave the environment and will cause burnout Job "burnout" is difficult to define, but it will be easier to see the symptoms that appear, such as low productivity, high levels of absenteeism or psychological problems of employees. An effective organisational design and working climate will minimise the stresses that cause fatigue. According to Robbin (2009), organisational design can also cause burnout, including the level of differentiation in the company and centralisation which causes employees not to have the right to participate in decision making. Triguni (2000) defines organisational climate as a view/perception of working conditions that are reflected in attitudes, behaviour, beliefs, ideals, opinions and actions that encourage human resources involved in the organisation to work.

Several studies have shown that there is an influence between organisational climate and burnout on performance. A good organisational climate can affect job satisfaction and individual performance (Utami, 2005). In other studies, it is known that organisational climate is the main

force affecting employee behaviour in achieving organisational performance (Runtu & Widyarini, 2009). The effect of burnout on performance can be seen from research conducted by Kurniawati & Solikhah (2012). It is known that burnout has a significant effect on satisfaction and performance. Job burnout becomes a problem for organisations if it results in decreased performance, in addition to decreasing performance, productivity also decreases (Dale, 2011).

The findings of the study by Hakim and Windijarto (2016) concluded that there was an influence between self-efficacy and burnout on performance. Simultaneously or partially self-efficacy and burnout have a significant effect that the greater the self-efficacy of an employee, the greater the confidence in his work productivity ability. The effect of burnout on work productivity is negative, which means that the greater the burnout of an employee, the lower the performance. Furthermore, joint self-efficacy and burnout also have a significant effect on the performance of employees of PT Semen Indonesia.

Realising how organisational design and organisational climate have a significant contribution to each individual in the organisation and even cause burnout, in turn also affect performance. The researcher feels that a good understanding of organisational design, organisational climate and burnout is needed. The problem in this research is formulated as follows:

1. What is the hospital organisation design, does the model tend to be mechanistic or organic?
2. What is the organisational climate in terms of its structural design, does the leadership process tend to be very autocratic, a little less autocratic, consultative or participatory?
3. Do organisational design and organisational climate affect burnout?
4. Do organisational design and organisational climate affect performance?
5. Do organisational design, organisational climate and burnout affect performance?

RESEARCH METHODS

The research design used in this study was a quantitative study with a cross sectional study approach. This research was conducted at the mother and child hospital (rsia) in the city of Medan. The sample was 143 nurses from the seven households. The sampling technique was purposive sampling. The data needed to analyse the problems in this study was primary data and secondary data. They were collected using a social support questionnaire and the Maslach Burnout Inventory and documentation study. Organisational climate was measured using a modified organisational climate question (OCQ). The questionnaire instrument in this study uses a Likert scale to show differences in levels, differences in degrees, differences in levels and differences in quantity. In this study, the variables studied consisted of 2 (two) dependent variables and 2 (two) independent variables. The dependent variable is the level of burnout and performance. Meanwhile, those that act as independent variables are organisational design and organisational climate. The health service companies referred to in this study are mother and child hospitals, here in after referred to as rsia. The operational definitions of each variable are:

1) Organisational Design Variables

Organisational design, which is used as a measurement in this study, are the nurses' perception of the organisational design that is built by rsia. The evaluation criteria for organisational design are represented by variables, among others:

- a. Formalisation, which consists of the attributes of strict working hour regulations, strict work uniform regulations, document regulations for each work order, work standardisation regulations and strict sanctions for any violations.
- b. Specialisation, which consists of task specification attributes, division of tasks according to position and little control over job assignments.
- c. Hierarchy of authority, which consists of superiors / managers having the authority to assign tasks to nurses and each superior / manager has many subordinates.
- d. Complexity, which consists of the attributes of the number of levels of position, the number of types of work in one department, and each manager has many subordinates.
- e. Centralisation, which consists of the attributes of decision making by top management and decision making without involving subordinates.
- f. Professionalism, which consists of the attributes of higher education requirements and the obligation to attend certain training.
- g. Environment, which consists of attributes of good relations between employees, many employees in one room, a comfortable workplace, great attention to employee welfare and special events for employees.

2) Organisational Climate Variable

The organisational climate variable used as a measurement in this study is the nurse's perception of the organisational climate that is built. The assessment criteria for organisational climate are represented by:

- a. Structure. The structure reflects the feeling of being well-organised and having clear roles and responsibilities in the organisational environment. Structure is high if organisational members feel their job is well defined. Low structure if that there is no clarity about who, is done the task and who, have the authority to make decisions.
- b. Standards. Standards in an organisation measure the feeling of pressure to improve performance and the degree of pride owned by members of the organisation in doing a good job. High standards mean that organisational members are always looking for ways to improve performance. Low standards reflect that members have lower expectations for performance.
- c. Responsibilities. Responsibility can be manifested as the feeling of employees, that when they became independent and do not require decisions that must be legitimised by other members of the organisation. Perceptions of high responsibility indicate that members of

their organisation are encouraged to dismiss their own problems. Low responsibility indicates that taking risks and experimenting with new approaches is not desirable.

- d. Awards. Appreciation is when organisational members feel appreciated if they can complete a task well. Award is a measure obtained by members when they have completed a job. Rewards are not always beneficial in nature but, there are rewards faced with criticism and penalties for completing work. An organisational climate that values performance is characterised by a balance between reward and criticism. A low reward means that the completion of a job well is rewarded inconsistently.
- e. Support. Support is a feeling of trust and mutual support that continues between colleagues and superiors. Support can be categorised as high if members of the organisation feel that they get help from their superiors when they have difficulty carrying out their duties. If the support is low, members of the organisation feel isolated and alone, which results in reduced work productivity.
- f. Commitment. Commitment can be manifested as a feeling of pride in the members of the organisation and the degree of loyalty towards achieving organisational goals. Individuals who have a strong sense of commitment to the organisation can be associated with personnel loyalty. On the other hand, if the members of the organisation are not committed, it means that the employees feel apathetic towards the organisation goal.

3) Burnout Variable

Burnout variable is physical, mental, and emotional exhaustion because the stress experienced lasts for a long time with situations that require high emotional involvement and high standards of personal success. The burnout variable in this study includes three dimensions, namely emotional exhaustion, depersonalisation and perceived inadequacy of professional accomplishment.

Emotional Exhaustion. Severe physical fatigue is characterised by draining emotional resources, such as feelings of frustration, hopelessness, sadness, helplessness, feeling depressed, apathy towards work and the environment (Maslach, 2001). Physical fatigue is characterised by sleeping disturbances, susceptibility to flu and headaches and feeling complaints of pain in the body.

Depersonalisation. Depersonalisation is an outgrowth of the emotional exhaustion dimension. Depersonalisation is a process of overcoming the imbalance between demands and abilities that individuals make to overcome emotional exhaustion.

Personal Accomplishment (low self-respect). Low self-achievement is indicated by a feeling of dissatisfaction with one's self, work and life. Someone who feels they have never done anything useful refers to a low assessment of competence and self-achievement in work, so that they feel a loss of ability and self-dissatisfaction with one's achievements.

4) Performance

Performance in study is the level of success achieved by a nurse in their work, which shows the quality and quantity of a nurse in doing their job. The performance indicators are as follows:

- 1) Quality. Quality of work is how well an employee does what should be done.
- 2) Quantity. Work quantity is how long an employee works in one day. This work quantity can be seen from the work speed of each employee.
- 3) Responsibility. Responsibility for works is an awareness of the employee's obligation to carry out the work given by the company.
- 4) Cooperation. Employees are able to work together with their colleagues in completing tasks assigned by the organisation or agency.
- 5) Initiative. Employees have the ability to do tasks and take initiative.

The variables of this study consisted of exogenous variables, namely organisational design (X1) and organisational climate (X2) and the endogenous variable in this study was nurse performance (Y). The basis for the interpretation of descriptive analysis was carried out by categorising the mean (mean) of each variable based on the modification of Stemple Jr. (Karambut, et al. 2004). Interpretation is very low (1.0–1.8), low (1.9–2.6), moderate (2.7–3.4), high (3.5–4.2), very high (4.3–5.0). A criteria used to determine the level of burnout experienced by nurses is the Maslach Burnout Inventory (MBI) Scale as presented in Table 1.

Table 1. Maslach Burnout Inventory Scale (MBI)

MBI subscale	Experience Burnout Rate		
	Low	Moderate	High
– Emotional Exhaustion	< 15	15 - 23	> 23
– Depersonalisation	< 0	4 - 8	> 8
– Personal Achievement	> 36	30 – 36	< 30

Source: Maslach, 2020

The data analysis technique used in this research is path analysis with the help of the SmartPLS application Partial Least Square (PLS). The assumption of the path model in this study is that there is a direct effect of organisational climate and burnout on performance. And there is an indirect effect of organisational design and organisational climate on performance through burnout.

RESULTS AND DISCUSSION

Overview of Organisational Design, Climate, Nurse Burnout and Performance

Discussion about the design and organisational structure are two things that cannot be separated. It is a very close relationship. Organisational design is the choice that is made about how to structure an organisation. That is, design is concerned with the decision of how to organise the work to be carried out in the organisation. Organisational climate is the internal or psychological

environment of the organisation. Organisational climate will affect human resource practices and policies accepted by its members. Burnout syndrome is a collection of physical, psychological and mental symptoms that are destructive in nature as a result of work fatigue which is monotonous and depressing.

According to Maslach (2001), burnout has three dimensions which include emotional exhaustion, depersonalisation, and perceived inadequacy of professional accomplishment. Employee performance is the result or impact of individual activities over a certain period of time (Shahzad et al., 2011). Managing employee performance is very necessary to achieve the organisational goals that have been set. In order to be able to manage employee performance, company management needs to know and understand the factors that affect employee performance. Because by understanding this, management can easily find solutions and effective decisions related to employee performance (Fitriastuti, 2013). The existence or general description of organisational design, organisational climate, burnout and performance is presented in Table 2 below.

Table 2. Overview of organisational design, climate, burnout and nurse performance

No	Variable	Mean	Category
1	Organisational design	4.00	Good
2	Organisational climate	3.46	Sufficiently supportive
3	Burnout	3.23	Moderate
4	Performance	3.85	High

Source: Primary Data, 2020

Table 2 shows that in general the respondent's perception of the organisational design of rsia is good, while the organisational climate is quite supportive. The burnout level experienced by nurses is in the medium category and the nurse's performance is high. The organisational climate is quite supportive, meaning that the respondents think that the organisation climate of the hospital is not optimal. The picture of the burnout that occurred in the nurse showed moderate burnout. Burnout that occurs in nurses is in the burnout dimension of emotional exhaustion, where nurses experience emotional and physical fatigue because they feel that their work is too heavy. The performance variable generally shows a good/high level-of performance. The indicators that have the greatest influence on nurses' performance are work ethics and cooperation, which shows nurses' loyalty to their profession and the involvement of nurses in teamwork. In particular, the level of burnout experienced by nurses based on the Maslach Burnout Inventory (MBI) scale is in the moderate category for emotional exhaustion and depersonalisation while, for personal achievement it is a low/low category. Burnout rates experienced by hospital nurses based on the Maslach Burnout Inventory (MBI) scale are presented in Table 3.

Table 3. Rate of burnout experienced is based on a scale Maslach Burnout Inventory (MBI)

MBI subscale	Mean	Category
– Emotional Exhaustion	15.02	Moderate
– Depersonalisation	4.28	Moderate
– Personal Achievement	41.37	Low

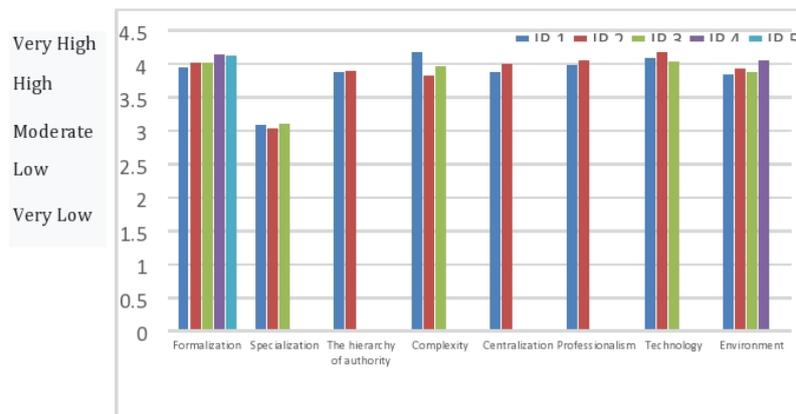
Source: Primary Data, 2020

Organisational Design Analysis

Based on the tabulation of respondents' answers regarding their perceptions of the organisational design built by the organisation, the following results were obtained:

- 1) Formalisation. In terms of formalisation, respondents considered that the working hour regulations were in a moderate position, namely not too strict, but also not soft. Apart from that, the regulations regarding the procedures for dressing in rsia are carried out very strictly in rsia. The regulation for using written documents has a strict portion in the formalisation carried out by the rsia. Work standardisation is not too concerned with rsia, and there are regulations that impose very strict sanctions for each violation committed. By looking at the existing conditions, it can be seen that according to respondents, health service companies, in this case, have a fairly high- level of formalisation.
- 2) Specialisation. In terms of specialisation, respondents stated that there has been an explanation of job specifications in rsia, although the portion is not too large. Likewise, the division of tasks in the rsia has not yet reached its maximum level. This means that there are still nurses who are burdened with tasks that are not in accordance with the position or division in which they work. In addition, respondents think that there is no complete control when the nurse is doing her job. There is still interference from other nurses or their superiors when they work. Thus, it can be stated that specialisation is at a moderate level.
- 3) Hierarchy of Authority. In the hierarchy of authority, respondents consider that the supervisor / manager has sufficient authority to assign tasks and each superior / manager has a large number of subordinates. Based on the analysis of this hierarchy of authority, it can be stated that the design tends to be mechanistic.
- 4) Complexity. In terms of complexity, respondents consider that there are not many levels of position in the rsia and not much in the rsia. This means that health service companies, in this case rsia, have a moderate level of complexity.
- 5) Centralisation. In terms of centralisation, respondents consider that decision making is not always carried out by top management and procedures that involve less subordinates. This means that there is a portion given to nurses to participate in making decisions in the process of rsia activities. Based on the analysis, it can be said that the company tends to be centralised.
- 6) Professionalism. In terms of professionalism, respondents considered that in health service companies, there are educational requirements that must be fulfilled in a hospital and that training is often held for nurses. This means that in the respondent's perception, health service companies have a high-level of professionalism.

- 7) Technology. In the perception of respondents, health service companies use modern technological tools. This is because the company is a company engaged in health services that require new technology needed for excellent service.
- 8) Environment. In term of environmental factors, health service companies have built a good environment, where respondents have a good relationship with one another have a comfortable work place, and organisations that are receptive to paying attention to the welfare of nurses. The results of the tabulation of the organisational design variable data based on the twenty four (24) attributes that are used as measurement characteristics are as follows.



Source: Primary Data, 2020

Figure 1.
Organizational Design Data Tabulation

The organisational design of health care companies in this study has a mechanistic tendency. This is characterised, among others, by: the existence of a high-level of formalisation, a fairly high-level of centralisation, and relatively moderate training or work experience. A wide span of control is dominated by vertical and written communication.

Table 4. The results of tabulation of data on organisational design variables

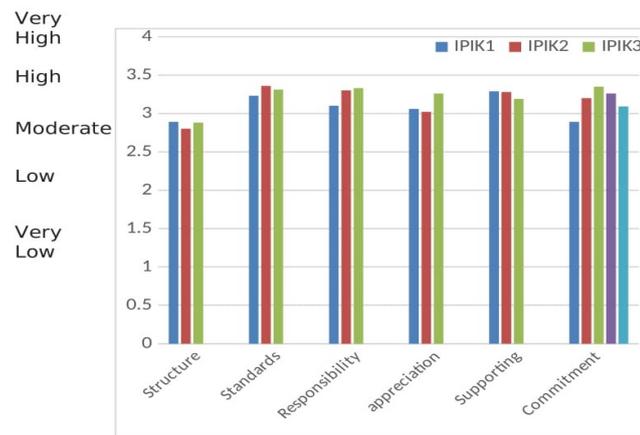
No.	Organisational Design	Mean	Interpretation
1	Formalisation	DOF1 3.94	High
2		DOF2 4.01	High
3		DOF3 4.01	High
4		DOF4 4.13	High
5		DOF5 4.11	High
6	Specialisation	DOSP1 3.08	Moderate
7		DOSP2 3.03	Moderate
8		DOSP3 3.09	High
9	The hierarchy of authority	DOHI1 3.87	High
10		DOHI2 3.89	High
11	Complexity	DOKO1 4.17	High
12		DOKO2 3.81	High
13		DOKO3 3.95	High
14	Centralisation	DOSE1 3.87	High
15		DOSE2 4.00	High
16	Professionalism	DOFR1 3.98	High

17		DOFR2	4.04	4.01	High	
18	Technology	DOFE1	4.09	4.09	High	High
19		DOFE2	4.17		High	
20		DOFE3	4.03		High	
21		Environment	DOLI1		3.84	
22	DOLI2		3.93	High		
23	DOLI3		3.87	High		
24	DOLI4		4.04	High		
Average perception of organisational design dimensions			3.87		High	
Conclusion			The organisational design of the health service companies studied in this study is rsia, the model tends to be mechanistic			

Source: Primary data, 2020

Organisational Climate Analysis

Organisational climate is the perception of each respondent regarding the characteristics and conditions of the health service company (rsia) that affect the respondent's behaviour in carrying out work. Organisational climate is the respondent's perception of what happens in the internal environment on a regular basis. Perception will affect the performance of organisational members. The more positive the level of organisational climate, the better the performance of organisational members will be and vice versa. The work environment in Russia has various stimuli in the form of working conditions such as; form or characteristics of work, regulations, remuneration and so on. Whether we realise it or not, the nurses who are its members will interact with various conditions in the environment where they work. These working conditions will be felt subjectively by the nurse. This working conditions will be perceived by nurses as an organisational climate. The characteristics of each nurse such as needs, values, attitudes and unique experiences will also influence the nurses' perceptions of various aspects contained in their working conditions. This gives the possibility of forming a different organisational climate appreciation by each individual. According to Setiawan (2015), the subjective perceptions and responses of organisational members to organisational climate are described in two dimensions that involve individual expectations and feeling. This then leads to what consequences will follow the actions in that situation. Based on the tabulation of the respondents' answers regarding their perceptions of the organisational climate built by rsia, the following results were obtained:



Source: Primary data, 2020

Figure 2.
Organizational Climate Data Tabulation

Perceptions of research respondents about the dimensions of organisational climate will provide an overview of perceived working conditions. This research found that climate shapes what consequences a particular activity will follow. In other words, perceptions of organisational climate provide opportunities for nurses to anticipate the conditions they face in the work environment. The conditions faced by nurses will lead to associations between working conditions and feelings about these conditions. This can lead to encouragement or strength for nurses to display work behaviour. Furthermore, this study found that the organisational climate of rsia tends to be quite supportive. And in terms of its structural design, the leadership process tends to be a little less autocratic.

Table 5. Results of tabulation of organisational climate variable data

No.	Organisational Climate	Mean	Interpretation
1	Structure	IKS1 2.89	Moderate/quite supportive
2		IKS2 2.80	
3		IKS3 2.88	
4	Standards	IKST1 2.23	Moderate/quite supportive
5		IKST2 3.36	
6		IKST3 3.31	
7	Responsibility	IKTA1 3.10	Moderate/quite supportive
8		IKTA2 3.30	
9		IKTA3 3.33	
10	Appreciation	IKPE1 3.06	Moderate/quite supportive
11		IKPE2 3.02	
12		IKPE3 3.26	
13	Supporting	IKDU1 3.29	Moderate/quite supportive
14		IKDU2 3.28	
15		IKDU3 3.19	

16	Commitment	IKKO1	2.89	3.17	Moderate	Moderate/quite supportive
17		IKKO2	3.2		Moderate	
18		IKKO3	3.43		High	
19		IKKO4	3.26		Moderate	
20		IKKO5	3.09		Moderate	
average perception of the dimensions of organisational climate			3.09	Moderate / quite supportive		
Conclusion			The organisational climate of health service companies, which in this study is rsia, tends to be quite supportive. And in terms of structural design the leadership process tends to be a little less autocratic			

Source: Primary data, 2020

Measurement (Outer) Model Evaluation

Analysis of the outer model is carried out to ensure that the measurements used are valid and reliable. Outer model analysis can be seen from several indicators. The parameters used to test the validity and reliability in this study are as shown in Table 6.

Table 6. Validity Test Parameters

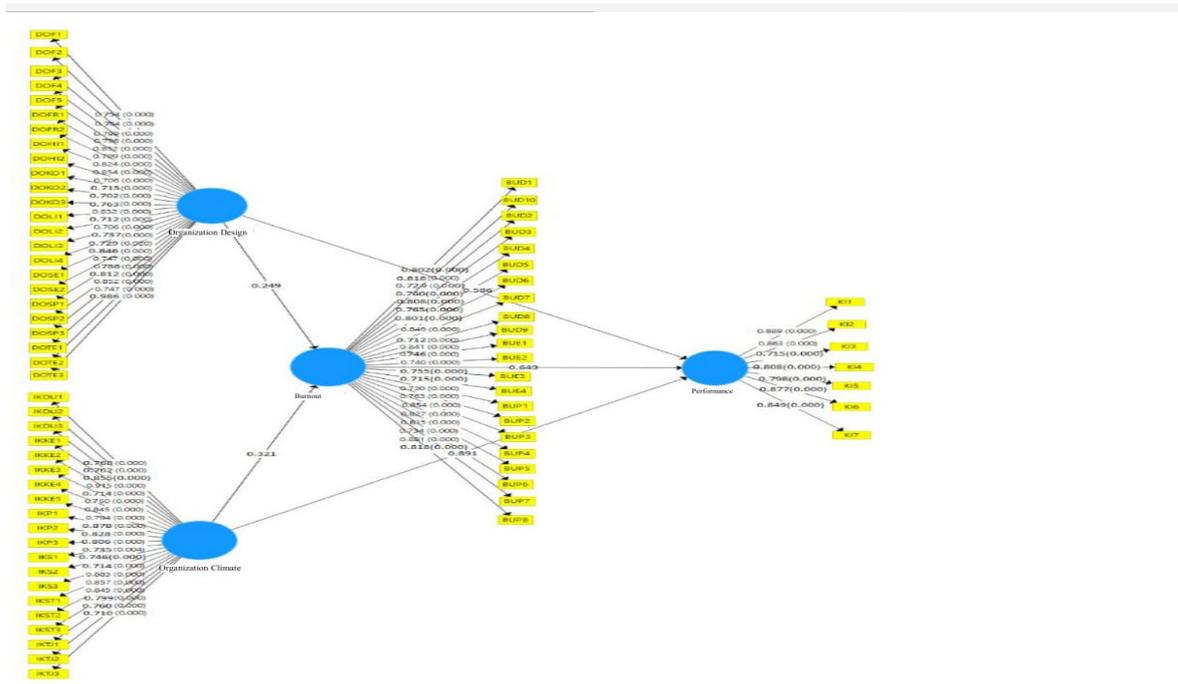
Test	Parameter	Rule of Tumbs
Convergent Validity	– Outer Loading	> 0.7
	– Average Variance Extracted (AVE)	> 0.5
Discriminant Validity	– AVE root and latent variable correlation	AVE \geq Latent variable correlation
	– Cross Loading	≥ 0.7 in one variable
Reliability	Cronbach Alpha	> 0.6
	Composite Reliability	> 0.6

Source: Sofyani H (2020)

Validity Test

Convergent Validity

The SmartPLS output for the loading factor gives the following results:



Source: Output SmartPLS 2020

Figure 4.3.
Outer Loading Value

Based on the value of outer loading, it can be seen that all constructs are valid, which has a value > 0.7 .

Table 7. Average Variance Extracted (AVE)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Burnout	0.597	0.597	0.029	13.591	0.000
Organisation Design	0.586	0.583	0.035	14.067	0.000
Organisation Climate	0.778	0.777	0.034	14.971	0.000
Performance	0.554	0.557	0.061	12.149	0.000

Source: Output SmartPLS 2020

The Average Variance Extracted (AVE) Value Table shows that all constructs are valid because they meet the value > 0.5 .

Discriminant Validity

Table 8. Latent Variable Correlations

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organisation design -> Burnout	0.965	0.964	0.007	132.772	0.000
Organisation climate -> Burnout	0.988	0.987	0.003	362.257	0.000
Organisation climate -> Organisation Design	0.973	0.973	0.006	158.994	0.000
Performance -> Burnout	0.981	0.983	0.006	188.321	0.000
Performance -> Organisation Design	0.953	0.958	0.006	168.391	0.000
Performance -> Organisation Climate	0.917	0.920	0.006	179.892	0.000

Source: Output SmartPLS 2020

Based on the value of the latent variable correlation, it can be seen that all constructs are valid because they meet the AVE root \geq The latent variable correlation (discriminant validity).

Reliability Test

Cronbach Alpha

Table 9. Cronbach's Alpha

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Burnout	0.881	0.879	0.014	61.516	0.000
Organisation Design	0.953	0.951	0.007	134.685	0.000
Organisation Climate	0.938	0.937	0.009	100.928	0.000
Performance	0.728	0.714	0.064	11.311	0.000

Source: Output SmartPLS 2020

Based on the Cronbach's Alpha value, it is known that all the constructs used in this study are reliable because they have a value > 0.6

Table 10. Composite Reliability

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Burnout	0.903	0.901	0.013	67.977	0.000
Organisation Design	0.958	0.957	0.006	155.577	0.000
Organisation Climate	0.947	0.946	0.008	122.589	0.000
Performance	0.648	0.654	0.203	3.000	0.003

Source: Output SmartPLS 2020

Analysis of the Influence of Organisational Design and Organisational Climate on Burnout

Table 11. R-Square

Mean,STDEV, T-Values, P-Values	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Burnout	0.976	0.975	0.005	186.033	0.000
Performance	0.194	0.232	0.075	2.602	0.010

Source: Output SmartPLS 2020

Table 10 shows that the value of 0.975 for the burnout construct which means that the organisational design and organisational climate are able to explain the burnout variance by 97.5%. The R2 value for the performance constructs is 0.232, means that organisational design, organisational climate and burnout are able to explain the performance variance of 23.2%. From the R2 test, it can be seen that the model formed is robust, so that hypothesis testing can be done.

Path Coefficients

Table 12. Path Coefficients

Path Coefficients					
Mean, STDEV, T-Values, P-Values	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Burnout -> Performance	0.649	0.666	0.207	3.141	0.002
Organisation design -> Burnout	0.249	0.244	0.123	2.145	0.004
Organisation Design -> Performance	0.586	0.590	0.237	3.738	0.000
Organisation Climate -> Burnout	0.321	0.299	0.286	3.960	0.000
Organisation Climate -> Performance	0.891	0.860	0.122	8.125	0.000

Source: Output SmartPLS 2020

Table 12 shows that the relationship between organisational design and performance is significant with a T-statistic of 3,738 (>1.96). The original sample value is positive, which is equal to 0.586, which indicates that the direction of the relationship between organisational design and performance is positive. Thus, hypothesis H₁ in this study which states that "organisational design affects the performance of nurses" is accepted.

Table 12 shows that the relationship between organisational climate and performance is significant with the T-statistic 8,125 (>1.96). The original value of the sample is positive, namely 0.891 which indicates that the direction of the relationship between organisational climate and performance is positive. Thus, H₂ hypothesis in this study which states that "organisational climate affects nurse performance" is accepted.

Table 12 shows that the relationship between organisational design and burnout is significant with a T-statistic of 2.145 (>1.96). The original value of the sample is positive, namely 0.249 which indicates that the direction of the relationship between organisational design and burnout is positive. Thus, hypothesis H₃ in this study which states that "organisational design affects burnout" is accepted.

Table 12 shows that the relationship between organisational climate and burnout is significant with the T-statistic 3,960 (>1.96). The original sample value is positive, namely 0.321 which indicates that the direction of the relationship between organisational climate and burnout is positive. Thus, hypothesis H₄ in this study which states that "organisational climate affects burnout" is accepted.

Table 12 shows that the relationship between burnout and performance is significant with the T-statistic of 3.141 (>1.96). The original sample value is positive, namely 0.649, which indicates that the direction of the relationship between burnout and performance is positive. Thus, hypothesis H₅ in this study which states that "Burnout has an effect on performance" is accepted.

The results of the path analysis show that the organisational climate variable is the variable that has the greatest influence on burnout (0.321). Path analysis shows that the direct effect of organisational climate on nurse performance has a larger path coefficient (0.891), compared to the indirect effect of organisational climate on nurse performance through burnout (0.649). This means that a conducive/supportive organisational climate will be very meaningful in improving the performance of nurses even though burnout has occurred.

The results of this study support the research conducted by (Utami, 2005), which proves that there is an influence between organisational climate and burnout on performance. A good organisational climate can affect job satisfaction and individual performance. In other studies, it is known that organisational climate is the main force affecting employee behaviour in achieving organisational performance (Runtu & Widyarini 2009). The effect of burnout on performance can be seen from the research conducted by Hadriani (2002). It is known that burnout has a



significant effect on work satisfaction and motivation. High job satisfaction, then work motivation will also increase which in turn will increase performance (Maharani & Triyoga 2012).

CONCLUSION

1. The organisational design of health service companies in this study has a mechanistic tendency. This is characterised, among others, by a high level of formalisation, a fairly high level of centralisation, relatively moderate training or work experience. A wide span of control and dominated by vertical and written communication.
2. Organisational climate tends to be quite supportive and in terms of its structural design, the leadership process tends to be a little less autocratic.
3. Organisational design and organisational climate influence burnout.
4. Organisational design and organisational climate have an effect on performance.
5. Organisational design, organisational climate and burnout affect performance

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