

# Job Demands, Leaders' Support and Burnout of Nurses in Indonesia

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**Abstract.** One of the social service workers is a nurse, who has a very demanding job. Job demands refer to the physical, psychological, social aspects of a job that require physical and psychological abilities on an ongoing basis which can lead to job stress, depression, and fatigue. This study aimed to determine the relationship between job demands and leaders' support with burnout of nurses in the inpatient room of Muntilan Regional Hospital, Magelang Regency. The research design used was quantitative with cross-sectional survey data collection methods using a closed questionnaire. The three instruments used have validity and reliability values of more than 0.80. The sample in this study was 49 nurses in the inpatient room who were selected by random sampling. Data were analyzed statistically using the Spearman Rank Test. There was a significant relationship with a strong positive pattern between work demands and burnout ( $p = 0.001$ ;  $\alpha = 0.05$  with  $r = 0.490$ ), meaning that the higher the work demands, the greater the burnout. Meanwhile, for leaders' support for burnout, it is known that there is a significant relationship with a strong negative pattern between leaders' support and burnout ( $p = 0.001$ ;  $\alpha = 0.05$  with  $r = -0.526$ ) meaning that the more leaders' support, the smaller the incidence of burnout.

**Keywords:** Work demands, Leaders' support, Burnout

## 1 Introduction

Burnout is a state of physical, emotional, and mental fatigue as a result of prolonged work stress and is usually experienced by someone who works in the field of social services and has a very demanding job such as a nurse [1] [2]. Burnout is indicated by physical, mental, and emotional exhaustion and withdrawal from the work environment.

Burnout is part of three dimensions, namely: 1) emotional saturation where a person feels frustrated, sad, and depleted of emotional data sources 2) loses personal identity where the nurse's mind becomes negative, behaves cynically and maintains a distance from the patient 3) decreased desire for achievement where a person feels it is difficult to give appreciation to himself [3]. Thus, job burnout harms nurses at work.

The burnout rate experienced by nurses is quite high. Based on research in Taiwan, health workers who experienced burnout were 66% nurses, 38.6% doctors, 36.1% administrative staff, and 31.9% technical medical staff [4]. Furthermore, an Iranian study showed that nurses experienced 34.6% emotional burnout, 28.8% loss of personal identity, and a 95.75% decrease in desire for achievement [5]. Based on research conducted in Europe, 30% of nurses reported

being bored with work. Meanwhile in Indonesia, based on the results of research in Palembang, it was found that 55.3% of nurses had the potential to experience job burnout [6]. Also, the results of research in Jakarta showed that 89% of nurses experienced burnout [7]. Based on a survey from the Indonesian National Nurses Association (PPNI), 50.9% of nurses working in four provinces in Indonesia experienced burnout [8]. Therefore, it can be perceived that the rate of burnout either abroad or in Indonesia is quite high. Treating patients can be one of the factors contributing to the occurrence of burnout in nurses.

To deal with this situation, a leader may provide encouragement and support for employees so that they can develop and have a positive impact on the work institution such as, having quality work and a high-quality service system to make clients feel satisfied with the service provided. The leaders' support also assists in carrying out work while maintaining good communication to make employees comfortable and enthusiastic.

Job demands refer to physical, psychological, and social aspects of a job that require physical and psychological abilities on an ongoing basis. Various studies have shown that job demands influence stress, depression, and burnout. The higher the work demands, the higher a person's depression level. Research in the UK explained that the low level of job demands combined with high control over work and supportive relationships in the workplace increases work welfare [9].

Several factors can affect the progress of job demands on employees, namely: 1) work schedule is time set by the workplace agency to complete the work given. 2) workload and work speed represent the level of workload experienced by employees because work speed is determined, so work speed and workload can affect employee behavior and employee mental health. 3) workload is the intensity of work required in the form of employee skills and creativity. 4) work control includes freedom to do one's job following job descriptions, determining rest periods. If someone has low work control, it tends to trigger prolonged work stress so that they can experience burnout.

## **2 Method**

This was quantitative research, especially a cross-sectional design which aimed to determine the relationship between two or more variables. The design is selected because the dependent variable can be researched at one time [10]. It is used to determine the relationship between job demands and leaders' support with burnout for inpatient room nurses in Muntilan General Hospital. The population in this study were nurses who worked in inpatient rooms with a total population of 102 nurses.

Random sampling was carried out by making a nurses' lottery numbers from 1 to the end and then it was taken by shaking it according to the number of samples needed from the room [11]. The number of samples in this study was 49 people. The number of samples was divided into 8 wards. The data collection instrument was a questionnaire with a Linkert scale. The questionnaire consists of three scales: job demands questionnaire, leaders' support questionnaire, and burnout questionnaire filled out by the executive nurses.

This study aimed to determine the relationship or correlation coefficient between research variables, namely the independent variable and the dependent variable, both of which had an ordinal data scale. To test the hypothesis, Spearman's rank-order correlation test is used [11].

### 3 Results and Discussion

The research results can be perceived in the following table. The data can be perceived in Table 1 that 49 respondents were between 30 and 34 years (69.4%). Based on Table 2 it can be concluded that 46 respondents were female (93.9%). Table 3 shows that 41 respondents (83.7%) graduated with a Nursing Diploma. In terms of length of work, Table 4 indicates that 32.7% of respondents had been working for 1-5 years.

**Table 1.** Characteristics of respondents based on their age

<b>Nurse Age</b>	<b>Frequency</b>	<b>Percentage</b>
< 30	11	22,4
30	4	8,2
> 30	34	69,4
Total	49	100

**Table 2.** Characteristics of respondents based on their gender

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	3	6,1
Female	46	93,9
Total	49	100

**Table 3.** Characteristics of respondents based on their educational level

<b>The Latest Education</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma in Nursing	41	83,7
Bachelor of Nursing	8	16,3
Total	49	100

**Table 4.** Characteristics of respondents based on their length of work

<b>Length of Work</b>	<b>Frequency</b>	<b>Percentage</b>
1-5 years	16	32,7
6-10 years	13	26,5
11-15 years	13	26,5
16-20 years	3	6,1
21-25 years	4	8,2
Total	49	100

Then, Table 5 reveals that 34 respondents (69.4%) experienced high job demands, 23 respondents (46.9%) experienced high leaders' support, and 22 respondents (44.9%) experienced high burnout rates.

**Table 5.** Frequency distribution of job demands, leader' support, and burnout

<b>Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Job demands	High	34	69,4
	Moderate	9	18,4
	Low	6	12,2
Leader's Support	High	23	46,9

Variable	Category	Frequency	Percentage (%)
<i>Burnout</i>	Moderate	18	36,8
	Low	8	16,3
	High	22	44,9
	Moderate	18	36,7
	Low	9	18,4

Based on Table 6, it is found that there was a significant relationship between job demands and burnout of the nurse executives. The analysis also shows that there was a significant relationship between those two variables. A positive relationship pattern with moderate strength ( $r$  count = 0.490) means that the higher the level of job demand, the higher the burnout will be. Eventually, Table 7 shows the value of  $p = 0.001$  ( $\alpha = 0.05$ ). Thus, it can be concluded that there was a significant relationship between leaders' support and burnout. A negative relationship pattern with moderate strength ( $r$  count = -0.526) means that the higher the leader's support, the lower the burnout level will be.

**Table 6.** Frequency distribution of the relationship between job demands and burnout

Job demands	<i>Burnout</i>						Total	<i>r</i>	<i>p</i>
	Low		Moderate		High				
	N	%	N	%	N	%			
Low	6	12,2	0	0	0	0	12,2%	0,490	0,001
Moderate	2	4,1	3	6,1	4	8,2	18,4%		
High	1	2,0	15	30,6	18	36,7	69,4%		
Total	9	18,4	18	36,7	22	44,9	100%		

**Table 7.** Frequency distribution of the relationship between leaders' support and burnout

Leaders' Support	<i>Burnout</i>						Total	<i>r</i>	<i>p</i>
	Low		Moderate		High				
	N	%	N	%	N	%			
Low	0	0	1	2,0	7	14,3	16,3%	-0,526	0,001
Moderate	1	2,0	7	14,3	10	20,4	36,7%		
High	8	16,3	10	20,4	5	10,2	46,9%		
Total	9	18,4	18	36,7%	22	44,9	100%		

Age conditions can affect the physical and psychological condition of nurses. Age is an important demographic aspect to observe because it reflects several values such as experience, maturity to think, and knowledge and ability to certain values. Older nurses have lower levels of job saturation than the younger ones [12].

Women are emotionally better able to handle greater pressure [13]. Female nurses experienced more burnout, most likely because female nurses experienced a conflict between taking care of the family and taking care of the patient professionally which was their responsibility [14].

In general, a nurse's level of education can affect the incidence of burnout. A high level of education causes a stronger desire to do work with high challenges [15]. Other research also states that someone with high education has high expectations so that the person is more easily depressed when there is a gap [16].

The length of work affects a nurse's commitment to carrying out duties. The longer the respondent works, the more susceptible to experience burnout because the nurse's job is monotonous while more experience makes it easier to handle patients and certain situations [17].

This research is in line with other research which states that there is a positive effect on job demand with burnout [18]. The large demands of duties and responsibilities will drain the energy and mind so it is natural that the level of fatigue is also higher. It is believed that excessive work demands can cause burnout for employees.

The results of this study are by other studies which state the influence of social support from leaders on employee burnout at PT Harian Rakyat Bengkulu Pers with negative results, which means that if social support from the leaders is good, it will reduce the occurrence of burnout [19]. Leaders' support is very influential for employees because it may create comfort, concern, self-esteem, or all forms of assistance and appreciation given by leaders to employees. Thus, if leaders' support does not exist, it will result in burnout for employees [20].

## 4 Conclusion

To sum up, nurses involved as respondents of this study are mostly above 30 years old, most of them are female, graduated with a nursing diploma, and had been working for 1 to 5 years. Job demands, leader's support, and burnout are in the high category respectively. There is a significant relationship between job demands and burnout with a moderate positive relationship pattern, which means that the higher the job demands, the higher the burnout will be. There is a significant relationship between leaders' support and burnout with a negative relationship pattern, which means that the higher the leaders' support, the lower the burnout will be. Eventually, some actions are required to increase leaders' support including clinical supervision, discussion of case reflections, and increasing work motivation.

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