



THE EFFECT OF BURNOUT AND PHYSICAL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE-MEDIATED WORK ENGAGEMENT IN BADAN DIKLAT DIY

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ABSTRACT

The purpose of this study was to examine the effect of burnout and physical work environment on work engagement: mediated by employee performance. This study uses secondary data with a sample size of 66. This study use secondary data with a sample size of 66. Data analysis using path test using SMART-PLS 3. The findings show that Burnout on Employee Performance has a significant and positive effect, but no positive effect on Work Engagement; Physical Work Environment has a positive and significant effect on Employee Performance and Work Engagement; Work Engagement on Employee Performance has a significant and positive effect. Burnout does not have a significant influence through work engagement on employee performance. In contrast, the physical work environment was shown to have a significant and positive effect on employee performance through work engagement. This research provides important implications for management who need to focus on improving the physical work environment to encourage employee engagement and improve performance. On the other hand, the results of research on burnout suggest that factors other than work engagement should be taken into account in reducing the negative impact of burnout on employees.

INTRODUCTION

Human Resource Management (HRM) is one of the most important aspects of an organization, especially in maintaining and improving employee performance. Human resource management includes various functions that aim to manage human resources effectively to make an optimal contribution to the achievement of organizational goals (Podgorodnichenko et al., 2020); (Samadashvili & Gobejishvili, 2021). In the context of the Badan Diklat DIY, human resource management plays an important role in ensuring the quality of training services provided. In connection with this, evaluating and improving employee performance is very relevant considering the increasing demands of work and the challenges faced by Badan Diklat DIY both internally and externally.

Employee performance is one of the main indicators of the success of human resource management in an organization (Sukalova et al., 2022). This effectiveness can be measured from various perspectives ranging from productivity, and quality of work to individual contributions to achieving organizational goals (Siraj et al., 2022). However, employee performance can be affected by various factors, both directly and indirectly. Factors such as burnout and physical conditions of the work environment are two aspects that are often emphasized in studies related to employee performance (Irfan et al., 2023).

Burnout is a psychological condition characterized by feelings of emotional exhaustion, depersonalization, and reduced personal achievement (Bayes et al., 2021); and (Johnson, 2020). Burnout often occurs as a result of

excessive workload, high employee stress, and lack of support from the work environment (Dall'Ora et al., 2020). According to previous research, burnout has a significant negative impact on employee performance (Leitão et al., 2021). Burnout has a significant negative relationship with achievement (Madigan & Curran, 2020). Employees who experience burnout typically show decreased motivation, productivity, and quality of work (Steffey et al., 2023). Therefore, understanding the factors that cause burnout and how to overcome it is important for organizations such as Badan Diklat DIY to minimize the negative impact on employee performance.

In addition to burnout, the physical work environment also plays an important role in maintaining employee performance. A positive work environment can improve employee performance (Zhenjing et al., 2022); (Sabrina & Aulanda, 2023) The physical work environment includes various elements such as office layout, available facilities, and indoor conditions such as lighting, temperature, and noise (Barton & Le, 2023). Research shows that an uncomfortable work environment can affect employees' well-being and ultimately affect their productivity. An optimal work environment can increase concentration, job satisfaction, and productivity, while a poor work environment can reduce comfort levels and even exacerbate burnout (Lohela-Karlsson et al., 2022).

However, the impact of burnout and physical work environment on employee performance cannot be understood in isolation without considering mediating factors such as work engagement. Work engagement refers to an employee's level of involvement in work, characterized by a sense of enthusiasm, commitment, and dedication (Corbeanu & Iliescu, 2023). Employees with high levels of work engagement tend to perform better, even in challenging work situations. Thus, Wushe & Shenje (2019) emphasize the important role a supportive work environment can play in increasing employee engagement, which ultimately contributes to improving service quality in the public sector. Previous research suggests that work engagement can mediate the relationship between burnout, work environment, and employee performance (Bernales-Turpo et al., 2022). In other words, even if employees experience burnout or work in less-than-ideal conditions, high levels of work engagement can help them maintain good performance. Job engagement is positively related to performance (Neuber et al., 2021).

In the context of the DIY Training and Development Agency, it is important to see how burnout and the physical work environment can affect employee performance, and how work engagement can mediate this relationship. As the agency responsible for human resource training and development in the DIY region, the performance of its employees directly affects the quality of services provided to the community. Therefore, understanding the dynamics between burnout, work environment, work engagement, and employee performance can provide valuable insights for developing more effective human resource management strategies. Some previous studies have shown that burnout rates in the public sector, especially in training and education institutions, tend to be higher compared to the private sector (Pérez-Luño et al., 2022). This is due to the complex and often administrative nature of the work, which requires a high degree of concentration and rigor. In addition, limited infrastructural support and inadequate physical working conditions are also often the main reasons for high levels of burnout in institutions such as the Badan Diklat DIY.

Many previous studies have focused as stated that the physical work environment has no effect and is not significant on employee performance (Nasrip & Pono, 2024). Whereas in other studies it is stated that there is a negative relationship between work environment and performance (Alkharabsheh et al., 2022). These conflicting findings of previous studies create room for research that needs to be explored further, especially to understand how different physical working conditions can affect work. In addition, as one of the psychological factors that often appear in the work environment, burnout can also affect employee performance directly or indirectly through work engagement. Given how important employee performance is to support organizational performance, this research is crucial to discovering the elements that influence employee performance.

The urgency of this research lies in the need to integrate the perspectives of physical work environment, burnout, and work engagement in one comprehensive research framework. This is crucial to produce findings that not only provide academic contributions, but also practical solutions, particularly for the Badan Diklat DIY to create a work environment that supports optimal performance. The purpose of this study is to analyze the direct effects of burnout and physical work environment on employee performance and to examine the mediating role of work engagement in the relationship. In addition, this study aims to provide a clearer understanding of the dynamics of the physical work environment and burnout in influencing performance in the organizational context of the Badan Diklat DIY.

LITERATURE REVIEW

Employee Performance (EP)

Employee performance is an important component of human resource management and overall organizational performance. Performance is the result achieved by individuals or groups in the workplace in fulfilling their duties, responsibilities, and targets that have been set. Employee performance is measured through effectiveness, efficiency, quality, and quantity of work. According to Armstrong & Taylor (2014), performance is an individual's contribution to achieving organizational goals, which is influenced by competence, motivation, and the work environment. Some theories define performance as the result of employee motivation and ability (Campbell & Wiernik, 2018). Vroom's (1964) Expectancy Theory model states that employees will be motivated to

perform better if they believe that their efforts result in good performance, which will ultimately lead to the rewards they price. In management literature, performance is often associated with performance evaluation as part of a performance management system (DeNisi & Pritchard, 2006). Performance measurement through this dimension is from Armstrong & Taylor (2014) who state that individual or group performance in the workplace can be measured through:

- a. Effectiveness: refers to the extent to which the results of work achieve the goals that have been set
- b. Efficiency: relates to the way work is done, especially concerning the use of available resources, such as time, energy, and costs
- c. Quality: refers to the level of perfection or standard of work results
- d. Quantity of work output: refers to the amount of work produced by an employee in a given period.

Work Engagement (WE)

Work engagement is a psychological state in which employees feel energized, motivated, and emotionally attached to their work. Schaufeli et al. (2002) define work engagement through three dimensions: vigor, dedication, and absorption. Well-engaged employees tend to be more productive, show greater loyalty, and contribute significantly to the success of the organization (Bakker & Demerouti, 2017). Kahn's (1990) Theory of Engagement explains that employees are engaged when they can express themselves physically, cognitively, and emotionally in their work. Factors that influence engagement include:

- a. Supportive work environment: A safe and supportive environment will increase employee engagement.
- b. Effective leadership: Leaders who provide direction and inspiration increase engagement.
- c. Personal development opportunities: Employees who see growth opportunities are more engaged.

Burnout (BO)

Burnout is a condition of physical, emotional, and mental exhaustion caused by prolonged job stress (Maslach et al., 2001). The Job Demands-Resources (JD-R) Model by (Bakker & Demerouti, 2007) explains that burnout occurs when high job demands are not matched by sufficient job resources. Organizations can reduce burnout by creating a supportive work environment and improving work-life balance. Burnout often occurs in jobs that demand intense interpersonal interactions, such as health care and public service. According to (Maslach & Jackson, 1981), burnout has three main dimensions:

- a. Emotional exhaustion: Feelings of exhaustion due to the demands of the job.
- b. Depersonalisation: A cynical or uncaring attitude towards work and colleagues.
- c. Reduction in personal achievement: Feelings of ineffectiveness or unsuccessfulness at work.

Physical Work Environment (PWE)

Physical Work Environment encompasses the physical conditions and elements in the workplace that affect employee performance and well-being. These elements include lighting, ventilation, temperature, workspace, and cleanliness. A supportive work environment can increase productivity, while an inadequate environment can decrease performance and well-being (Sundstrom et al., 1994). Environmental Stress Theory states that unfavorable environmental factors, such as noise or lack of privacy, can lead to prolonged stress (Cohen et al., 1986). Research shows that small improvements in the physical environment, such as providing a comfortable space or reducing noise, can significantly improve employee performance (Veitch et al., 2007). According to (Kearney et al., 2023), the dimensions of the physical work environment are as follows:

- a. Lighting: Good lighting is essential for improving concentration and productivity.
- b. Noise: Noise in the workplace is often associated with reduced performance and increased stress
- c. Layout: A good layout allows for better collaboration, increases mobility, and provides easy access to necessary resources
- d. Temperature and Ventilation: Good temperature and ventilation are essential for creating a comfortable working environment.

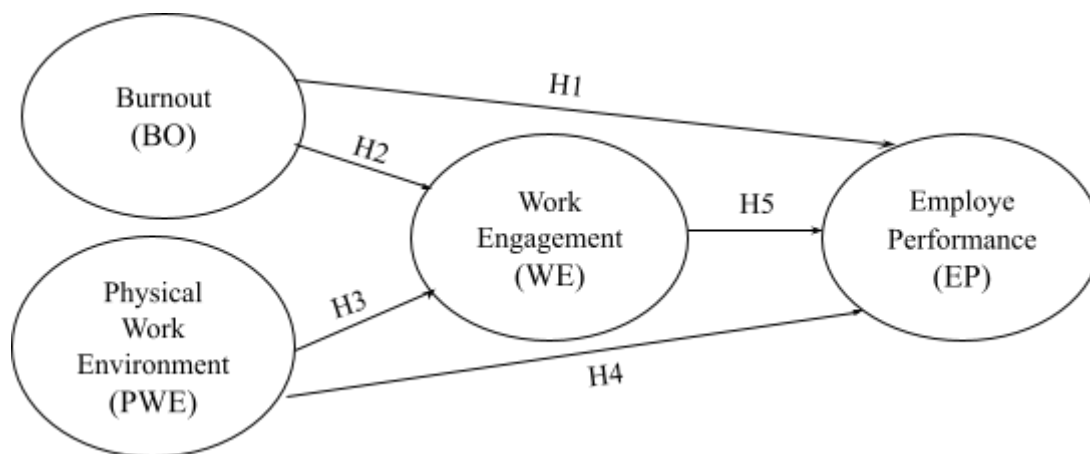


Figure 1. Conceptual Model of the Study
Source: Authors (2024)

Based on the conceptual research model above, the proposed hypothesis is as follows:

H1: Burnout has a significant negative effect on performance

H2: Physical work environment has a significant positive effect on performance

H3: Burnout has a significant negative influence on work engagement

H4: Physical work environment has a significant positive influence on work engagement

H5: Work engagement has a significant positive influence on performance

H6: Physical work environment has a significant positive influence on performance through work engagement

H7: Burnout has a significant negative influence on performance through work engagement

RESEARCH AND METHODOLOGY

The object of this research is the employees of Badan Diklat DIY. The research method used is descriptive and explanatory research. Descriptive research is conducted to describe more clearly and in detail the symptoms or phenomena that exist in the object of research, this is in line with the view that the purpose of descriptive research is to describe the process mechanism and create a set of categories (Sugiyono, 2018).

Data were collected using a questionnaire with a Likert scale (1 = strongly disagree to 5 = strongly agree). This research questionnaire consists of five (4) variables (employee, Work Engagement, Burnout, and Physical Work Environment). The first variable measures respondents' opinions about performance based on a Likert-type rating scale with indicators: a. Effectiveness, Efficiency, Quality, and Quantity Armstrong & Taylor (2014). The second variable, Work Engagement has indicators: Supportive work environment, Effective leadership, and Personal development opportunities (Bakker & Demerouti, 2017). The third variable is burnout with indicators: emotional exhaustion, depersonalization, and reduction in personal achievement (Maslach & Jackson, 1981). Finally, the Physical Work Environment has indicators such as Lighting, Noise, Layout, and Temperature and Ventilation (Kearney et al., 2023).

Primary data were obtained from respondents, with the research population being all employees of the DIY Training Agency totaling 66 people. Because the population is relatively small, the saturated sampling method is used where the entire population is sampled (Sugiyono, 2018). Data testing is carried out through several stages, validity test, reliability, and path analysis tests. Instrument validity was tested using the outer loading value, while reliability was tested with the Composite Reliability and Cronbach's Alpha values with a minimum limit of 0.7. Path analysis was used to determine the direct and indirect relationships between variables using the Structural Equation Modeling (SEM) approach. Data processing is done with the SMART PLS 3 application which includes measurement modeling, structural modeling, and hypothesis testing. The hypothesis is accepted if the p-value <0.05 based on the t-statistics value and the resulting p-value (Wiyono, 2020).

RESULT AND DISCUSSION

Result

Data analysis was carried out in two stages using the partial least squares-structural equation modeling (PLS-SEM) program. Table 1 tests the measurement model which includes validity and reliability tests. the results show the outer loading value of each item along with the results of reliability and convergent validity tests. The average variance extracted (AVE) and outer loading values are used as the basis for testing convergent validity. All measuring instruments used in this study have met the requirements of convergent validity because the outer loading value for each item is greater than 0.5, the AVE value for each latent variable is greater than 0.5 and the composite reliability (CR) value for all latent variables has also exceeded 0.7, which confirms the reliability of the measuring instrument (Hair et al., 2017). The test results can be seen in the table below, as follows:

Table 1. Results of Outer Loading and Reliability Test

Variables	Indicator	OL	CR	AVE
Burnout (BO)	BO_1	0,800	0,908	0,767
	BO_2	0,880		
	BO_3	0,942		
Physical Work Environment (PWE)	PWE_1	0,804	0,839	0,636
	PWE_2	0,742		
	PWE_3	0,843		
Employee Performance (EP)	EP_1	0,905	0,887	0,728
	EP_2	0,677		
	EP_3	0,951		
Work Engagement (WE)	WE_1	0,861	0,865	0,682
	WE_2	0,866		
	WE_3	0,746		

Source: Smart PLS 3 (2024)

Table 2 displays the results of hypothesis testing, where the first hypothesis is not supported because burnout (BO) on Employee Performance (EP) has a significant effect with a value of ($t = 13.138$, $p < 0.05$). This result is not in line with research by Agustin (2022) burnout has a significant negative impact on performance. Previous research has also stated that burnout has a moderate effect on fatigue, but not depersonalization, in work performance (Corbeanu et al., 2023); and (W. H. Kim et al., 2017). The results of the second hypothesis research support that Physical Work Environment (PWE) on Employee Performance (EP) with a value of ($t = 8.294$, $p < 0.05$). This finding supports the research by Zhenjing et al. (2022) state a positive physical work environment improves employee performance. extreme work environment is defined as the capacity to sustain performance (Cham et al., 2021). A conducive work environment and work-life balance positively impact performance (Jayanandana & Jayathilaka, 2023). In addition, the study on our third hypothesis shows that burnout (BO) has no positive influence on Work Engagement (WE) ($t = 1.405$, $p > 0.05$). Therefore, the third hypothesis of this study was not supported. This finding is different from some previous studies, such as burnout has a significant correlation with work engagement (Vargas-Benitez et al., 2023); (Möckli et al., 2020); and (Yang et al., 2022). The results also show that the fourth hypothesis is supported, where Physical Work Environment (PWE) has an influence on Work Engagement (WE) ($t = 6.171$, $p < 0.05$). Thus, an increase in a more comfortable work environment will encourage higher work engagement and ultimately improve employee performance. This finding is in line with research The physical work environment can influence work engagement (Huang et al., 2022); (Appel-Meulenbroek et al., 2020); (Judeh, 2021) and (M. (Sunny) Kim & Jang, 2022). Finally, the fifth hypothesis supports that Work Engagement (WE) on Employee Performance (EP) with a value of ($t = 14.463$, $p < 0.05$). These findings support the research by Eguchi et al. (2020) states higher work engagement is significantly associated with job performance. Work engagement has a positive relationship with performance (Neuber et al., 2021); and (Corbeanu & Iliescu, 2023). The results of the analysis can be seen in the table below, as follows:

Table 2. Hypothesis Testing Results

Hypothesis	T Statistic	P Values	Caption
Burnout (BO) -> Employee Performance (EP)	13,138	0,000	Supportive
Physical Work Environment (PWE) -> Employee Performance (EP)	8,294	0,000	Supportive
Burnout (BO) -> Work Engagement (WE)	1,402	0,162	Not Supportive
Physical Work Environment (PWE) -> Work Engagement (WE)	6,171	0,000	Supportive
Work Engagement (WE) -> Employee Performance (EP)	14,463	0,000	Supportive

Source: Smart PLS 3 (2024)

Based on the results of data analysis in Table 3, Burnout (BO) → Work Engagement (WE) → Employee Performance (EP): The test results show that the mediation path between burnout and employee performance through work engagement is not supported, with a T Statistic value of 1.369 ($p = 0.172$). This indicates that burnout does not significantly affect work engagement which then affects employee performance. while Physical Work Environment (PWE) → Work Engagement (WE) → Employee Performance (EP): The mediation path between physical work environment and employee performance through work engagement proved significant, with a T Statistic of 5.043 ($p < 0.05$). This suggests that a good physical work environment can increase work engagement, which in turn has a positive impact on employee performance. These results can be seen in the table below:

Table 3. Mediation Testing

Mediation	Original Samples (O)	T Statistic	P Values	Caption
Burnout (BO) -> Work Engagement (WE) -> Employee Performance (EP)	-0,176	1,369	0,172	Not Supportive

Physical Work Environment (PWE) -> Work Engagement (WE) -> Employee Performance (EP)	0,876	5,043	0,000	Supportive
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Source: Smart PLS 3 (2024)

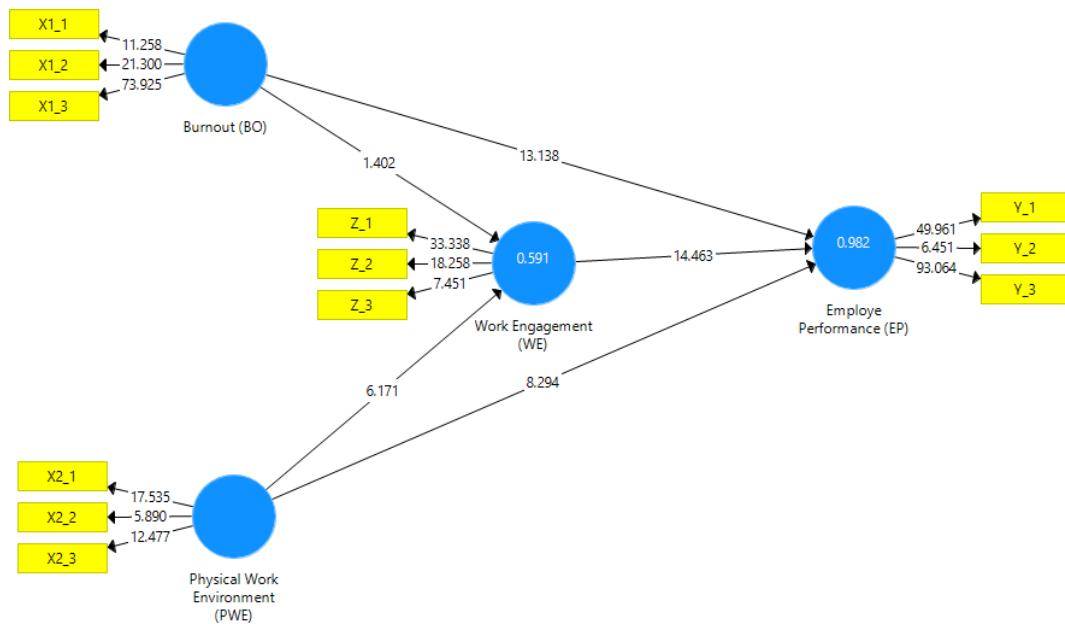


Figure 2. Hypothesis Testing
Source: Smart PLS 3 (2024)

Discussion

First, the first hypothesis was not supported because burnout (BO) was found to have a significant influence on Employee Performance (EP). so the above statement is not in line with the opinion of (Corbeau et al., 2023); (Lemonaki et al., 2021); and (Dall’Ora et al., 2020). This result indicates that high levels of burnout directly negatively impact employee performance. This finding is consistent with many previous studies that emphasize that physical and mental exhaustion, resulting from burnout, can significantly reduce productivity and work quality. In a managerial context, these results imply that organizations need to develop strategies to manage and prevent burnout, such as through employee wellbeing programs, stress management training, and work design that supports work-life balance, to maintain optimal employee performance and organizational operational sustainability.

The second hypothesis shows that the Physical Work Environment (PWE) has a significant influence on Employee Performance (EP). This finding is in line with previous research, as revealed by Zhenjing et al. (2022); Schilleci (2022); and Naglaa et al. (2021), which state that the physical work environment contributes positively to performance. This indicates that the better the quality of the physical work environment, the more positive the impact on employee performance. Comfortable physical facilities, such as adequate lighting, good workplace ergonomics, and supportive workspace conditions, are proven to increase individual productivity and performance in organizations.

The third hypothesis, the results show that burnout (BO) has no positive influence on Work Engagement (WE). These findings are in line with previous studies, such as those conducted by Vargas-Benítez et al. (2023); Yang et al. (2022); and Hodkinson et al. (2022), which revealed that burnout tends to weaken the level of employee work engagement. The condition of burnout, which is characterized by emotional exhaustion, cynical attitudes, and decreased personal achievement, can hinder an individual's ability to fully engage in their work. This confirms that it is important for organizations to prioritize strategies that can reduce burnout, such as creating a supportive work environment, providing stress management training, and ensuring work-life balance, to increase optimal work engagement. In another context, it also shows that high levels of burnout do not encourage employees to be more engaged in their work. Instead, burnout tends to decrease motivation and engagement, as emotionally exhausted employees often feel unable to commit to their work fully.

The fourth hypothesis shows that Physical Work Environment (PWE) has a significant influence on Work Engagement (WE), as supported by the results of previous studies, such as (Duque et al., 2020); (Roskams & Haynes, 2021); and (Kiema-Junes et al., 2022). These findings underscore the importance of a comfortable and supportive work environment in increasing employee engagement with their work. A physically adequate work environment can increase employee satisfaction, motivate them, and help maintain focus on tasks. This confirms that investing in work environment improvements, both in terms of comfort and amenities, contributes significantly to employee productivity and morale.

Based on the research results, the fifth hypothesis shows that Work Engagement (WE) has a significant influence on Employee Performance (EP). This finding is consistent with previous studies, such as those conducted by Liu et al. (2022), which identified work engagement as an important factor in improving employee performance. Furthermore, Awan et al. (2020) also confirmed that high work engagement drives productivity and work quality. Similarly, research by Khusanova et al. (2021) supports this positive relationship by showing that employees who are emotionally and professionally engaged in their work tend to perform better. This confirms the importance of managing work engagement as a managerial strategy to improve employee performance in organizations. In other contexts it also confirms that the higher the level of work engagement of employees, the better their performance. More engaged employees tend to be more productive, and creative and make greater contributions to the organization.

In the first path, which tested the mediation between burnout and employee performance through work engagement, the results showed that this mediation was not significant. The T-statistic (1.369) and p-value (0.172) indicate that burnout does not affect work engagement, and thus does not affect employee performance through this pathway. This implies that while burnout may affect employees' emotional and mental well-being, its impact on work engagement and performance is not evident in this context. Possibly, other factors not included in this model, such as social support or managerial intervention, may further influence the relationship between burnout and performance. In addition, burnout tends to lead to decreased motivation, which is more relevant to decreased work engagement directly, rather than as a mediator. In contrast, the second path that tested the mediation between physical work environment and employee performance through work engagement showed significant results. The T statistic of 5.043 and a very low p-value (0.000) indicate that the physical work environment has a positive influence on work engagement, which in turn has a significant impact on employee performance. This finding illustrates that a comfortable and supportive work environment, such as good facilities, sufficient lighting, and optimal ergonomics, can increase work engagement. Employees who feel comfortable and valued in their work environment are more likely to be fully engaged in their tasks, which in turn improves productivity and performance quality.

Overall, these findings confirm that burnout and the physical work environment are factors that strongly influence employee engagement and performance. Improving the quality of the physical work environment can reduce burnout and improve engagement and performance, so organizations need to focus on creating a work environment that supports employee well-being, while the mediation analysis emphasizes the importance of the physical work environment in influencing employee engagement and performance. This provides insight for leaders and policymakers to focus on creating a better work environment to improve employee well-being, which in turn will contribute to improved organizational performance. Meanwhile, the results on burnout indicate the need for further research to explore other factors that influence work engagement in the context of burnout, as well as to identify more effective interventions to address this issue.

CONCLUSION

Based on the results of the above discussion, the author can draw the following conclusions:

1. Burnout (BO) on Employee Performance (EP) has a significant and positive effect.
2. Physical Work Environment (PWE) on Employee Performance (EP) has a significant and positive effect.
3. Burnout (BO) does not have a positive effect on Work Engagement (WE)
4. Physical Work Environment (PWE) has a significant and positive effect on Work Engagement (WE)
5. Work Engagement (WE) on Employee Performance (EP) has a significant and positive influence on Work Engagement (WE)
6. Burnout (BO) through Work Engagement (WE) on Employee Performance (EP) does not significantly affect.
7. Physical Work Environment (PWE) through Work Engagement (WE) to Employee Performance (EP) is proven to have a positive and significant influence.

The managerial implications of these findings suggest that it is important to manage burnout and the physical work environment to improve employee performance, where managers need to create an ergonomic, comfortable, and supportive work environment in productivity while implementing strategies to manage burnout such as workload regulation and stress management training. Work engagement is proven to be an important mediator, so organizations need to improve programs that encourage employee motivation and participation, such as rewards, transparent communication, and work autonomy. In addition, considering cultural aspects, both corporate and local, will strengthen the effectiveness of performance management strategies and employee well-being.

Future research could explore other factors that influence employee performance, such as job satisfaction or leadership style, as well as expand the study of specific elements of the physical work environment that influence work engagement. Longitudinal research could also be conducted to look at the long-term impact of changes in the work environment and burnout, while other studies comparing across industry sectors could provide additional insights.

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