
The Effect of Job Redesign and Workload on Job Satisfaction of Medical Employees with Burnout as a Mediation Variable at the Banjarsari Health Center, Temanggung Regency

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Abstract

This observe objectives to analyze the effect of job redesign and workload on job satisfaction of clinical personnel with burnout as a mediating variable at the Banjarsari clinic, Temanggung Regency. This examine uses a quantitative approach, wherein facts and statistics are amassed via a survey the use of a questionnaire. The population on this look at were all scientific personnel of the Banjarsari Public clinic, Temanggung Regency, totaling 37 personnel. The pattern on this observe have been all scientific personnel of the Banjarsari Public health center including doctors, nurses, midwives, and scientific body of workers totaling 37 employees. The sampling method used is the census, where the entire population is sampled. The analytical technique used in this study is the Structural Equation version (SEM) with Partial Least square (PLS) 3.0. The outcomes of this have a look at suggest that job redesign has a high quality and full-size effect on job satisfaction, workload has a terrible and massive impact on job satisfaction, job redesign has a wonderful and insignificant effect on burnout, workload has a terrible and big impact on burnout, burnout has a bad and insignificant impact. on job satisfaction, burnout is not capable of mediate the effect of job redesign not directly with a poor and insignificant path on job satisfaction, and burnout isn't capable of mediate the impact of workload definitely in a roundabout way with a fine course and is not full-size on process pleasure of clinical employees on the Banjarsari clinic, District Temanggung.

Keywords: Job Redesign, Workload, Job Satisfaction, Burnout

1. Introduction

The Covid-19 pandemic has recently been seen as a global health emergency, and Indonesia is no exception. The Covid-19 pandemic has caused all parties to be more vigilant and careful to suppress the spread of this virus because the number of cases in Indonesia ranks fourth largest in Asia. The increase in patients with Covid-19 in Temanggung Regency has an impact on the activities of handling Covid patients in the health service sector, one of which is the Puskesmas. Health workers play an important role in overcoming the Covid-19 virus in Indonesia because they are at the forefront of handling this virus. The increasing number of Covid-19 cases and patients has made

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health workers always cautious and vigilant in handling activities. On September 18, 2021, the total number of Covid-19 positives in Temanggung Regency reached 11,720 people. The Banjarsari Health Center, which is located in the Ngadirejo District area, is included in the green zone with the number of positive confirmed cases decreasing. As an effort to handle Covid-19 cases in the Temanggung Regency area, especially in the Ngadirejo District area where the number of confirmed positive Covid is getting lower and lower, causing health workers to have to be extra conducting surveillance so as not to repeat the addition of Covid cases in the region. This has an impact on increasing the number of jobs of health workers in Puskesmas because there are more spending time at work, increased work requirements requiring medical personnel to wear personal protective equipment (PPE), and increased work fatigue due to fears of infection with the covid-19 virus that is transmitted from their patients.

As an effort to realize the vision of the Banjarsari Health Center to improve the quality and access of health services, one of the things that needs to be considered is job satisfaction among medical employees in order to be able to provide maximum quality and access to health services, because everyone who works expects satisfaction from work. Job satisfaction (Afandi Pandi, 2021) is a general attitude towards one's own work that shows the difference between the amount of imbalance that workers receive and the amount they believe they should accept. Some indicators that come from job satisfaction according to (Afandi, 2021) mean work and co-workers. Based on the results of interviews with the head of the Banjarsari Health Center, Temanggung Regency, it is known that there are co-workers who are infected with the Covid-19 virus which causes the employee to work must be done by other colleagues, besides that because the Banjarsari Health Center is included in the Covid-19 green zone and enlightening residents to complying with the low health protocol, a vaccination program is carried out with a pick-up and drop-off system by visiting the community in every village in the Banjarsari Health Center work area.

The Covid-19 pandemic has caused many organizations to adapt very quickly to new dynamics, namely the existence of a new life order (new normal) in the face of this Covid-19 pandemic. Job redesign is one of the strategies as an effort to deal with the new dynamics that are changing very quickly in the Puskesmas environment. The results of the study (Patarakhuan PilaNgarm & Sununta Siengthai, 2017) share that the interaction effect between job redesign and job satisfaction performance on employees. These results indicate that any proposed job redesign is effective if the human resource strategy significantly mobilizes employee performance. If the company ensures that the implementation of job redesign in the workplace involves employees that affect and increase job satisfaction. The Covid-19 pandemic in Indonesia has caused the Banjarsari Health Center of Temanggung Regency as one of the health facilities to redesign its work in it. It can be seen that the redesign of the work carried out by the Banjarsari Health Center during the Covid-19 pandemic in the form of adding new jobs that had never existed before, namely Vaccination Services, Planning (P1) in the form of planning logistics needs for rapid test needs, Mobilization and Implementation (P2) by carrying out related targets. Covid-19 confirmation, Supervision, Control and Performance Assessment of Puskesmas (P3) in the form of continuing to unite the achievement of the main goals, UKM (Community Health Efforts), and PPI (Infection Prevention and Control) show one indicator in job redesign, namely indicators of various skills.

The addition and activities of health workers at the Banjarsari Health Center caused the workload of employees to increase. According to the Decree of the Minister of Health of the Republic of Indonesia Number 43 of 2017, that workload is the main activity and the average time. Workload indicators in the form of main activities that can be carried out by medical employees at the Banjarsari Health Center are 12 services. Another workload indicator is the average time. The average time required to complete each main activity is the time it takes to complete a main activity, each category of HR in each work unit. Excessive workload imposes stress on dangerous emotional and physical responses when job requirements are out of sync with the worker's abilities, resources, or needs . According to (Maslach & M.P. Leiter, 2016), burnout is a stress response that arises from the relationship people have with work as an emotion that individuals feel about work. The high workload experienced by medical employees at the Banjarsari Health Center causes fatigue both physically and mentally, and affects the level of job satisfaction of the medical staff for a long time will trigger burnout syndrome. The burnout indicator in the form of emotional exhaustion can be seen from several phenomena that occur in medical employees at the Banjarsari Health Center, where the Covid-19 pandemic that has occurred for a relatively long time causes an excessive workload which causes one of the burnout indicators, namely emotional exhaustion. Emotional exhaustion is characterized by prolonged fatigue both physically, mentally, and emotionally, if this continues it will result in burnout at work for health workers.

1.1 Job Redesign

Stephen P. Robbins & Timothy A. Judge (2015), job redesign is a way that contains elements to rearrange a job. Job Redesign according to Jeffery A. Mello (2015) that the redesign of the work system is one of the most radical changes, but is common in organizations from the perspective of human resources. Job redesign is a redesign of current and future work systems to be much broader and designing jobs not only around technical measures for efficiency but around strategic choices made by management. Job redesign, according to Fred Luthans (2011), is a method used to redesign the development of job content including all relevant tasks and the process by which the job is built and revised. Job redesign indicators according to (Fred Luthans, 2011) are:

- a. Skill variety
- b. Task identity (task characteristics)
- c. Task significance
- d. Autonomy
- e. Feedback

1.2 Workload

Suci R. Mar'ih Koesomowidjojo, (2017) workload is the number of working hours of resources that are worked, used, and needed to complete a job in an exclusive period. Excessive workload is feared to make employees have low performance and job dissatisfaction arises. Time pressure and concentration on information will greatly affect employees in completing work. There are 2 types of workloads, namely quantitative workloads and qualitative workloads. Based on the Decree of the Minister of Health of the Republic of Indonesia Number 43 of 2017, workload is a number of

work targets or result targets that must be achieved in a certain time unit. In addition, according to the Minister of Health of the Republic of Indonesia number 39 of 2015, that workload means a number of work targets or targets that will occur that must be achieved in a certain time unit; a set of task demands, becomes an effort, as an activity or achievement, becomes an impact that can be in the form of a physical burden as well as a mental burden that is a consequence of a particular job. Workload indicators based on the Minister of Health of the Republic of Indonesia number 81 of 2004 are:

- a. Main activity
- b. Average time
- c. Standard workload

1.3 Job Satisfaction

Stephen P. Robbins & Timothy A. Judge, (2015), job satisfaction is a positive feeling about work, which is obtained from an assessment of its characteristics. People with high levels of job satisfaction have positive feelings about their jobs, while people with low levels have negative feelings. Meanwhile, from (Pandi Afandi, 2021) job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employee feelings about whether or not their job is enjoyable. Layman's behavior towards one's work that shares the difference between the amount of rewards workers receive and the amount they believe they should receive. The job satisfaction indicators according to (Pandi Afandi, 2021) are:

- a. Work
- b. Wages
- c. Promotion
- d. Supervisor
- e. Work colleague

1.4 Burnout

Frank M. Gryna, (2004), burnout is a state of physical or emotional exhaustion resulting from long-term stress or frustration. According to (Maslach & M.P. Leiter, 2016), burnout occurs because of the relationship people have with their work, and the difficulties that can arise when that relationship goes awry and has a significant impact on people's lives. So, according to (Maslach & M.P. Leiter, 2016), burnout is a stress response that arises from the relationship people have with their work as an emotion that individuals feel about their work. Burnout considers psychological relationships with work, such as job involvement and burnout. Important factors in the workplace that affect burnout include workload, control, rewards, community, fairness, and value alignment. The burnout indicator according to (Maslach & M.P. Leiter, 2001) is determined by three components, namely:

- a. Emotional Exhaustion
- b. Cynicism (depersonalization) / cynicism
- c. Reduced personal accomplishments / decreased self-achievement

2. Methodology

This study uses general news techniques conducted by surveys and the variable measurement scale is the Likert scale. The object of this research is the Banjarsari Public

Health Center, Temanggung Regency. The data analysis technique used in this study is descriptive statistical analysis and Partial Least Square (PLS) using SmartPLS 3.0 software, also supported by descriptive analysis.

2.1.1. Subject Matter

The population in this study were all employees of the Banjarsari Public Health Center, Temanggung Regency, totaling 37 employees consisting of doctors, nurses, midwives, and paramedics (lab analysis, nutritionists, medical recorders, electromedics, sanitarians, radiographers, pharmacists). The sample in this study were all medical staff at the Banjarsari Health Center consisting of 37 doctors, nurses, midwives, and medical supports.

2.1.2. Variables

This study examines the impact of job redesign and workload into variable X that affects job satisfaction, namely being the determined Y variable and burnout being the Z variable which is the mediating variable.

Hypothesis 1: There is a positive and significant influence of job redesign on job satisfaction of medical employees at the Puskesmas in Banjarsari, Temanggung Regency.

Hypothesis 2: There is a negative and significant influence of workload on job satisfaction of medical employees at the Puskesmas in Banjarsari, Temanggung Regency.

Hypothesis 3: There is a negative and significant influence of job redesign on burnout of medical employees at the Puskesmas in Banjarsari, Temanggung Regency.

Hypothesis 4: There is a positive and significant influence of workload on burnout of medical employees at the Puskesmas in Banjarsari, Temanggung Regency.

Hypothesis 5: There is a negative and significant influence of burnout on the job satisfaction of medical employees at the Puskesmas in Banjarsari, Temanggung Regency.

Hypothesis 6: There is a negative and significant influence of job redesign on job satisfaction mediated by burnout in medical employees at the Banjarsari Health Center, Temanggung Regency.

Hypothesis 7: There is a negative and significant influence of workload on job satisfaction mediated by burnout in medical employees at the Banjarsari Health Center, Temanggung Regency.

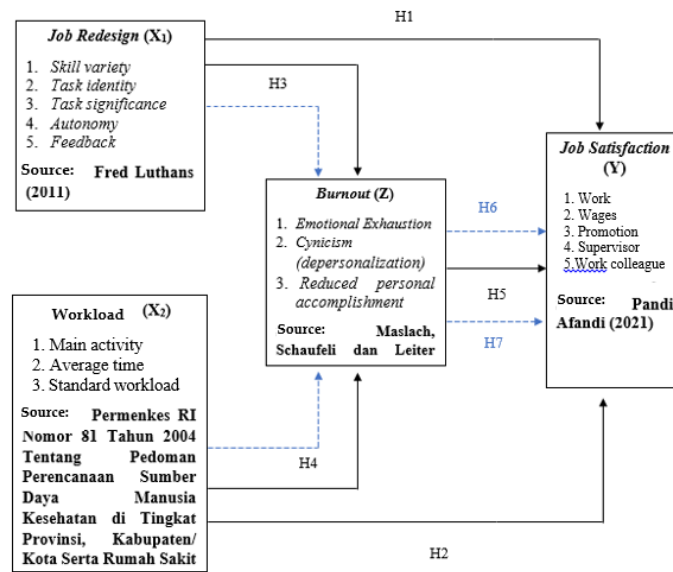


Figure 1. Theoretical Framework

2.2. Analysis Methods

2.2.1. Validity Test

Validity test is used to measure the validity or validity of a survey. A field information is said to be valid if the questions in the questionnaire can reveal something that will be measured by the field information.

a. Convergent Validity

The value of convergent validity is the value of the loading factor in the latent variable using the indicators. Required value >0.7. However, for early-stage research from the development of a measurement scale, a loading factor value of 0.5 - 0.6 is still considered relatively adequate (Chin, 1998). In this study, a loading factor value of 0.5 will be considered adequate. Source: Chin (1998).

1. Main activity
2. Average time
3. Standard workload

The value is the value of the cross loading factor which is useful for knowing whether the variable has an adequate discriminant, namely by comparing the loading value in the target variable, it must be greater than using the loading value using other variables. Source: Chin (1998).

2.2.2. Reliability Test

Respondents' answers to this question are said to be reliable if each question is answered consistently or the answers cannot be random (Ghozali, 2018). Ghozali (2018), suggests that a variable is said to be reliable if the value of Cronbach's alpha > 0.70.

The data analysis technique used in this research is descriptive statistical analysis and Partial Least Square (PLS) using SmartPLS 3.0 software. The example of PLS specification in path analysis consists of three correlations, namely the inner model, outer model, hypothesis testing, and mediation hypothesis testing.

2.2.3. Descriptive Statistical Analysis

Wahyuni (2020), descriptive statistics basically means the process of transforming research data in a form that is easier to understand and interpret.

2.2.4 .Quantitative Analysis

The quantitative analysis method in this study uses Partial Least Square (PLS). Based on Ghozali (2015) PLS is one of the Structural Equation Modeling (SEM) techniques that can analyze latent variables, indicator variables, and measurement errors personally. The stages carried out in using the PLS evaluation model are as follows:

a. Measurement Model or Outer Model

The outer model is claimed to also use an indicator test, where the outer sample uses reflective indicators assessed through convergent validity, discriminant validity, AVE, and composite reliability. The outer model or indicator test is carried out to assess the validity and reliability of the sample.

b. Structural Model or Inner Model

The inner model is carried out by impact testing or hypothesis testing aimed at predicting the relationship between latent variables. Inner model in PLS is assessed by using R-square (R²) for each endogenous latent variable to be the predictive power of the structural model, Q-square predictive relevance in principle is the same as R-square being goodness of fit, parameter coefficients and Pvalue as approximate values for relationships The path in the mandatory structural example is significant, which can be indicated by P value < 0.5 (significance 5%).

c. Hypothesis test

Path analysis test or path analysis serves to test the impact of mediating variables. as a result of the analysis test is used to compare which impact is greater between the direct and indirect effects as a result of the mediating variable that can strengthen or weaken the effect of the independent variable on the dependent (Ghozali, 2018). The path analysis model in this study is presented in Figure 2. Pathway Diagram of the impact of Job Redesign and Workload on Job Satisfaction Mediated by Burnout.

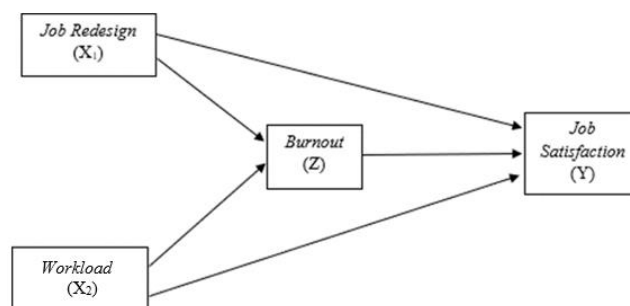


Figure 2. Path Analysis Model

3. Result

The results of data processing show that the loading factor gives a value above 0.5. There is one statement that is declared invalid, namely the X2.1 item with the outer loadings value of 0.436. Invalid values are then dropped from the model. Furthermore,

the researchers recalculated how the final results of the convergent validity test with outer loadings were. Here is the output of outer loadings after recalculation

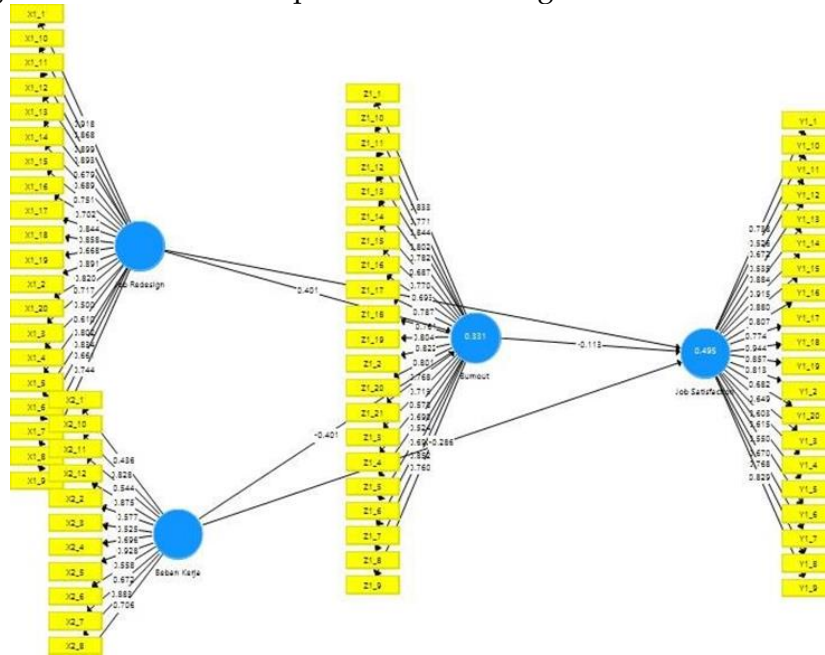


Figure 3. Outer loading results

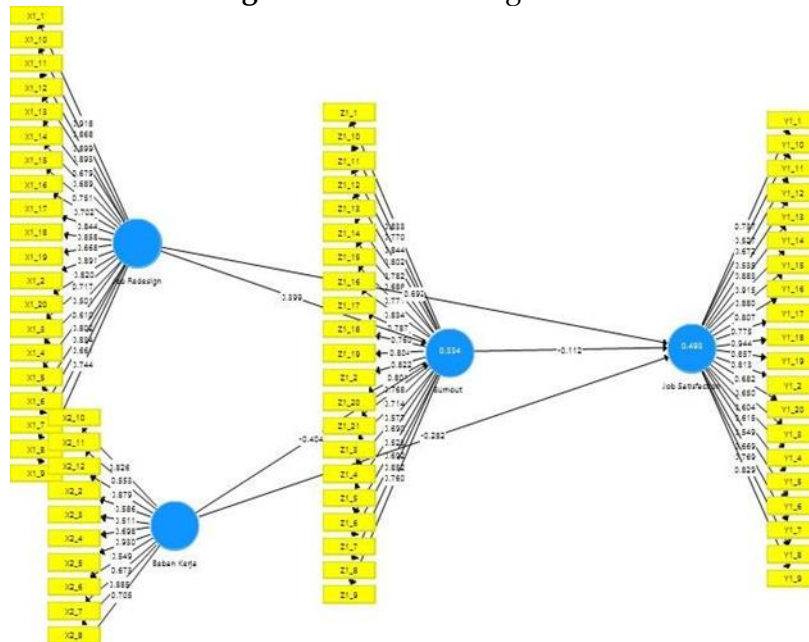


Figure 4. Outer loading results

Another criterion that must be considered in determining validity is Average Variance Extracted (AVE). Table 1. presents the AVE value of the research variables.

Table 1. AVE Value

No	Variable	AVE	Status
1	Job Redesign	0,601	Valid
2	Workload	0,523	Valid
3	Job Satisfaction	0,557	Valid
4	Burnout	0,578	Valid

Source: Primary Data Processed, 2022

Based on Table 2., it can be seen that the AVE value for all research variables is > 0.5 so it can be concluded that all variables in this study are declared valid.

Table 2. Cronbach's Alpha, rho_A, Composite Reliability, and AVE test results

	Cronbach's Alpha	rho_A	Composite Reliability	AVE	Description
Job Redesign	0,964	0,976	0,967	0,601	Reliable
Workload	0,906	0,948	0,920	0,523	Reliable
Job Satisfaction	0,956	0,963	0,961	0,557	Reliable
Burnout	0,963	0,974	0,966	0,578	Reliable

Source: Primary Data Processed, 2022

Based on the tests presented in Table 3., it can be seen that due to composite reliability and Cronbach's alpha, they share a satisfactory value, namely the value of each variable is above the minimum value of 0.70. Table 3.6 also presents the AVE value by all constructs that are above > 0.50 as a result it can be concluded that it has high reliability.

Table 3. R-Square Test Results

Item	R-square	R-square Adjusted
Job Satisfaction	0,493	0,447
Burnout	0,334	0,295

Source: Primary Data Processed, 2022

The value of R Square is used to measure how large the impact of the exclusive independent latent variable on the dependent latent variable is. Table 3.7 shows that the R-square value for the job satisfaction variable is 49.3 including the moderate effect (the R2 value is greater than 0.33 but lower than 0.67) which means that job satisfaction is 49.3% explained by job redesign and workload variables while the remaining 50.7% is explained by other variables. The R-square value on burnout is 33.4 including the moderate impact (the R2 value is greater from 0.33 but lower from 0.67) which means that 33.4% burnout is explained by the job redesign variable and workload and 66.6% is explained by other variables.

3.1. Respondents

Table 4. Results Description of Respondents' Characteristics by Gender, Age, Education, Years of Work, Position

Characteristic	Category	Frequency (Total)	Percentage (%)
Gender	Female	27	72,97
	Male	10	27,03
	Total	37	100
Age	25- 35	14	37,84
	35 - 45	11	29,73
	45 - 55	10	32,43
	Total	37	100
Tertiary Education	Diploma	26	70,27
	Bachelor	9	24,32
	Master	2	5,41
	Total	37	100
Work Period	1-10	15	40,54
	11-20	12	32,43
	21-30	8	21,62
	31-40	2	5,41
	Total	37	100
Position	Doctor	3	8,11
	Nurse	10	27,03
	Midwife	17	45,95
	Paramedic	7	18,92
	Total	37	100

Source: Processed questionnaire result data, 2020

3.2. Analysis

3.2.1. Hypothesis testing

Hypothesis testing was carried out using Structural Equation Modeling with PLS (Partial Least Square) Technique to test whether there was an impact of each job redesign variable and workload on job satisfaction using burnout as a mediating variable, using an analysis performed using the SmartPLS 3.0 application. The relationship between latent constructs in this research model is seen from the path estimate (path coefficient) and the level of significance (p-value). The significance level (p-value) used in this study was 0.05 (5%). The limit for rejecting and accepting the hypothesis proposed above is p-value < 0.05.

3.2.2. Direct Testing (Direct Effect)

To find out whether the research hypothesis is accepted or rejected, it can be seen from the significance value between constructs, t-statistics, and p-value. The hypothesis is accepted if the t-statistical significance value is >1.96 and the p-value is <0.05.

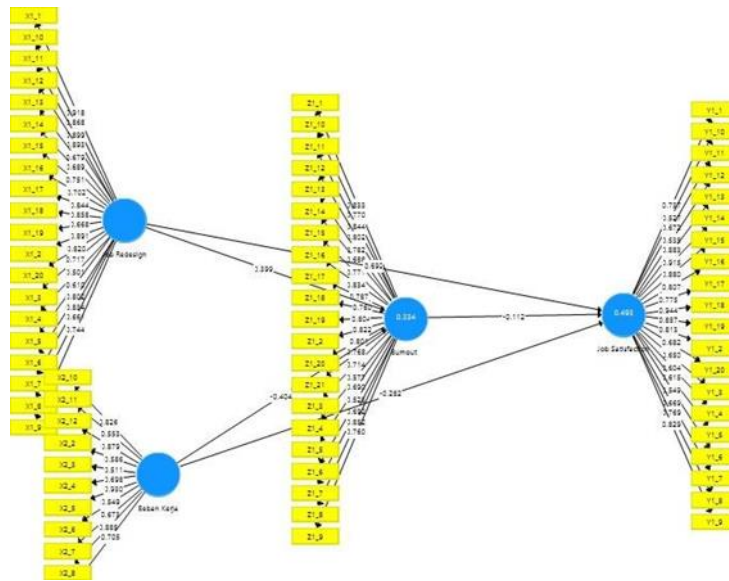


Figure 5. Output Structural Model of Bootstrapping SmartPLS

Table 5. Path Coefficient Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Redesign -> JobSatisfaction	0.692	0.709	0.125	5.533	0.000
Workload -> Job Satisfaction	-0.282	-0.288	0.133	2.121	0.034
Job Redesign -> Burnout	0.399	0.341	0.283	1.678	0.094
Workload -> Burnout	-0.404	-0.445	0.165	2.450	0.015
Burnout -> Job Satisfaction	-0.112	-0.081	0.185	0.606	0.545
Job Redesign -> Burnout -> Job Satisfaction	-0.045	-0.042	0.087	0.513	0.608
Workload -> Burnout -> Job Satisfaction	0.045	0.033	0.088	0.516	0.606

Source: Primary Data Processed, 2022

4. Discussion

4.1. The Effect of Job Redesign on Job Satisfaction

It shows that the coefficient of the effect of job redesign on job satisfaction is 0.692 with a T-statistic of 5.533 (> 1.96) and the P-Value = 0.000 < 0.05 at a 5% alpha significance level. These results can be interpreted that job redesign has a positive and significant

effect on job satisfaction of medical employees at the Banjarsari Health Center, Temanggung Regency. Thus, based on these results H1 in this study which states "job redesign has a positive and significant effect on job satisfaction" is accepted.

4.2. The Effect of Workload on Job Satisfaction

It shows that the coefficient of the effect of workload on job satisfaction is -0.282 with a T-statistic of 2.121 (> 1.96) and a P-Value = 0.034 < 0.05 at the 5% alpha significance level. These results can be interpreted that the workload has a negative and significant effect on job satisfaction of medical employees at the Banjarsari Health Center, Temanggung Regency. So, based on these results H3 in this study which states "workload has a negative and significant effect on job satisfaction" is accepted.

4.3. The Effect of Job Redesign on Burnout

It shows that the coefficient of the effect of job redesign on burnout is 0.399 with a T-statistic of 1.678 (> 1.96) and a P-Value = 0.094 > 0.05 at a 5% alpha significance level. These results can be interpreted that job redesign has a positive and insignificant effect on burnout of medical staff at the Banjarsari Health Center, Temanggung Regency. So, based on what will happen, H2 in this study which states "job redesign has a positive and insignificant effect on burnout" is rejected.

4.4. The Effect of Workload on Burnout

It shows that the coefficient of the impact of workload on burnout is -0.404 using a T-statistic of 2.450 (> 1.96) and the P-Value = 0.015 < 0.05 at a 5% alpha significance level. These results can be interpreted that the workload has a negative and significant effect on burnout of medical employees at the Banjarsari Health Center, Temanggung Regency. Thus, based on these results H4 in this study which states "workload has a negative and significant effect on burnout" is accepted.

4.5. The Effect of Burnout on Job Satisfaction

It shows that the coefficient of the effect of burnout on job satisfaction is -0.112 with a T-statistic of 0.606 (> 1.96) and a P-Value = 0.545 > 0.05 at a 5% alpha significance level. This result can be interpreted that burnout has a negative and insignificant effect on job satisfaction of medical employees at the Banjarsari Health Center, Temanggung Regency. So, according to what will happen, H5 in this study which states "burnout has a negative and significant effect on job satisfaction" is rejected.

4.6. The Effect of Job Redesign on Job Satisfaction mediated by Burnout

As a result of the indirect effect test of the job redesign variable on job satisfaction mediated by burnout, it is shown that the indirect effect test will occur. Table 4.7 shows that the path coefficient is -0.045 with a T-statistic of 0.513 (> 1.96) and a p-value of 0.608 > 0.05 at 5% alpha. Based on the results of the test, the sixth hypothesis of this study states that H6: "job redesign has a positive and significant effect on job satisfaction mediated by burnout" is rejected. As a result of the indirect effect test, the value is negative and insignificant as a result, it means that the burnout owned by the medical staff of the Banjarsari Health Center, Temanggung Regency does not cause the effect of job redesign on job satisfaction.

4.7. The Effect of Workload on Job Satisfaction mediated by Burnout

The test of the indirect effect of the workload variable on job satisfaction mediated by burnout was shown to come from the indirect effect test. It can be seen in table 4.7 that

the path coefficient is 0.045 using a T-statistic of 0.516 (> 1.96) and a p-value of $0.606 > 0.05$ at 5% alpha. Based on the results of the test, the sixth hypothesis of this study states that H7: "workload has a positive and significant effect on job satisfaction mediated by burnout" is rejected. The indirect effect test will be positive and insignificant, so this means that the burnout that is owned by the medical staff of the Banjarsari Public Health Center, Temanggung Regency, does not result in the impact of workload on job satisfaction..

5. Conclusion

Based on the analysis and discussion that has been carried out, the following conclusions can be drawn:

1. Job redesign has a positive and significant effect on job satisfaction of medical staff at the Banjarsari Public Health Center, Temanggung Regency.
2. Workload has a negative and significant effect on job satisfaction of medical staff at the Banjarsari Health Center, Temanggung Regency.
3. Job redesign has a positive and insignificant effect on burnout of medical employees at the Banjarsari Health Center, Temanggung Regency.
4. Workload has a negative and significant effect on burnout of medical staff at the Banjarsari Health Center, Temanggung Regency.
5. Burnout has a negative and insignificant effect on job satisfaction of medical employees at the Banjarsari Health Center, Temanggung Regency.
6. Burnout is not able to mediate the effect of job redesign indirectly in a negative direction and is not significant and significant to the job satisfaction of medical employees at the Banjarsari Health Center, Temanggung Regency.
7. Burnout is not able to mediate the influence of workload indirectly in a positive and insignificant direction on the job satisfaction of medical staff at the Banjarsari Health Center, Temanggung Regency.

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