



# Effect of Work Burnout and Organizational Culture on Employee Performance at PT. State Electricity Company (Persero) Main Unit for the Bangka Belitung



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### Keywords

employee performance;  
influence;  
organizational culture;  
performance;  
work burnout;

## Abstract

This study was to determine the effect of the work burnout variable on employee performance at PT. PLN (Persero) UIW Bangka Belitung and knowing the influence of organizational culture variables on employee performance at PT. PLN (Persero) UIW Bangka Belitung. This study illustrates the influence between Work Burnout and Organizational Culture on Employee Performance, where the work burnout variable has an influence of 21.1% and has a significant influence on the performance of PT. PLN (Persero) UIW Bangka Belitung employees, and organizational culture has an influence of 59% and has a significant influence effect on the performance of employees of PT. PLN (Persero) UIW Bangka Belitung. The impact that occurs can grow habits, and good professional relationships are also a manifestation of the sincerity of the employees of PT. PLN (Persero) to work and strive to be in harmony with the philosophy, vision, mission, and corporate values that have been mutually agreed upon to improve performance and support the company's progress.

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## 1 Introduction

PT. The State Electricity Company (Persero) UIW Bangka Belitung is a State-Owned Enterprises (BUMN), which has a reasonably high work intensity, both in the office and in the field. Of the total respondents, as many as 333 employees of UIW Bangka Belitung, the following is presented in the table the index calculation results for each dimension (Bedarkar & Pandita, 2014; Eliyana & Ma'arif, 2019). Measure the burnout level of PLN employees; the 2019 UIW Bangka Belitung Employee Engagement Survey (EES) has been carried out with the following results:

Table 1  
Employee engagement survey (EES) 2019 PT. PLN (Persero) UIW Bangka Belitung

No	Dimension	Amount Respondent	Mark (%)	Category
1	Company Policy	333	84.94	Engage
2	Work Conditions	333	82.40	Engage
3	Organization Culture	333	83.53	Engage
4	Brand Reputation	333	87.93	Engage
5	Leadership and Supervision	333	84.68	Engage
6	Career Management	333	83.27	Engage
7	Compensation of Benefits	333	85.44	Engage
8	Teamwork and Relationship	333	85,80	Engage
9	Training and Development	333	84.24	Engage
10	Performance Management	333	83.59	Engage
11	Recognition	333	83.00	Engage
12	Meaningful Work	333	84.51	Engage

Source: PT. PLN (Persero) UIW Bangka Belitung

Based on Table 1 above, it can be seen that in general, the condition of employees at the PLN UIW Bangka Belitung Unit is good, such as company policies, organizational culture, company reputation, cooperative relations, hard work, development training, compensation benefits, and leadership supervision, all of which are good. However, there are still conditions that still need to be improved, such as working conditions and recognition (Appleton et al., 1973; De Juan & Gutiérrez, 2009).

In addition, the Burnout that occurred at PT. PLN (Persero) UIW Bangka Belitung can come from internal companies, for example, due to toxic culture. Cultural Entropy or Toxic Culture is the energy used for unproductive activities in a work environment. Entropy indicates the level of conflict, friction, and frustration in the environment.

Table 2  
Cultural entropy PLN Bangka Belitung

No	Information	Index Value (%)
1	Factors that slow down the organization and prevent quick decision making	6.61
2	Factors that cause friction between employees	2.18
3	Factors that prevent employees from working effectively	2.84
	Total Cultural Entropy	11.63

Source: PT PLN (Persero) UIW Bangka Belitung

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The entropy range and the risks it faces according to Barrett (2006); Hawkins (2021); Kusy & Holloway (2009), <10% Prime: Healthy 10%-19% Minor Issues: Requires cultural and structural adjustment 20%-29% Significant Issues: Requires cultural and structural transformation and leadership coaching 30%-39% Serious Issues: Requires cultural and structural transformation and leadership coaching/ mentoring, and leadership development 40-49% Critical Issues: Requires cultural and structural transformation, changes in leadership, leadership mentoring/coaching, and leadership development >50% Cultural Crisis: for corporations, high risk of bankruptcy or take over (Martin & Siehl, 1983; Zheng et al., 2010).

This lack of good organizational recognition and workload conditions is why the author raises the issue of organizational culture and Burnout, where organizational culture is related to organizational recognition, and Burnout is related to workload. This study aims to see the extent to which Burnout and organizational culture influence employee performance at PT. PLN (Persero) UIW Bangka Belitung.

## 2 Materials and Methods

The population in this study were employees in the PT. PLN (Persero) UIW Bangka Belitung total 377 employees; the sampling technique used in this research is the purposive sampling technique (Phillippi & Lauderdale, 2018; Holliday, 2010; Marshall et al., 2013; Harris et al., 2016; Reay, 2014; Sgier, 2012). Using the purposive sampling technique is because not all samples have criteria that match the phenomenon under study. The purposive sampling technique in a study has specific goals or targets. The purpose of purposive sampling is to sort out or to determine a sample in the study based on criteria determined explicitly by the researcher. Ririskiky a technical informed by phone, WhatsApp, or email corporately by distributing questionnaires through a *google form*.

This study chooses a purposive sampling technique that establishes considerations or specific criteria that the samples used in this study must be met. In this study, the sample is PT. PLN (Persero) UIW Bangka Belitung that meets certain criteria. The criteria used as research samples are:

- 1) Parts are directly related to mechanical equipment related to electricity supply.
- 2) Parts are directly related to technical equipment and supply networks of electricity transmission and substations.
- 3) Sections that deal directly with technical equipment and distribution supply networks to customers related to reliability and quality of electricity.

Table 3  
Result of purposive sampling

Sample Criteria	Total
Number of Employees of PT. PLN (Persero) UIW Bangka Belitung in 2019	377
Sample Reduction Criterion 1: Parts that are not directly related to mechanical equipment related to electricity supply	(93)
Sample Reduction Criterion 2: Parts that are not directly related to technical equipment and supply networks of electricity transmission and substations	(58)
Sample Reduction Criterion 3: Parts that are not directly related to technical equipment and distribution supply networks to customers regarding the reliability and quality of electricity	(121)
Total Sample Le	105

### 3 Results and Discussions

Table 4  
Results analysis regression

Model		Coefficients <sup>a</sup>		Standardized Coefficients Beta
		Unstandardized Coefficients B	Std. Error	
1	(Constant)	9.946	4.175	
	Work Burnout (X1)	.211	.115	.182
	Organizational Culture (X2)	.590	.087	.671

a. Dependent Variable: Employee Performance (Y)

$$Y = 9,946 + 0,211X_1 + 0,590X_2 + e$$

- 1) The constant value shows a positive value with a value of 9.946. This indicates that the performance of PT. PLN (Persero) UIW Bangka Belitung is considered that in the absence of the influence of burnout workplace and organizational culture, the amount of the variable kEnerji employees amounted to 9,946.
- 2) Variable regression coefficients *burnout work* by 0,211 states that the positive effect on employee performance. This shows that the higher the work burnout, the higher PT. PLN (Persero) UIW Bangka Belitung.
- 3) The regression coefficient value of the *organizational culture* variable of 0.590 states that it positively affects employee performance. This shows that the higher the organizational culture applied, the higher the positive impact of the employee performance of PT. PLN (Persero) UIW Bangka Belitung.

Table 5  
Result of Correlation Coefficient (r) and Coefficient of Determination (R<sup>2</sup>)

Model	Model Summary <sup>b</sup>		
	R	R Square	Adjusted R Square
1	.827 <sup>a</sup>	.685	.678

a. Predictors: (Constant), Organizational Culture (X2), Work Burnout (X1)  
b. Dependent Variable: Employee Performance (Y)

Based on the *output of the summary model* above, the coefficient value (r) of 0.827 indicates that the value of r that is close to 1 indicates a robust correlation between the two variables. The coefficient value of 0.827 means the relationship between the two variables if there is an increase in the X variable and the increase in the Y variable (Warrick, 2017; Brush & Vanderwerf, 1992).

The determination value (R<sup>2</sup>) of 0.685 is close to 1, meaning that the independent variables provide almost all the information needed to predict the variation of the dependent variable. The determination value of 68.5% is a relationship between variable X and variable Y, while the remaining 31.5% is influenced by unknown variables such as compensation, job satisfaction, work spirit, work environment, leadership style, workload, loyalty, dedication, work discipline, and other factors (Cooper, 1993; Kawiana et al., 2018).

Table 6  
Significant test (t-test)

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta		
1 (Constant)	9.946	4.175		2,382	.019
Work Burnout (X1)	.211	.115	.182	1,834	.070
Organizational Culture (X2)	.590	.087	.671	6.762	.000

a. Dependent Variable: Employee Performance (Y)

- 1) Work Burnout Variable (X<sub>1</sub>), the significance value of t (Sig t) is 0.070; means Sig t (0.07) > (0.05); so that there is no significant effect of the Burnout variable on employee performance at PT. PLN (Persero) UIW Bangka Belitung, then the first hypothesis is rejected.
- 2) Organizational culture variable (X<sub>2</sub>), the significance value of t (Sig t) is 0, meaning Sig t (0) < (0.05), so there is a significant influence of organizational culture variable on employee performance at PT. PLN (Persero) UIW Bangka Belitung, then the second hypothesis is accepted.

#### Discussion of Research Results

Based on the results of multiple linear regression, the results showed that the effect of work burnout partially on employee performance at PT. PLN (Persero) UIW Bangka Belitung is 21.1% so that if Burnout has increased by one unit, it can increase employee performance at PT. PLN (Persero) UIW Bangka Belitung by 21.1%. [Gibson et al. \(2010\)](#), describes the curve of the relationship between Burnout and performance. Gibson argues that low to moderate levels of Burnout stimulate the body and increase its ability to react. At that time, the individual will do his job better, more intensively, or faster. In line with the increase in Burnout work performance tends to increase because Burnout helps employees direct all available resources to meet various job needs.

However, if Burnout has reached its peak, it tends not to produce a good performance and even decreases because Burnout will interfere with work implementation. At that time, usually, the employee will lose the ability to control work and be unable to make a decision, and his behavior will become disorganized; in the end, performance will be below. The results of this study prove that, in principle, the majority of employees at PT. PLN (Persero) UIW Bangka Belitung experienced Burnout giving a positive influence on employee performance at work; in other words, even though in a burnout condition, employees of PT. PLN (Persero) UIW Bangka Belitung is still trying to maintain and even improve its performance at work ([Pant & Yadav, 2016](#); [Mollart et al., 2013](#)).

In this study, the researchers analyzed other factors that made the employees of PT. PLN (Persero) UIW Bangka Belitung still eager to work despite experiencing Burnout, namely:

- 1) The age of PT. PLN (Persero) UIW Bangka Belitung (Generation, Transmission and Distribution Division) is 45.7% aged 18-30 years, where that age is still young and productive.
- 2) The education level of employees of PT. PLN (Persero) UIW Bangka Belitung (Generation, Transmission and Distribution Division) of 47.6% comes from S1 (Strata-I), where employees want to continue to develop in career development.
- 3) The work experience of PT. PLN (Persero) UIW Bangka Belitung (Generation, Transmission and Distribution Division) of 33.3% with a working period of 6-10 years shows that they are skilled or proficient in handling work.
- 4) Employees of PT. PLN (Persero) UIW Bangka Belitung (Generation, Transmission and Distribution Division) where there is a disturbance outside working hours will get food and drink and overtime pay so that employees are excited to work.

Burnout does not always interfere with an employee's performance because if Burnout is still within reasonable limits, it will trigger employee morale, but if Burnout is at its peak, it will interfere with employee performance. This means that Burnout can encourage or disrupt work performance, depending on how high the Burnout level is; if there is no Burnout, there is no work challenge, and employee performance tends to be low. The results of the study prove empirically that the employees of PT. PLN (Persero) UIW Bangka Belitung, the majority experience burnout at work; it is just that in this study, it is not discussed about the level of Burnout experienced by these employees, whether it is still below the threshold or has reached its peak.

Based on the results of multiple linear regression, it was found that organizational culture has an effect of 59% on employee performance so that if organizational culture has increased, it will result in increased employee performance at PT. PLN (Persero) UIW Bangka Belitung by 59%. Robins (2003), in the sense that organizational culture is a system of shared meanings or meanings held by its members, distinguishes the organization from other organizations. Based on the explanation of attitude and organizational culture, it can be drawn a basic understanding of attitudes in organizational culture. This means that the concept of organizational culture becomes the object of attitude.

A solid organizational culture supports organizational goals, and weak or negative organizational culture hinders or conflicts with organizational goals. In a solid organizational culture, values shared are understood in depth, embraced, and championed by most central members of the organization. In line with previous research from Jufrizen & Rahmadhani (2020), work culture has the most significant influence on employee performance. Attendance problems are caused by an immense trust in co-workers, which causes employees to come late often or not attend, maybe because they get used to leaving attendance if they want to come late. However, it turns out that his friend forgot to attend him, so he was not absent in the morning, or his absence was too late, or maybe some co-workers are not present so that other employees are not present, this can lead to low employee performance.

Based on the results of the determination test, it can be explained that performance can only be explained by Burnout and Organizational Culture of 68.5%, while the rest, which is 31.5%, is explained by other factors not included in this study. Meanwhile, based on the value of Adjusted R Square, it can be explained that Burnout and Organizational Culture have an influence on Employee Performance at PT. PLN (Persero) UIW Bangka Belitung only amounted to 67.8%, so that if Burnout and organizational culture simultaneously increased, it could increase the performance of PT. PLN (Persero) UIW Bangka Belitung only amounted to 67.8%. Furthermore, based on the results of the F hypothesis test, it was found that there was a significant influence between Burnout and organizational culture on employee performance at PT. PLN (Persero) UIW Bangka Belitung.

Based on the results of this study, it proves that simultaneously, Burnout and organizational culture have a significant impact on improving employee performance at PT. PLN (Persero) UIW Bangka Belitung. Partially, organizational culture has a significant influence on performance; simultaneously, organizational culture has a significant influence. The results of this study explain that the two independent variables used in this study can explain the performance of employees of PT. The real PLN (Persero) UIW Bangka Belitung. Therefore, if other researchers want to research in the same field and object, it is better to add other independent variables as the authors have previously stated, including Compensation, Job Satisfaction, Work Spirit, Work Environment, Leadership Style, Burden Work, Loyalty, Dedication, Work Discipline, and other factors. Thus, it is hoped that more accurate research results will be obtained.

## 4 Conclusion

Based on the results of data analysis that the author has done in the previous chapter, several things can be concluded, namely as follows:

1) Work Burnout has no significant effect on employee performance at PT. PLN (Persero) UIW Bangka Belitung.

Organizational Culture has a significant influence on the performance of employees at PT. PLN (Persero) UIW Bangka Belitung.

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