

THE INFLUENCE OF WORK CLIMATE AND FATIGUE ON EMPLOYEE PERFORMANCE MEDAN SAMSAT WITH JOB SATISFACTION AS A MEDIATING VARIABLE IN NORTH MEDAN SAMSAT

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Abstract

This study focuses on analyzing job satisfaction in mediating work climate and burnout on employee performance. A quantitative approach was chosen for this study, and the data source was obtained by distributing questionnaires to 74 employees at Samsat Medan Utara. Data analysis using Structural equation model (PLS-SEM). The results showed that in North Medan Samsat, the work environment directly impacts job satisfaction. At the North Medan Samsat, the work environment directly affects employee performance. Directly, burnout does not affect employee job satisfaction at the North Medan Samsat. Job satisfaction directly affects employee performance at the North Medan Samsat. Job satisfaction directly affects employee performance at the North Medan Samsat. At the North Medan Samsat, job satisfaction indirectly moderates the effect of work climate on employee performance. At the North Medan Samsat, job satisfaction does not significantly moderate the impact of burnout on employee performance.

Keywords: Work Climate, Job Burnout, Performance, Satisfaction

1. Introduction

Employee performance is a consequence of the amount and quality of work that can be completed by an employee in carrying out the obligations and responsibilities that have been allocated to him (S. Y. F. R. A. L. D. A. Nasib, 2023). In evaluating each employee, the company's primary focus is always on performance (Hou, 2022). To get maximum performance results, organizations must be able to continuously control and encourage employee work and performance so that the fundamental goals and objectives of the company can be optimally realized (I. S. F. R. A. L. Nasib, 2023). Many internal and external elements affect employee performance in carrying out their duties. Internal factors come from within the employee, such as knowledge, experience, health, etc. At the same time, external elements come from outside the employee, such as the work environment, pressure, laws and regulations, technology, and so on. The ability of employees to predict some of these elements will impact the quality of employee performance in the organization, either directly or indirectly (H. A. H. S. R. Nasib, 2022).

Job satisfaction is one-factor affecting employee performance (I. L. Nasib, 2020). According to (Sutrisno, 2016), job satisfaction is a good or bad emotional state experienced by people when they view their work. The work environment is the next factor that affects employee performance. As stated by (Abidin, 2021), The work atmosphere is the environment and infrastructure, as well as the people, in which members of the organization perform their duties. In addition, burnout has an impact on

staff performance. An organization is always in contact with its environment, which provides resources while posing obstacles. Consequently, for an organization to survive and exist, it must constantly adapt to its environment to avoid failure.

Based on the results of observations made by researchers at the North Medan Samsat in 2023, employees still have a high level of work errors. So far, reports have been synchronized between one section and another. Meanwhile, the lowest error rate occurred in April, with 13 errors in the form of the quality of the BK replacement service needing to be up to what was promised by community employees. Based on observations, researchers found that job satisfaction factors cause work errors that have occurred so far. So far, the employee work monitoring system still needs to be adequately implemented. Some employees have permission to leave and enter during working hours. This is what makes other employees feel jealous of why the leadership did not give a warning to this employee.

2. Theoretical Background

2.1 Work Climate

According to (Abidin, 2021), the human environment and infrastructure in which organizational members carry out their work is called the work climate. In other words, the human environment in which an individual operates is called the work climate. *Work climate* is also defined as a set of traits or attributes observed by individuals and considered to have an impact on the individual's drive to work as well as possible. Work climate can also refer to an individual's view of various aspects of the workplace. as stated by (Steers, 2012) says that work climate is the quality of the work environment that members can feel members can feel. Work climate is the product of behavior carried out by employees, both consciously and unconsciously, and will likely impact future behavior. They also stated that the characteristics of an organization are formed along with management actions. Therefore, every effort will have an effect on the working atmosphere in the organization, so it becomes a factor that substantially influences worker behavior. Then (Yusaini, 2020) work climate indicators consist of 1) Support, 2) Participative decision-making, 3) Trust, 4) Openness, and 5) Achieving high-performance goals. Previous research results state that work climate has a significant effect on employee performance (Arifin, 2022) (Teresia, 2021) (Rožman, 2021).

2.2 Burnout

Employee job satisfaction can decrease due to burnout because employees feel tired, less motivated, and lose interest in their work (Adewa, 2020). This can cause a decrease in work quality, work morale, and sense of accomplishment (Gomes, 2022). Exhausted employees tend to perform poorly (Astrama, 2023). They may have difficulty concentrating, making judgments, or doing work efficiently (Rony, 2022). Individual and team productivity can decrease due to poor performance (Guo, 2022). Exhausted employees may be absent more often or make more mistakes at work (Francisco, 2022). Inability to focus and burnout can lead to decreased attendance and higher error rates (Rasdi, 2021). According to (Sastrawan, 2022), burnout can be measured with the following indicators: (1) shows a weakening of activities, (2) shows a weakening of motivation, and (3) shows a picture of physical burnout due to general conditions. Previous research results stated that work burnout hurts employee performance (Kim, 2022) (Raja, 2023) (Buonomo, 2022).

2.3 Job satisfaction

Job satisfaction is the dream of every employee (Ballian, 2020). Job satisfaction makes employees feel appreciated and treated well (Pebri, 2020). Employees who are satisfied with their work will be more committed to the company where they work (S. B. E. E. N. Y. L. Nasib, 2023). They are more likely to stay in their positions, reduce employee turnover, and increase company loyalty. Employees who are engaged and willing to give their best to their tasks are more likely to produce high-quality work (Wahyud, 2022). Job satisfaction can be assessed by work that is appropriate to the employee's field, a sound salary system, professional promotion, good supervision, and relationships between co-workers (Syaifuddin, 2022). According to previous research findings, job happiness has a significant impact on employee performance (Y. S. D. M. F. R. A. L. Nasib, 2023)(Khairani, 2022)(Fadli, 2020).

2.4 Employee Performance

Performance results from work behavior achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2010). Employee performance is a work result achieved by a person in carrying out the tasks assigned to him, based on skill, experience, seriousness, and time (Malayu Hasibuhan, 2014). A worker's abilities and interests, capacity and receptivity to task delegation explanations, and a worker's role and level of motivation all contribute to performance. Furthermore (Mangkunegara, 2013), *performance* is defined as the quality and quantity of work results achieved by someone in carrying out their duties according to their responsibilities. According to (Sutrisno, 2016), several efforts have been made to improve employee performance, including (1) discrimination, (2) expectations, and (3) development and communication. Then, according to (I. S. F. R. A. L. Nasib, 2023), performance indicators include (1) quality, (2) quantity, (3) implementation of tasks, and (4) responsibility.

2.5 Hypothesis

Based on previous literature reviews, the hypotheses obtained in this research are:

1. The work climate has a positive effect on job satisfaction at the North Medan Samsat
2. Burnout has a positive and significant effect on job satisfaction at North Medan Samsat
3. The work climate has a positive effect on employee performance at the North Medan Samsat
4. Burnout has a positive and significant effect on employee performance at the North Medan Samsat
5. Job satisfaction has a positive and significant effect on employee performance at North Medan Samsat
6. The work climate has a positive effect on employee performance at the North Medan Samsat through job satisfaction
7. Burnout positively and significantly affects employee performance at the North Medan Samsat through job satisfaction.

2.6 Conceptual framework

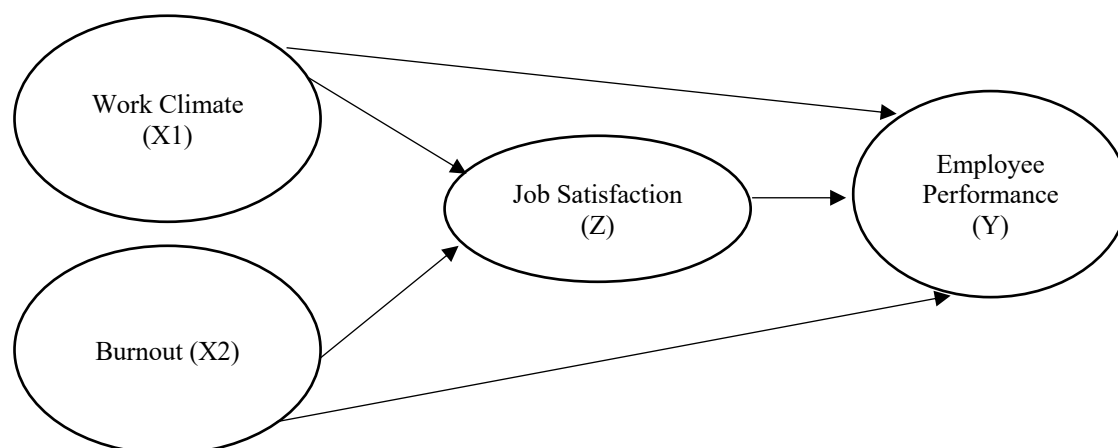


Figure 1. Conceptual Framework

3. Method

The approach in this research is quantitative. Research data is primary data collected through the distribution of questionnaires that have been prepared based on the indicators of each research variable. The population of this study consisted of 174 permanent employees at North Medan Samsat. Purposive random sampling was used as a sampling approach in this research. The sample size for this study was 74 employees. The sample selection criteria were based on work experience of more than ten years. This work period provides a clear picture of how to increase employee job satisfaction. The data collection technique uses a questionnaire adapted to each indicator of the research variable. The data analysis technique for this research is statistical analysis, specifically a partial least squares-structural equation model (PLS-SEM).

4. Result and Discussion

4.1 Characteristics Respondent

Table 1. Characteristics Respondent Based on Type Gender and Age

Gender	Frequency	Percentage
Man	43	61%
Woman	27	39%
31 – 35 years	4	6%
35 – 40 years	17	24%
41 – 45 years	31	44%
46 – 50 years	18	26%
Total	70	100%

Gender respondents can see in the table above which shows that majority respondents manifold sex men, that is as many as 43 people or 61%, and respondents manifold sex Woman as many as 27 people with proportion 39%. Respondents aged 31-35 years as many as 4 people or 6 %, respondents aged 35-40 years as many as 17 people or 24 %, respondents aged 41-45 years as many as 31 people or 44 %, and respondents aged 46-50 years as many as 18 people or 26%.

4.2 Measurement Model Analysis (Outer Model) Convergent Validity

Table 2. Convergent Validity Results

Variable	Indicator	Loading Factor	Information
Work climate	WC1	0.854	Valid
	WC2	0.848	Valid
	WC3	0.823	Valid
	WC4	0.717	Valid
	WC5	0.763	Valid
Burnout	BN1	0.72	Valid
	BN2	0.854	Valid
	BN3	0.703	Valid
Job satisfaction	JC1	0.757	Valid
	JC2	0.769	Valid
	JC3	0.781	Valid
	JC4	0.767	Valid
	JC5	0.717	Valid
Employee performance	EF1	0.736	Valid
	EF2	0.768	Valid
	EF3	0.745	Valid
	EF4	0.895	Valid

Source: Data processed by Smart PLS 2023

Based on table above, all indicator own mark bigger of 0.7 which indicates that indicators in study This has fulfil.

4.3 Composite reliability

Table 3. Composite reliability results

Variable	Composite Reliability	Cronbarch's Alpha	Information
Working climate (X1)	0.843	0.788	Reliable
burnout Work (X2)	0.890	0.857	Reliable
Satisfaction work (Z)	0.943	0.930	Reliable
Employee performance (Y)	0.943	0.932	Reliable

Source: Data processed by Smart PLS 2023

Based on the table above, the composite reliability value of all the above factors stated can trusted Because more of 0.7, which shows that questionnaire can give results steady measurements or consistent. Next, everyone the above variables stated reliable Because cronbach's alpha bigger of 0.6, which shows that questionnaire can give results steady measurement or consistent.

4.4 Coefficient Determination (R square)

Table 4: R Square Results

	R SQUARE	R SQUARE ADJUSTED
Satisfaction work (Z)	0,780	0.775
Employee Performance (Y)	0.711	0.701

Source: Data processed by Smart PLS 2023

Based on table above, variables the own sufficient relationship good (moderate), p This in accordance with provisions, where results variable R Square value performance employees and satisfaction Work own mark bigger of 0.50 which indicates that model moderate (medium).

4.5 F Square

Table 5. F Square Results

	Work Climate	Burnout Work	Employee Performance	Satisfaction Work
Working climate (X1)	-	-	0.035	0.048
burnout Work (X2)	-	-	0.025	0.063
Satisfaction work (Z)	-	-	0.352	
Employee Performance (Y)	-	-	-	

Source: Data processed by Smart PLS 2023

Based on the table above, can explained that Smart PLS test results show that every variable in a way general own moderate relationship Where in accordance with criteria withdrawal conclusion, if f2 value is 0.15, then there is moderate influence from variable exogenous to endogenous variables.

4.6 Hypothesis Testing / Direct Effect

Table 6. Results of Direct Effect and Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistics (IO/STDEV)	P Values	Information
X 1 -> Z	0.844	0.843	0.065	2,963	0,000	Significant
X 1 -> Y	0.607	0.611	0.192	2,479	0.004	Significant
X 2 -> Z	0.062	0.079	0.080	0.772	0.440	Not significant
X 2 -> Y	0.185	0.189	0.191	0.969	0.333	Not significant
Z -> Y	0.680	0.681	0.153	4,452	0.000	Significant
X1 > Z > Y	0.574	0.575	0.140	4,085	0,000	Significant
X2 > Z > Y	0.042	0.054	0.057	0.738	0.461	Not significant

Source: Data processed by Smart PLS 2023

4.7 Discussion

4.7.1 The Influence of Work Climate on Job Satisfaction

Work climate is a condition or situation where an agency feels comfortable, at ease, and free to carry out its work without worry. If relationships between people develop harmoniously, a pleasant work environment will be created. This friendly climate is very beneficial for employee performance. Employees perform better when they work in a comfortable and peaceful environment. Findings from research (F. R. A. L. S. S. Y. L. Nasib, 2023) state that work climate directly has a significant effect on job satisfaction. Furthermore (Aid, 2022) emphasizes that the work climate directly impacts an employee's work comfort. Then, the research results (Kinasih, 2022) also stated that a positive work environment allows people to maximize their potential in carrying out their obligations and responsibilities. The implications of the research findings show that the work climate at the Puri Hijau Samsat is suitable the existing work climate can increase a sense of trust and openness between co-workers, and management can create an atmosphere where employees feel heard and appreciated and trusted.

4.7.2 The Influence of Work Climate on Employee Performance

Based on the research results, hypothesis testing shows that the work climate directly affects employee performance at the North Medan Samsat. This research aligns with the results of research conducted by (Teresia, 2021), which states that work climate directly significantly affects employee performance. Then, the research results (Susanto, 2021) also state that the work climate is necessary to increase the company's competitive advantage. Next (Sanmartín, 2022) emphasized that the work climate is crucial in achieving the company's ambitions and goals. The implications of the findings of this research indicate that the work climate of North Medan Samsat employees, related to the conditions currently created, requires various improvements to be made toward work conduciveness. This conducive climate concerns the values or cultural characteristics in the Samsat Administration section. North Medan has not yet taken steps to optimize performance achievement. Management will make various efforts to improve employee performance, such as creating a conducive work climate, because the factors that determine a person's performance in the organization are influenced by internal and external factors, namely the organization's work environment, such as the behavior, attitudes, and actions of colleagues, subordinates, or facility leadership and work climate.

4.7.3 The Effect of burnout on Job Satisfaction

Based on the results of the data analysis, burnout does not affect job satisfaction. The results of this research align with the research results (Liu, 2020), which state that burnout hurts an employee's job satisfaction. Then (Sastrawan, 2022), also stated that burnout hurts comfort in the workplace. Next (Aldoghan, 2022) emphasized that the company must adequately manage the workload on management. This goal is necessary so that employee work burnout will negatively affect the quality of work results. The implications of this research show that the North Medan Samsat can provide a workload through its duties and responsibilities. It is assessed that the existing workload only occurs in one job between one section and another. So that the negative impacts of current work burnout can be minimized, no employee who does double jobs will feel tired, which can be caused by emotional exhaustion. Emotional burnout arises from excessive stress and is difficult to overcome, leading individuals to a worse situation where apathy, cynicism, and frustration appear. Sources of emotional exhaustion can arise in individuals who have perfectionist personality tendencies or want perfection in every job.

4.7.4 The Effect of burnout on Employee Performance

The results of hypothesis testing show that burnout is not significant to employee performance at North Medan Samsat. The results of this research align with the results of research (Lemonaki, 2021), which states that burnout negatively influences the quality of employee work results. Furthermore (Setyanti, 2022) also reminded us that burnout can make working relationships between employees less harmonious. Next (Rizaldi, 2022) also emphasized that the company's initial failure in increasing its excellence began with the excessive workload given to its employees. The implications of the findings in this research show that the work burnout experienced by North Medan Samsat employees is due to the high number of visits from vehicle owners who want to extend their STNK or plate replacement for five years, which may increase further since COVID-19 must be overcome. Work burnout can increase the level of employee errors in carrying out their duties, resulting in a decrease in employee performance. All work carried out by employees results in work burnout, and work burnout will reduce performance.

4.7.5 The Effect of Job Satisfaction on Employee Performance

The results of hypothesis testing show that job satisfaction significantly affects employee performance at North Medan Samsat. The results of this research support research results (Ballian, 2020), which state that job satisfaction directly has a significant effect on employee performance. Furthermore, research (H. A. H. S. R. Nasib, 2022) emphasizes that job satisfaction is the primary key to improving the quality and quantity of employee work results. Next (Syaifuddin, 2022) emphasized that employee satisfaction is an essential asset for management in increasing competitive advantage over other companies. The implications of the findings in this research show that the job satisfaction felt by employees at the North Medan Samsat Office is based on the research results; several employees feel that they do not feel complete satisfaction at work because the salary they get does not match the performance carried out by the employee.

4.7.6 The Influence of Work Climate on Employee Performance and Job Satisfaction

The data analysis results show that job satisfaction has a significant role in mediating work climate on performance at North Medan Samsat. This research aligns with the results of research conducted by (Wahyud, 2022), which states that work climate significantly affects employee performance through job satisfaction. Furthermore (Rachmawati, 2022) emphasized that job satisfaction is a critical factor in mediating between work climate and employee performance. Next (Injilia Wulan Gratia Wua, 2022) emphasized that job satisfaction should continue to increase, especially in the work climate that exists within the Company. This goal needs to be carried out because it significantly impacts the quality of employees' work results. The implications of the findings in this research show that the work climate at North Medan Samsat can be declared conducive. This can be seen from the increasing solidity of the existing work team in carrying out work coordination. Then, the current job risks are also minor.

4.7.7 The Effect of burnout on Employee Performance Through Job Satisfaction

The results of the data analysis show that job satisfaction does not indirectly mediate burnout on employee performance at North Medan Samsat. This research supports previous research, which stated that (Vîrgă, 2022) work burnout does not influence employee performance through job satisfaction. Then (Webb, 2022) states that job satisfaction will decrease when an employee has an excessive workload, and this will

increase work errors. Furthermore, research results (Soponaru, 2022) state that reducing employee job satisfaction starts from management errors in providing excessive workload. So, this has the effect of reducing the quality of employee work. The implications of the findings in this research indicate that work burnout at the North Medan Samsat has been an essential factor in influencing job satisfaction and employee performance. Management that pays attention to employee welfare, provides adequate rest time, manages workload wisely, and provides a healthy work environment can help reduce burnout and increase employee performance and job satisfaction.

5. Conclusion

Based on the results of the analysis and discussion in the previous chapter, the following conclusions can be drawn: At North Medan Samsat, the work environment directly influences job satisfaction. At North Medan Samsat, the work environment directly impacts employee performance. At North Medan Samsat, fatigue does not affect employee job satisfaction. Job satisfaction has a direct effect on employee performance at North Medan Samsat. Job satisfaction has a direct effect on employee performance at North Medan Samsat. Job satisfaction has a direct effect on employee performance at North Medan Samsat. Job satisfaction has a direct effect on employee performance at North Medan Samsat. At North Medan Samsat, job satisfaction indirectly moderates the influence of work climate on employee performance. At North Medan Samsat, job satisfaction indirectly did not significantly moderate the effect of fatigue on employee performance.

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