Burnout, Culture, and Performance: Mediating Role of Commitment in Riau Islands Province

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Abstract
This study aims to see the influence of burnout, culture, and performance through the mediation role of commitment in BPS throughout the Riau Islands Province. The analysis tool of this study uses the Partial Least Square Structural Equation Model (PLS-SEM) with the SmartPLS 3.0 statistical program with a research sample of 214 respondents. The results of this study found that burnout has a negative and significant effect on commitment but is not significant on performance. In other words, culture has a positive and significant effect on commitment and performance. In addition, commitment has a positive and significant effect on performance. From the mediation role of commitment between burnout and performance, the direction of the relationship is negative and significant while the mediation of commitment between culture and performance has a positive and significant effect. This study emphasizes that employees in the BPS environment throughout the Riau Islands Province continue to work professionally despite the weakening of culture and commitment.

Keywords: burnout, culture, commitment, performance, Riau Islands Province.

1. Introduction

In the era of bureaucratic reform, organizations are required to be able to face very rapid changes in realizing governance. External changes (Covid-19 pandemic, changes in the Industrial Revolution 4.0, and climate change) are challenges faced by all organizations. Considering that employees are human resources that drive the realization of the vision and carry out the mission of the organization, employees must be optimized in improving the quality of service and transforming and treated as assets. Assets indicate that employees need to be considered and their abilities improved, get attention in dealing with psychological relationships with work, provide energy, inspire and involve them, and ensure they are willing and able to invest themselves (Aldrin & Merdiaty, 2019).

According to Mangkunegara (2017), the success of performance achievement is assessed from the quality and quantity provided in carrying out tasks and responsibilities. BPS's performance

achievements are fluctuating or tend to be unstable. These achievements reflect the overall picture of individual employee performance achievements both in terms of quantity and quality. Since 2020 to 2022, the Statistical Information Provider and Service Program (PPIS) has continued to increase from 127 to 139 programs. This increase illustrates BPS's future challenges in providing up-to-date and quality data.

This means that BPS's work density is quite high and is increasing every year. Employees who are unable to cope and are not balanced with adaptive employees are suspected of experiencing burnout, such as mental, emotional, and physical fatigue due to work demands, which can unknowingly cause psychological disorders (Tandy, 2020).

Based on the results of the Organizational Culture Survey (SBO) on the behavior of compiling the Core Values "PIA" of Professionalism, Integrity and Trustworthiness conducted by the BPS of Riau Islands Province in 2019-2020, there are several indicators that have low values. In 2019 there were 4 (four) indicators of low values, namely innovative, systematic, honest and fair, while in 2020 they were systematic, innovative, dedicated and accountable. In addition, the reflection of employee commitment in 2019-2020 decreased in several indicators, namely efficient, disciplined, dedicated, accountable and trustworthy. This shows that the values received by employees have not fully fostered a sense of belonging so that organizational culture and commitment have not fully run optimally.

Based on the description of the problems above, it is necessary to identify the causes of performance that tends to fluctuate. The researcher intends to investigate the influence of burnout, culture and commitment on the performance of BPS employees throughout the Riau Islands Province with commitment as a mediator variable.

Problem formulation is very important to facilitate data analysis. As stated in the introduction above, along with the problem formulation, it is necessary to interpret the data and facts needed by the researcher by formulating the problem as follows:
1. Does burnout affect the performance of BPS employees?
2. Does culture have a positive effect on the performance of BPS employees?
3. Does commitment have a positive effect on the performance of BPS employees?
4. Does burnout affect BPS commitment?
5. Does culture have a positive effect on BPS commitment?
6. Does commitment mediate the effect of burnout on BPS employee performance?
7. Does commitment mediate the effect of culture on BPS employee performance?

This research question aims to obtain empirical evidence whether the occurrence of performance achievement fluctuations is influenced by burnout, culture and commitment. And how does the influence of commitment mediation in performance achievement. This study is expected to provide accurate and relevant information for leaders in an effort to improve employee performance in planning activity programs related to the implementation of work behavior and become a reference in creating a policy related to human resource maintenance.

2. Literature Review

Burnout

Burnout according to Maslach (Aprilia, 2023) mentions emotional exhaustion, depersonalization, and decreased performance. According to him, these three dimensions are interrelated and can affect individual performance and job satisfaction, and have the potential to have a negative impact on the organization, which is explained as follows: a. Emotional exhaustion refers to a state of exhaustion caused by excessive emotional demands in the context of work. Such as feeling unable to provide emotional support to others, such as coworkers, loss of feelings and attention, trust, interest, and enthusiasm.

Organizational Culture

Organizational Culture as a Differentiator and Adhesive. Organizational culture is an important aspect in differentiating one organization from another. According to Rizal et al. (2019), organizational culture must be mutually agreed upon and refer to the same system of meaning. This allows the organization to differentiate itself from other organizations. Furthermore, Pawirosumarto et al. (2017) stated that organizational culture is part of a system of shared values and symbols that distinguish one organization from another. Organizational culture also functions as an adhesive to achieve organizational goals. Septiwaldy (2016) also stated that organizational culture is part of the foundation that is adopted, applied, learned, and developed by members of the organization. Organizational culture acts as a guideline in building teamwork relationships, communicating, and working together effectively. In addition, organizational culture also maintains organizational stability.

Organizational Commitment

According to Rawashdeh and Tamimi (2019), the Allen and Mayer Commitment Model explains that organizational commitment consists of three components, namely:
1. Affective Commitment
Affective Commitment refers to an emotional attachment to the organization. This is reflected in a sense of pride, satisfaction, and comfort in working. Affective Commitment also includes self-involvement in carrying out work voluntarily, considering the workplace as the best place to excel, having a sense of security and comfort in maintaining membership, and caring about the fate and image of the organization.
2. Continuity Commitment
Continuity Commitment is defined as an attachment due to need or dependence, such as job security or benefits. This commitment encourages employees to maintain their jobs in order to avoid losses and maximize organizational investment.
3. Normative Commitment
Normative Commitment means attachment due to a sense of obligation or moral responsibility, such as an awareness of the importance of contribution. This commitment reflects employees'

sense of responsibility towards the organization and awareness of their role in achieving organizational goals.

Employee Performance

Employee performance is not only measured by task execution but is also influenced by social and organizational factors such as interactions with coworkers, organizational culture and company commitment (Jex & Britt, 2014). This is supported by Koopmans et al, (2014) who emphasize the importance of social aspects in determining individual performance and Aprilia (2023) explains that task performance focuses on the implementation of core technical tasks of the organization and contextual performance includes behaviors that support an effective work environment, such as teamwork and loyalty.
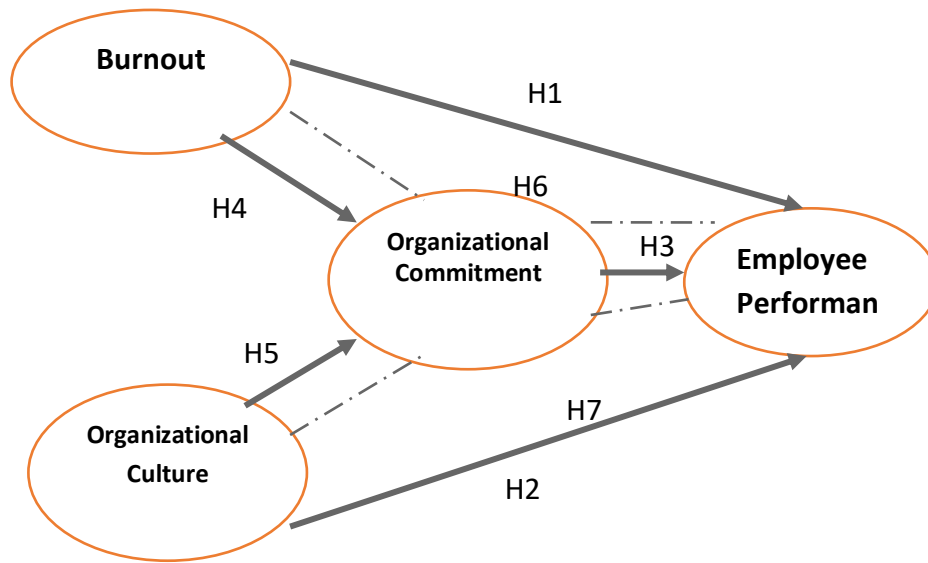

Figure 1. Conceptual Model

3. Hypothesis Development

Research on burnout with job characteristics has a significant impact on performance resulting in physical and mental fatigue that hinders efficient completion of work. Burnout has a negative impact on employee performance by disrupting concentration, reducing productivity, reducing self-confidence, reducing work quality, reducing intrinsic motivation, and reducing the ability to complete tasks (Lupșa & Vîrgă, 2020; Irfan et al, 2021; Yener et al, 2021, Aprilia 2023).
H1: Burnout has a negative effect on employee performance

Organizational culture plays an important role in improving employee and organizational performance which acts as a strategic foundation in shaping the identity, character, and behavior of the organization, as well as influencing the dynamics of cooperation and responses to challenges. The impact on performance will be seen if employees in the organization implement organizational culture well, then the results achieved will be of high quality (Firdaus, 2018) and

strong values and norms in an organization can motivate employees to achieve optimal performance (Rosyidah et al., 2018)

H2: Organizational culture has a positive effect on employee performance

Commitment is formed from desire, trust and willingness, encouraging individuals to give their best performance and overcome organizational challenges. Organizational commitment acts as a driver and has a significant positive effect on employee performance (Meutia & Husada, 2019). Employees with high commitment show significant increases in productivity, motivation and loyalty, and contribute to achieving organizational goals and have a positive impact on achieving organizational goals and creating a productive work environment.

H3: Organizational commitment has a positive effect on employee performance

Work fatigue as a result of ongoing work pressure associated with psychological symptoms such as difficulty concentrating, reduced commitment and mental disorders. The inability to cope with work pressure has a negative impact on employee performance and commitment. Because the high level of fatigue felt by employees makes their sense of commitment to the organization decrease (Ching-Fu Chen & Ting Yu, 2013; Liao et. al., 2022; Anand, 2023). As a result of work pressure (burnout) negative emotions will arise which can hinder the achievement of work targets.

H4: Work fatigue has a negative effect on organizational commitment
H6: Organizational commitment mediates the effect of work fatigue on employee performance

Organizational culture is the foundation that forms the identity and character of an organization that is formed or formed from behavior and mindset. Management policies, culture and values, and behavior greatly influence the success of an organization (Sedarmayanti, 2017). The existence of organizational performance compatibility increases due to a strong organizational culture (Hasanah & Aima, 2018), a strong organizational culture will shape employees in the organization to be more productive and committed, and improve employee performance by aligning their actions with organizational goals (Melvani, 2016; Meutia & Husada, 2019).

H5: Organizational culture has a positive effect on organizational commitment
H7: Organizational commitment mediates the effect of organizational culture on employee performance

4. Method

This study uses a quantitative research design with a cross-sectional approach so that the analysis can be carried out at one point in time (Hair et al., 2019). Data collection was carried out through an online questionnaire filled out by respondents. The research sample was public sector employees, namely BPS organic HR in 8 (eight) work units in the Riau Islands Province. Sampling was carried out using a purposive sampling technique. This research instrument mostly refers to previous studies containing 4 variables, namely: burnout (Aprilia, 2023) and

performance (De Azevedo et al., 2020) with a 5-point Likert scale while organizational culture (Robbins and Judge; 2017) and organizational commitment (Mayer and Allen, 1991) with a 4-point Likert scale.

5. Result

Data analysis in this study was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software version 3 with a focus on the measurement model to assess reliability, convergent validity, and discriminant validity (Hair et al., 2019). Reliability was evaluated through composite reliability and Cronbach's alpha, with values exceeding 0.7 indicating adequate internal consistency. All variables in the study have met the reliability criteria, with composite reliability values ranging from 0.853 to 0.923 and Cronbach's alpha ranging from 0.744 to 0.9 (Table 5.1). Convergent validity was tested using factor loadings ≥ 0.70 and AVE ≥ 0.50 (Table 5.2). In addition, discriminant validity was examined through the Fornell-Larcker criterion (Table 5.3), which showed that the square root of AVE was greater than the correlation between constructs, confirming satisfactory discriminant validity (Hair et al., 2019).
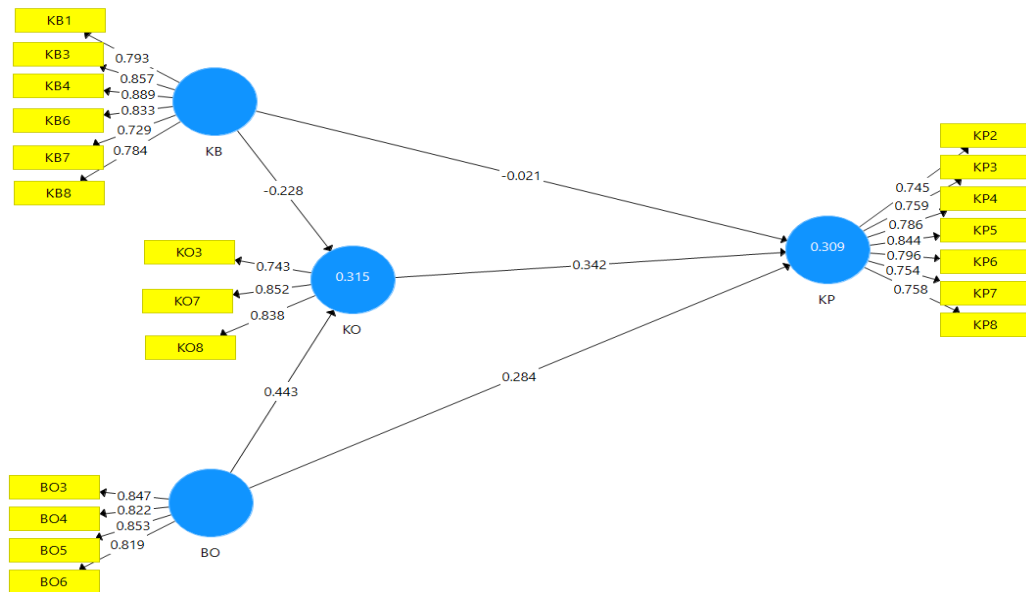

Figure 2. Structural Model

Table 5. 1 Determination Coefficient Test Result

Variable	Cronbach's Alpha	Composite Relibility	Description
Organizational culture	0,856	0,902	Reliable
Burnout	0,900	0,923	Reliable
Employee Performance	0,891	0,915	Reliable
Organizational Commitment	0,744	0,853	Reliable

Source: Data Processed

Table 5. 2 Convergent Validity Test Result

Variable	Indicator	AVE	Loading Factor	Test Criteria > 0.70
Burnout	B1	0,666	0,793	Valid
	B3		0,857	Valid
	B4		0,889	Valid
	B6		0,833	Valid
	B7		0,729	Valid
	B8		0,784	Valid
Organizational culture	OCL3	0,698	0,847	Valid
	OCL4		0,822	Valid
	OCL5		0,853	Valid
	OCL6		0,819	Valid
Organizational Commitment	OCM3	0,660	0,743	Valid
	OCM7		0,852	Valid
	OCM8		0,838	Valid
Employee Performance	EP2	0,605	0,745	Valid
	EP 3		0,759	Valid
	EP 4		0,786	Valid
	EP5		0,844	Valid
	EP6		0,796	Valid
	EP7		0,754	Valid
	EP8		0,758	Valid

Source: Data Processed

Table 5. 3 Discriminant Validity Test Results (Forner Lacker Creation)

Variable	Organizational culture	Burnout	Employee Performance	Organizational Commitment
Organizational culture	**0,836**			
Burnout	-0,331	**0,816**		
Employee Performance	0,469	-0,243	**0,778**	
Organizational Commitment	0,518	-0,375	0,497	**0,813**

Source: Data Processed

After the validity and reliability tests have met the requirements, the next step is to evaluate the structural model (inner model). The coefficient of determination or R-square value is an important indicator in this process. The evaluation of the structural model shows that the R^2 value (Table 5.4) for commitment is 0.315 and for performance, it is 0.309, indicating that the model explains 31.5% and 30.9% of the variability in each dependent variable, respectively (Hair et al., 2019). The adjusted R^2 values for both variables also indicate a weak model, despite adjustment for the number of independent variables. Regarding predictive relevance, the Q^2predict value (Table 5.5) for commitment is 0.194, and for performance is 0.178, both indicating good predictive ability (Hair et al., 2019).

Table 5.4 Determinant Coefficient Test Results R-Square

Variable	R-Square
Employee Performance	0,309
Organizational Commitment	0,315

Source: Data Processed

Table 5. 5 Relevance Prediction Test Results

Variable	Q²predict
Employee Performance	0,178
Organizational Commitment	0,194

Source: Data Processed

Hair et al. (2019) stated that the hypothesis can be accepted if the p-value is smaller than the α value and the t-statistic value is greater than the α threshold value. The results of the hypothesis testing show that burnout has no significant impact on performance while the others have a significant direct impact on both culture to commitment, burnout to commitment, and culture to performance. While the indirect effect of this study shows that the hypothesis has sufficient evidence significantly for the mediating role of commitment from burnout and organizational culture on employee performance (Table 5.6).

<p align="center">Tabel 5.6 Direct and Indirect Hypothesis Test Results</p>

Direct Effect	Original Sample	Standard Deviation	T Statistik	P Values	Significant Level	Hipotesis
H1. B -> EP	-0,021	0,068	0,304	0,762	tidak Signifikan	*not supported*
H2. OCL -> EP	0,284	0,094	3,042	0,002	signifikan	*supported*
H3. OCM -> EP	0,342	0,083	4,107	0,000	signifikan	*supported*
H4. B-> OCM	-0,228	0,094	2,432	0,015	signifikan	*supported*
H5. OCL -> OCM	0,443	0,081	5,464	0,000	signifikan	*supported*
Indirect Effect	Original Sample	Standard Deviation	T Statistik	P Values	Significant Level	Hipotesis
H6. B -> OCM -> EP	-0,078	0,029	2,685	0,007	signifikan	*supported*
H7. OCL -> OCM -> EP	0,152	0,056	2,707	0,007	signifikan	*supported*

Source: Data Processed

6. Discussion

Burnout and Performance

The results of the analysis show that burnout has a negative but insignificant effect on employee performance. The negative effect of the results shows that burnout does tend to decrease performance, but its effect is not strong enough to be said to be the main cause of decreased performance. This means that there are still other factors that are more dominant in influencing performance besides burnout. This is different from previous studies which showed that burnout has a negative and significant effect on employee performance (Lupşa & Vîrgă, 2020; Yener et al., 2021; Irfan et al., 2021).

Organizational culture on performance

Based on the results of hypothesis testing, organizational culture has been proven to have a positive and significant effect. Improving organizational culture will improve employee performance, the more employees implement organizational culture, the better the quality of the

performance results they produce. These results are in line with the findings of Widodo (2019), Muetia (2019), and Rosyidah, Fadah, and Tobing (2018) which show that organizational culture is important for employee performance. Previous research has provided empirical evidence that a strong organizational culture can improve individual performance.

Organizational commitment on performance

The results of the analysis show that organizational commitment has a positive and significant effect on performance. This finding is in accordance with previous research (Meutia & Husada, 2019) and shows that the higher the organizational commitment, the better the employee performance**.**

Burnout and organizational commitment

The results of the study prove that the higher the burnout, the lower the level of emotional attachment or commitment to the organization. The greater the work pressure felt by employees can cause stress, the weaker the employee's commitment to the organization. The results of this study are in line with the findings of Ching-Fu Chen and Ting Yu (2013) who highlighted the importance of managing burnout levels to maintain employee organizational commitment. Excessive fatigue can erode employees' sense of involvement and dedication to the organization.

Organizational culture has a positive effect on organizational commitment

Organizational culture is one of the important factors in increasing organizational commitment and has been proven in research to have a positive and significant effect. Organizations with a strong culture and high employee commitment tend to have better performance in terms of workforce retention, productivity, and service quality. Employees tend to make maximum contributions when they feel emotionally connected to the goals of the organization. In agreement Sedarmayanti (2017) that the success of an organization can be seen from how the culture and behavior adopted by employees make employees more productive and committed.

The Influence of Organizational Commitment Mediation

The study examined the mediating effect of organizational commitment between various factors and performance. The results of the study indicate that the mediating role of organizational commitment in the relationship between burnout and employee performance has a negative and significant impact, as stated by Liao et al., (2022). The mechanism that occurs is when employees feel tired, their emotional involvement with the organization can decrease, thereby reducing performance. This finding highlights the importance of organizational efforts in maintaining employee commitment levels to increase productivity. Likewise, organizational culture has a significant positive effect on organizational commitment and performance, which supports previous studies that highlight the role of complementary relationships between organizational culture, organizational commitment, and employee performance (Hasanah & Aima, 2018; Melvani, 2016; Meutia & Husada, 2019). A positive organizational culture can create a strong emotional bond between employees and the organization (affective), encourage

acceptance of organizational values (normative), and increase employees' desire to contribute in the long term (sustainable), which ultimately improves performance.

7. Conclusion

Basically, burnout, organizational culture, commitment and performance are interrelated in public organizations. A strong culture will increase professionalism in work and create commitment to the organization. A strong organizational culture will shape employee loyalty even in stressful work conditions.

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