

The Role of Resilience as Mediation in Burnout Work Environment on the Performance of RSUD Sidoarjo Employees in the Era of the Pandemic Covid 19

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ABSTRACT

Background: The influence of resilience on burnout is so important for hospital staff to stay focused when providing services to patients, making researchers want to see how much influence resilience has on burnout work environment on employee performance.

Purpose: To analyze the influence of the Role of Resilience as Mediation in the Burnout Work Environment on the Performance of RSUD Sidoarjo Employees in the Covid 19 Covid-pandemic era.

Method: The research method used is cross-sectional analytic research. The population is 1,745 people who work at the Sidoarjo Regional General Hospital with proportional random sampling, the sample obtained is 326 employees. The measuring instrument used is a questionnaire. The data analysis used is path analysis.

Results: The research results show that indirectly physical work environment variables through resilience do not significantly affect performance ($0.173 > 0.163$). For physical variables resilience does not significantly affect performance ($0.008 > -0.022$). Psychological variables through resilience do not significantly affect performance ($-0.017 > -0.074$). Then the behavioral variable through resilience does not significantly affect performance ($-0.055 > -0.253$).

Conclusion: No there is a role of resilience in overcoming burnout work environment on performance. Resilience indirectly through physical, psychological, and behavior in the work environment has a significant effect on performance.

Keywords: burnout work environment, resilience and performance

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BACKGROUND

At the end of 2019, the world was faced with the emergence of a new type of disease called Coronavirus Disease 2019 (COVID-19). COVID-19 is a respiratory system disease that is easily transmitted and can cause death. This disease was first discovered in the Chinese city of Wuhan and then spread to all parts of the world, including Indonesia. Until finally the World Health Organization (WHO) declared this condition a pandemic (Erlina Burhan, Fathiyah Isbaniah, Agus Dwi Susanto et al., 2020).

The COVID-19 pandemic in Indonesia has resulted in a very heavy increase in the burden on the healthcare system, including health workers. Bored, bored, and increased stress felt by medical personnel in the current pandemic conditions. A work system that requires health workers to remain productive at work, but there are some things that cannot be controlled. The importance of making peace with oneself and the environment, especially the work environment, amidst the various fears that threaten to arise during the pandemic, is something that needs to be considered. The risk of transmission of COVID-19 to health workers as the first line of defense is very high, which causes morbidity and mortality. Until October 2021, 2,032 health workers had died from Covid-19. Meanwhile, 5 health workers at the Sidoarjo Hospital died from Covid-19. In addition to aspects of safety and protection from infection, there are several risks that have the potential to affect the quality of life and productivity of medical services for health workers, namely mental health aspects including the risk of burnout syndrome or mental fatigue due to the ongoing Covid-19 pandemic.(Triani et al., 2021).

In psychology, the above phenomenon is known as Burnout. Pines and Aronson (in Tawale et al., 2011) state that burnout is a condition where a person experiences exhaustion both physically, emotionally, and mentally caused by an emotional situation full of demands resulting from involvement in a job that requires a long period of time. A similar term to burnout is job stress.

Burnout has become a serious international problem (Slavin, 2019). According to Maslach, Leiter, and Schaufeli, burnout psychological syndrome in response to chronic interpersonal stressors at work (Maslach et al., 2009). Jobs requiring interaction with humans every day such as teachers, medical personnel, and social workers have a very high chance of experiencing burnout. Not only regarding results but also client satisfaction and safety will be a threat if burnout occurs in individual service providers. For medical personnel in particular, burnout can have a big impact on their patients.

Burnout cases were found in 42% of 15,000 doctors in the US in 2018 (Yates, 2020). The greatest incidence of burnout is 50% among doctors aged 45–54 years (Yates, 2020). There is a relationship exceeding 66.4% between "high levels of burnout" in medical personnel and worsening patient safety (Garcia et al., 2019). Professionalism, depression, and burnout are factors that influence health services for patients (Garcia et al., 2019). Meanwhile, international research shows the prevalence of burnout among nurses from various specialties in hospitals, namely 30-80% (Tay, Earnest, Tan, and Ming, 2014). Guillermo (2015) in Suryanti, Dewi, and Wati (2020) published a recent bibliography containing 2,496 publications regarding burnout in Europe showing that 43% of nurses experienced burnout.

According toBektas (2013) individual effort factors and organizational effort factors as factors that influence burnout syndrome. In addition, the work environment is also a factor of burnout. The work environment is divided into 2, namely: The physical work environment and the Non-Physical Work Environment. The non-physical work environment (physical) is all conditions that occur related to work relations, both relations with superiors and co-

workers, or relations with subordinates. The non-physical work environment consists of physical (physical), psychological (Psychological), and Behavioral (Behavioral) (Bectas & Peresadko, 2013).

Problems caused by burnout are very dangerous for employees, namely increased work stress, and decreased performance, and can even make employees experience physical and psychological disorders. Hospital employees must have positive thoughts about any problems they face by having resilience. Reivich and Shatte (in Ifdil & Taufik, 2012) state that resilience is an ability to overcome and adapt to difficult events or problems that occur in one's life. Employees who have resilience skills can face the difficulties and pressures they encounter every day and can overcome several problems in their work.

Burnout often hinders the performance of employees, which ultimately harms the company. Burnout often appears in the world of work due to routine and high pressure in their daily lives. Burnout will hurt individuals and companies, among others causing low or declining employee job performance. The more work stress experienced by employees, the more likely employees will experience burnout and the less optimal employee performance will be. One of the factors that influence the level of success of an organization is employee performance. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. The emergence of Burnout in employees causes no more motivation to achieve that arises if employees do only small jobs repeatedly like a machine.(Hayati & Fitria2, 2018).

Research conducted by Sunarko (2012) found that there was a relationship between resilience and burnout among marketing employees at the BPR bank, Banjarnegara Regency. Researchers concluded that the higher the resilience, the lower the burnout experienced by BPR bank marketing employees, or vice versa, the lower the resilience, the higher the burnout experienced by BPR bank marketing employees.

Fadel (2019) conducted research and found that there was a significant influence between resilience and burnout in hospital nurses in Jakarta. The influence produced by resilience on burnout is positive, meaning that the higher the nurse's resilience score, the higher the burnout that the nurse is experiencing.

Based on this, researchers want to see how much influence resilience towards burnout has on employee performance.

METHOD

This study uses an analytic observational research design with a cross-sectional approach which aims to see the relationship between the two variables, namely the independent variables (physical, psychological, behavioral work environment) and the dependent variable (employee performance), with resilience as the intervening variable. The independent variable and the dependent variable are assessed one at a time. The research was carried out at the Sidoarjo Regional General Hospital from July to September 2022. The total number of employees at the Sidoarjo Regional General Hospital was 1,745 people with a sample of 326 people. The sampling technique used is proportional random sampling.

This research uses an analytical research design with a cross-sectional approach which aims to identify the relationship between independent variables (physical, physical, psychological, behavioral work environment) with the dependent variable (employee performance), and resilience as an intervening variable (being a mediator). The research was carried out at the Sidoarjo Regional General Hospital in July – September 2022. The total number of employees at the Sidoarjo Regional General Hospital was 1,745 people with a sample of 326 people. The sampling technique used is Proportional Random sampling.

The research instrument is a questionnaire containing statements to explore the physical, physical, psychological work environment, behavior, and level of employee performance. Before data collection was carried out, an ethical test was first carried out with the Sidoarjo Regional General Hospital research ethics team. Data collection was carried out after obtaining research approval with a consent form from the respondent. Then the research instrument in the form of a questionnaire will be distributed via the Google Form link. The instrument used for research is first tested on the instrument so that the questionnaire used has valid questions and the instrument is declared reliable.

For validation results based on the Pearson Product Moment correlation test, the results of testing the validity of statements from all independent variables and dependent variables show valid results. Meanwhile, in the intervening variable, there is 1 statement which shows that it is invalid, because the value of r_{Count} is $56 < r_{\text{Table}}$. Statement items that are deemed invalid will be removed from the statement list. The results of reliability testing for this research all variables were reliable because Cronbach's Alpha value was greater than 0.6.

RESULTS

Table 1. Frequency distribution of the characteristics of respondents at the Sidoarjo Regional General Hospital

No	Variable	Number of respondents	Percentage (%)
1	Age		
	21-30 Years	112	34.4%
	31-40 Years	125	38.3%
	41-50 years	62	19.0%
	>50 years	27	8.3%
2	Gender		
	Man	124	35.6%
	Woman	202	58.0%
3	Education		
	Junior High School	1	0.3%
	SMA/SMK	53	15.2%
	D2	1	0.3%
	D3	145	41.7%
	D4	9	2.6%
	S1	113	32.5%
	S2	4	1.1%

Based on the table above, it can be seen that the majority of respondents were aged 31-40 years (38.3%). The majority of staff at Sidoarjo Regional Hospital are of productive age. Ages 21-30 years are included in the early adulthood category, namely a period of unstable emotional development. Meanwhile, the oldest staff at Sidoarjo Regional Hospital is 58 years old, whereas staff aged > 50 years is only 8.3%. This age range is included in the late adulthood category with a stable emotional development phase. The majority of respondents were female (58.0%). This shows that the majority of the staff at Sidoarjo Regional Hospital are female because women have greater souls and are gentler in caring for patients than men. Most of the respondents had at least a D3 education (41.7%), while respondents had a Bachelor's degree (32.5%).

Table 2. Regression Analysis of Independent Variables (physical work environment, psychology, behavior) on Intervening Variables (resilience)

		Coefficients			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas		
1	(Constant)	47,277	3,402		13,896	.000
	Physical work environment	.387	.076	.250	5,080	.000
	Physique	-.029	.059	-.033	-.489	.625
	Psychology	-.116	.084	-.114	-1,390	.166
	Behavior	-.476	.101	-.338	-4,718	.000

a. Dependent Variable: Resilience

Based on Table 2 the results of multiple linear regression analysis show that the comparison of the significant value of the physical work environment to the alpha value is $0.000 > 0.050$, which means that there is a significant effect between the physical work environment on performance. The beta coefficient value is 0.250, which means that the physical work environment variable has a large influence on the resilience variable by 25.0%. For the significance value of the physical variables on the alpha value, namely $0.625 > 0.05$, which means there is no direct effect between physical variables and resilience. The beta coefficient value for the physical variable is -0.033.

The significant value for the psychological variable on the alpha value is $0.166 > 0.050$, which means there is no significant influence between psychology on resilience. The value of the beta coefficient on psychological variables is -0.114. For the significant value of the behavior variable on the alpha value, namely $0.000 < 0.050$, which means there is a significant influence between behavior on resilience. The beta coefficient value for the behavior variable is -0.338.

Table 3. Regression Analysis of Independent Variables (physical work environment, psychology, behavior) and Intervening Variables (resilience) to the dependent variable (performance)

		Coefficients			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas		
1	(Constant)	13,628	4,454		3,060	.002
	Physical work environment	.354	.082	.173	4,325	.000
	Physique	.009	.061	.008	.152	.880
	Psychology	-.024	.087	-.017	-.272	.786
	B Resilience	.862	.058	.652	14,929	.000

b. Dependent Variable: Performance

Based on Table 3 the results of multiple linear regression analysis show that the comparison of the significant value of the physical work environment to the alpha value is $0.000 > 0.050$, which means that there is a significant effect between the physical work environment on performance. The beta coefficient value is 0.173, which means that the physical work environment variable has a large influence on the performance variable by 17.3%. For the significance value of the physical variable to the alpha value, namely, $0.880 > 0.05$ which means there is no direct influence between physical variables and performance. The beta coefficient value for the physical variable is 0.008, which means that the influence of the physical work environment variable on the performance variable is 0.8%.

The significant value for the psychological variable on the alpha value is $0.786 > 0.050$, which means there is no significant influence between psychology on performance. The beta coefficient value on the psychological variable is -0.017. For the significant value of the behavior variable on the alpha value, namely $0.000 < 0.050$, which means there is a significant influence between behavior on resilience. The beta coefficient value for the behavior variable is -0.338.

DISCUSSION**Effect of physical work environment on resilience**

The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. The physical work environment in question includes lighting/lighting in the workplace, air circulation in the workplace, color layout in the workplace, music in the workplace, cleanliness of the workspace, and safety at work (Utami, 2018). Based on the research above, there is a significant influence between the physical work environment and resilience. This can be seen from the beta value of standardized coefficients 0.173. Meanwhile, seen from the significant value of the physical work environment variable, it has p-values $< \alpha = 0.05$ ($0.000 < 0.05$).

According to (Rosenthal et al., 1983) the physical work environment has a big role to be able to determine a person's burnout level. Furthermore, a clean, comfortable, and safe environment makes a person happy and engaged at work. However, a dirty work environment and poor air circulation can make employees experience burnout at work.

According to Robbins (Hanifah, 2015), individuals with weak personalities view the difficulties experienced at work as something that is considered to be heavy pressure or stress. However, individuals with strong personalities consider the difficulties encountered at work a challenge that must be faced. He was able to survive these negative situations so that he was able to rise from the stressful situation he was experiencing. The individual's ability to overcome and adapt when a problem or burden occurs is called resilience (Reivich & Shatte, 2002; Dewanti & Suprpti, 2014). Individuals with high resilience can bring themselves to be more positive and able to find solutions to get out of the stress they are experiencing. Therefore, if the physical work environment is getting better and the resilience is getting better, the burnout experienced by a person will decrease. Conversely, the worse the physical work environment and the decreased resilience, the higher the burnout experienced by a person.

Physical influence (physical) on resilience

Conditions of stress health workers that are classified as high result in health workers being vulnerable to the appearance of burnout symptoms (Fakhshanoor & Dewi, 2012). George and Jones (2005) explained the symptoms of burnout such as physical fatigue which

is indicated by a lack of energy, feeling tired for a long period, and showing physical complaints such as headaches, nausea, insomnia, and experiencing changes in expressed eating fatigue. with less enthusiasm at work, making more mistakes, and feeling sick even though there are no physical abnormalities. Based on research conducted, the significant value of physical variables has p-values $>$ from the value of $\alpha = 0.05$ ($0.625 > 0.05$). This means the physical variables in the work environment do not affect resilience. Good physical condition will create high motivation and will not cause fatigue to employees. If the physical (physical) is not good will be able to reduce morale and low motivation.

Resilience will help employees stay motivated, and committed and maintain performance through maintaining performance through uncertainty and change (Moddi & and change (Moddi & Khosaba, 2005; Shueh Khosaba, 2005; Shueh & Cai, 2014). Emotional regulation is defined as the ability to remain calm under stressful conditions. The ability to regulate is important for establishing interpersonal relationships, work success, and maintaining physical health. Not every emotion has to be corrected or controlled, it is the proper expression of emotions that is part of resilience.

Based on this research Physical (Physical) does not affect resilience. This means that even though employees experience physical fatigue, they can still survive with the ability to survive every eventuality that occurs.

Psychological influence (psychological) on resilience

Health professionals face many unexpected things, especially various stress reactions. Because they work closely to help those infected with COVID-19, healthcare workers are at greater risk of developing symptoms of psychological problems including anxiety, panic, or other stress-related disorders. Such symptoms can come from various sources such as excessive workload, lack of personal protective equipment, exposure to various bad news about COVID-19, and lack of help from professional mental health workers (Yıldırım et al., 2020). Based on the research results, psychological variables have p-values $> \alpha = 0.05$ ($0.166 > 0.05$), which means that psychological variables in the work environment have no effect on resilience.

This result is inversely proportional to Qolby's research, (2019) which states that resilience has a very significant positive influence on psychological well-being, by showing that the higher the resilience in an individual, the higher the psychological well-being. According to Gibbs & Miller, (2014), high resilience will have an influence on psychological well-being in doing work and solving problems well. This is in accordance with research from Strauss (Rahmawati, Listiyandini, & Rahmatika, 2019) that the psychological resilience factor is one of the factors to improve the quality of individual life. In addition, the results of research conducted by Sharma & Nagle, (2018) show that resilience can improve psychological well-being in individuals.

Based on the above research psychology has no effect on resilience, where employees do with good or bad psychology does not affect the resilience that a person has. Sidoarjo Regional General Hospital employees are used to the ongoing pandemic. So that the resilience possessed by the individual does not affect the individual's psychological factors.

The influence of behavior (Behavioral) on resilience

In this behavioral symptom, someone who experiences burnout will be easily affected by emotional disturbances. Individuals will avoid friends or family and neglect their responsibilities. Individuals also lose their ability to evaluate something critically and it is also difficult to concentrate (Yuli Asih, Gusti; Widhiastuti, Hardani; Dewi, 2018).

Based on the research results, the significant value of the behavioral variable (Behavioral) has p-values $< \alpha = 0.05$ ($0.000 < 0.05$), which means that behavior (Behavioral)

in the work environment has a significant effect on resilience. Resilience factors can influence a person's behavior to be good, namely emotional regulation and self-efficacy. Resilient individuals use a series of skills that have been developed to help control their emotions, attention, and behavior. Individuals who have high cognitive abilities will influence good behavior.

Likewise one of the dimensions of resilience is self-control, individuals can control themselves by regulating their emotions and behavior when faced with stressful situations. From the results of research conducted by researchers, the behavioral variable has a significant effect on resilience. This means that employees who have high resilience can influence the behavior of employees.

The effect of the physical work environment on performance

According to Sihombing, the physical work environment is one of the elements utilized by agencies to create a sense of comfort, and peace, and can increase the results of good work to improve agency performance. This is proven and can be seen based on the results of research that has been done by the author. Is the significant value of the physical work environment variable 0.000 less than 0.05 ($0.000 < 0.05$), which means that the physical work environment in the work environment has a significant effect on performance? The results of this study are supported by previous research conducted by (Adi & Hrm, n.d.) which states that the physical work environment has a significant influence on employee performance. In this case, it indicates that the higher the physical work environment will be followed by an increase in employee performance.

However contrary research conducted by (Astuti, 2022) shows that there is no significant relationship between the physical work environment and no significant effect partially on employee performance. The results of this analysis, show whether the physical work environment is good or not will affect employee performance because employees consider the physical work environment conditions do not affect employee performance. Employees will continue to work optimally regardless of their physical work environment.

From the results of research conducted by researchers, the physical work environment affects employee performance. Thus it can be concluded that the work environment is goodwill have an impact on good performance as well. A good work environment will encourage employees to do their best and work productively. The work environment has a significant contribution to improving performance.

Physical influence (physical) on performance

The symptoms of physical work stress are increased heart rate and blood pressure, increased secretion of adrenaline and non-adrenaline, gastrointestinal disorders (eg gastric disorders, easily injured, easily physically tired, death, respiratory problems, more frequent sweating, headaches, and other problems hard to sleep). Based on the research results, the significant value of the physical variable is 0.880, which is greater than the alpha value of 0.05 ($0.880 > 0.05$), which means that the physical variables in the work environment have no significant effect on performance. The results of this study are in contrast to previous research conducted (Nurdiawati & Atiatunnisa, 2018) which states that there is a relationship between physiological work stress and employee performance. If physiological work stress increases, performance will decrease, and vice versa.

From the results of research conducted by researchers, physical variables do not affect performance. Thus employees of the Sidoarjo Regional General Hospital with good or bad physique do not affect employee performance during the Covid pandemic. These employees continue to work as they work every day.

Psychological influence (psychological) on performance

Psychological factors are factors related to the psychology of employees such as interest, peace at work, attitudes at work, talents, and skills. Based on the results of the research on psychological variables, the significant value of the psychological variable is 0.786, which is greater than the value of $\alpha = 0.05$ ($0.786 > 0.05$), which means that the psychological work environment has no significant effect on performance. The results of this study are supported by previous research conducted (Karyono & Prastiwi, 2018) which states that psychological factors have no significant effect on performance. This means that good employee psychology does not affect employee performance. This is contrary to the results of other studies conducted (Princess & Kistyanto, 2019) show that psychology has a significant influence on employee performance. In this case, it shows that psychology has a positive effect on performance where the higher the employee's psychology, the higher their performance.

From the results of research conducted by researchers, psychological variables do not affect performance. Thus the good and bad psychology of employees at the Sidoarjo Regional General Hospital does not affect employee performance. Employees are enthusiastic about working during this pandemic era. Even though the risks faced are enormous when serving Covid patients.

Effect of behavior (Behavioral) on performance

Behavioral work burnout is stress-related to behavior in eating habits, increased smoking and alcohol consumption, fast speech, and sleep disturbances (Stephen P. Robbins, 2003: 800) in Angelina (2015). Behavioral symptoms of work stress according to NIOSH in Karima (2014) are impatient, like to argue, causing work accidents, use of alcohol and drugs, smoking, and neglect of responsibility. Based on the research results, the significant number of behavioral variables (Behavioral) on performance is 0.347 greater than $\alpha = 0.05$ ($0.347 > 0.05$), which means behavior (Behavioral) in the work environment has no significant effect on performance. The results of this study are supported by previous research conducted (Nurdiawati & Atiatunnisa, 2018) shows that there is no behavioral relationship between work stress and employee performance in workers in the production area of PT. Superior Cipta Technology Serang Regency in 2018.

This research is contrary to previous research conducted by (Rio Rinaldi, 2022) shows that behavior has a significant influence on employee performance. In this case, it shows that if the work behavior carried out by employees is good, then the employee's performance will be good.

From the results of research conducted by researchers behavioral variables do not affect performance. therefore does not have a significant relationship with performance, behavior that reflects behavioral stress is not the impact of stress experienced by employees, but is a habit that already exists in respondents, especially smoking behavior.

The effect of resilience on performance

According to Cooper et al. (2014) define resilience in the context of the corporate environment as an individual's ability to bounce back from setbacks while remaining effective in the face of tough demands and difficult circumstances, and growing stronger in the process. Based on the research results, the significant value of resilience on performance is smaller than the value of α , namely $0.000 < 0.05$, which means that resilience has a significant effect on performance. The results of this study are supported by previous research conducted by Luthans et al. (2007), there is a significant positive influence between employee resilience variables on performance based on the concept that resilient individuals will more easily adapt to change using their creative skills and face difficulties more

persistently, and have much better performance in line with the working environment constantly changing and challenging.

However, this research is contrary to research by Hallak et al. (2018) that employee resilience does not have a positive and significant effect on employee performance. There are also different results in Lhalloubi & Ibnchahid's research (2020) between resilience and manager performance there is no significant relationship. There is no significant positive relationship between resilience and performance due to the assumption that the relationship between the two variables is not a simple relationship that can have a direct effect.

Based on the results of this study, resilience affects performance. Where resilient hospital employees will more easily adapt to changes using their creative skills face difficulties more persistently and have much better performance during a pandemic.

The role of resilience as a mediating variable in the physical work environment on performance

The physical work environment variable has a significant effect on performance. Likewise, physical work environment variables have a significant effect on resilience. In the research, the value of the direct influence of the physical work environment on performance is 0.173. While the indirect effect of the physical work environment through resilience to performance is 0.163. So the value of the indirect effect is smaller than the direct value. So it can be concluded that indirectly the physical work environment variable through resilience has no significant effect on performance.

The work environment can determine the possibility of burnout such as excessive workload, role conflict, number of individuals to be served, responsibilities to be carried, routine and non-routine work, role ambiguity, inadequate social support from colleagues, social support from inadequate superiors, low control over work and lack of stimulation at work. One of the work environments is the physical work environment. In this case what is meant by the physical work environment is lighting/lighting in the workplace, air circulation in the workplace, cleanliness of the workspace, and safety in the workplace.

In this study, it has been explained that the physical work environment in work environment does not significantly affect the performance of employees of the Sidoarjo Regional General Hospital during a pandemic through resilience. Thus the higher the physical work environment will be followed by an increase in employee performance. The more comfortable or safe the employee's workplace, the higher the employee's performance at the Sidoarjo Regional General Hospital during the pandemic Covid 19.

The role of resilience as a mediating variable in the physical (physical) to performance

Based on this research, physical variables have no significant effect on performance. Likewise, physical variables have no significant effect on resilience. In the research, the value of direct physical influence on performance is 0.008. Meanwhile, the indirect physical effect of resilience on performance is -0.022. So the value of the indirect effect is smaller than the direct value. So it can be concluded that indirectly psychological variables through resilience do not have a significant effect on performance.

In physical symptoms, a person experiencing burnout will feel pain in the spine, and changes in the sense of taste that make it difficult for individuals to eat so that they experience diarrhea, feel headaches, sleep disturbances, and in the end will lose weight(Yuli Asih, Gusti; Widhiastuti, Hardani; Dewi, 2018).

In this study, it has been explained that the physicality in the work environment does not significantly affect the performance of employees at the Sidoarjo Regional General Hospital during a pandemic through resilience. Thus, whatever physical condition does not

affect the performance of employees of the Sidoarjo Regional General Hospital during a pandemic. They continue to work under any conditions during this pandemic.

The role of resilience as a mediating variable in psychological (psychological) towards performance

Based on this research, psychological variables have no significant effect on performance. Likewise, psychological variables do not have a significant effect on resilience. In the research, the value of direct physical influence on performance is -0.017. Meanwhile, the indirect physical effect of resilience on performance is -0.074. So the value of the indirect effect is smaller than the direct value. So it can be concluded that indirectly physical variables through resilience have no significant effect on performance.

In this psychological symptom, someone who is experiencing burnout will find it easy and frustrated. Individuals always feel lacking with whatever they get, helpless and guilty, anxious, excessively depressed, have frequent mood changes, feel failed, and worry about the future.

In this study, it has been explained that psychology in the work environment does not significantly affect the performance of employees of the Sidoarjo Regional General Hospital during a pandemic through resilience. Thus, the psychological condition of the employees does not affect the performance of the employees of the Sidoarjo Regional General Hospital during a pandemic.

The role of resilience as a mediating variable on behavior (Behavioral) on performance

Based on this study, the behavioral variable has no significant effect on performance. Likewise, behavioral variables have a significant effect on resilience. In the research, the value of direct physical influence on performance is -0.055. Meanwhile, the indirect physical effect of resilience on performance is -0.253. So the value of the indirect effect is smaller than the direct value. So it can be concluded that indirectly physical variables through resilience have no significant effect on performance.

In this behavioral symptom, someone who is experiencing burnout will find it easily affected by emotional disturbances, will avoid friends or family, and neglect their responsibilities. Individuals also lose their ability to evaluate something critically and it is also difficult to concentrate (Yuli Asih, Gusti; Widhiastuti, Hardani; Dewi, 2018).

In this study, it has been explained that behavior in the work environment does not significantly affect the performance of Sidoarjo Regional General Hospital employees during a pandemic through resilience. This is because the officer is already committed to the task, so there are a few complaints it still doesn't affect performance. Thus, any behavioral conditions experienced by employees of the Sidoarjo Regional General Hospital will not affect the performance of employees of the Sidoarjo Regional General Hospital during the pandemic.

Based on the research above, it can be concluded that there is no role of resilience as mediation in the burnout work environment (physical, physical, psychological, and behavioral work environment) on the performance of Sidoarjo Hospital employees in the era of the Covid 19 pandemic. This is due to commitment to the task so that there are few complaints but it does not affect performance. In addition, the Sidoarjo Hospital has implemented infection prevention and control principles. Continuous monitoring and evaluation in every line. And also adequate personal protective equipment, designation of infection and non-infection zones.

Even though there is no role for resilience as a mediating variable in the burnout work environment, hospitals also need employees who have strong resilience. In addition, employees who have competence are needed to complete tasks so that they can achieve high performance.

CONCLUSION

To summarize all the results of the study, there are 13 conclusions from the 13 hypotheses tested. The first conclusion is that the physical work environment significantly affects resilience. So it can be concluded that aspects of the physical work environment have a direct influence on resilience. Then the second conclusion is that physical does not significantly influence resilience. So it can be concluded that the physical condition of employees has no effect on the resilience of employees at the Sidoarjo Regional General Hospital during this pandemic. Then the third conclusion is that psychology has no significant effect on resilience. So it can be concluded that the psychological condition of employees at the Sidoarjo Regional General Hospital does not affect resilience. Then the fourth conclusion is that behavior does not significantly influence resilience.

The fifth conclusion is that the physical work environment significantly influences the performance of employees at the Sidoarjo Regional General Hospital. So it can be concluded that the physical work environment has a direct influence on the performance of employees of the Sidoarjo Regional General Hospital during the pandemic era. Then the sixth conclusion is that physical condition does not significantly affect performance. So it can be concluded that the condition of employees at the Sidoarjo Regional General Hospital physically did not affect employee performance during the pandemic era. Then the conclusion of the seven psychology does not significantly affect performance. So it can be concluded that whatever the psychological condition of the employees of the Sidoarjo Regional General Hospital, they will continue to work according to their main duties and functions during the pandemic era. The conclusion of the eight behaviors does not significantly affect performance.

The ninth conclusion is that resilience significantly affects performance. So it can be concluded that the importance of resilience for employees of the Sidoarjo Regional General Hospital during a pandemic so that it can improve employee performance. Then the tenth conclusion indirectly physical work environment variables through resilience do not significantly affect performance. So it can be concluded that the more comfortable and safe the conditions of the physical work environment can improve the performance of employees of the Sidoarjo Regional General Hospital during the pandemic era. Then the conclusion of the eleven physical condition variables through resilience does not significantly affect performance. So it can be concluded that the physical condition of the employees of the Sidoarjo Regional General Hospital did not affect employee performance during the pandemic era. Then the conclusion of the twelve psychological variables through resilience does not significantly affect performance. So it can be concluded that the psychological state of employees did not affect the performance of employees at the Sidoarjo Regional General Hospital during the pandemic era. The conclusion of the thirteenth behavioral variable through resilience does not significantly affect performance. So it can be concluded that the behavior of employees does not affect the performance of employees of the Sidoarjo Regional General Hospital during the pandemic era.

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