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## RESEARCH ARTICLE

### ANALYSIS OF FACTORS RELATED TO BURNOUT IN NURSING MANAGERS AT HOSPITALS IN BATAM CITY

<sup>1,\*</sup>Susy Arissani, <sup>2</sup>Yulastri Arif and <sup>3</sup>Eka Roza Wijaya

<sup>1</sup>Postgraduates Student, Faculty of Nursing, Andalas University

<sup>2</sup>Lecturers, Faculty of Nursing, Andalas University

<sup>3</sup>Nurse Managers, Baloi Permai Health Center, Batam, Andalas University

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#### ABSTRACT

The phenomenon is Burnout found in almost all health professions, including nursing. The phenomenon of Burnout has affected the performance of nurses in both public and private hospitals. This study aims to analyze and compare Burnout in nursing managers in state and private hospitals in Batam City. The type of research uses quantitative research with a comparative study approach. The total sample of 91 people consisted of 55 nursing managers at the State Hospital and 36 people at the Private Hospital. Univariate data analysis, in addition to demographic variables using the median value, is further categorized. Bivariate analysis using chi-square test and multivariate analysis using multiple logistic regressions. Results of research Variables relating to Burnout in nursing managers in state hospitals are the age variable (value  $p = 0.007$ ), gender (value  $p = 0.042$ ), marital status (value  $p = 0.042$ ) and character of work (value  $p = 0.040$ )  $< \alpha = 0.05$ . Variables related to Burnout in nursing managers in the private sector are age (value  $p = 0.017$ ), gender (value  $p = 0.045$ ), marital status (value  $p = 0.021$ ) and organizational character (value  $p = 0.041$ )  $< \alpha = 0, 05$ . Age factor is the most influential factor in burnout nursingmanagers in both public and private hospitals. Suggestions for Service Institutions are expected to create a good and conducive organizational climate so that Burnout in nursing managers can be reduced.

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## INTRODUCTION

Burnout is a state of burnout that occurs due to prolonged stress (Maslach & Leiter, 2016). Prevalence Burnout in various countries was found to vary. Research conducted by Kandelman (2018) on nursing home nurses in the French health service network found complaints of burnout 40% of subjects surveyed. Nguyen, Kitaoka, Sukigara, & Thai (2018) found the percentage of burnout was severe 0.7%, and burnout moderate was 15.8%, and 17.2% was burnout mild in clinical nurses at three hospitals in Vietnam. Honskins Research (2013) found that 43.2% of US nurses experienced high levels of burnout using the Maslach Burnout Inventory (MBI). O'Mahoney's research (2011) says 61% of nurses experience burnout and are related to the work environment. Nurses have a standard of nursing practice. Nurses are required to be responsible for providing safe and effective nursing practice and working in environments that have high clinical standards (Nazir, 2018). The saturation of nurses' work will cause various symptoms.

According to Ahanchian, Meshkinyazd, and Soudmand (2015) signs of work burnout are exposed in the form of work stress, are not compliant with organizational policies, are not competent at work, do not want to participate in training, performance is below standard, conflicts with peers and are indifferent to patient services. They are classically described as a phenomenon in three dimensions: emotional access, depersonalization and reduced personal access (Maslach, C., Jackson, SE, & Leiter, 2015). This study aims to analyze and compare burnout on nursing managers in state and private hospitals in Batam City in 2019.

## MATERIALS AND METHODS

The type of research uses quantitative research with a comparative study approach. The population in this study were all hospital nurse managers consisting of the head of the room and the person in charge of shifts in each inpatient, amounting to 55 people in state hospitals and 36 people in private hospitals. Was developed instrument by researchers and tested for validity and reliability of 17 nurse managers at Batam City Government Hospital. Obtained final result of the validity test  $r_{count} > r_{table}$  (0.4821) and reliability test Cronbach's alpha  $> 0.60$ .

\*Corresponding author: Susy Arissani,  
Postgraduates Student, Faculty of Nursing, Andalas University.

So, the questions used to measure variables are valid and reliable. To get the frequency distribution, then analysis bivariate to get the relationship between two variables using the Kai squared statistical test (Chi-Square), with  $\alpha$  0.05. Multivariate analysis was performed to find out variables the most dominant independent or most related to the variable dependent using tests multiple logistic regression. The research was conducted by paying attention to ethical principles and holding ethical principles of scientific attitudes and scientific and ethical research in nursing that consider society, human dignity, and dignity (Jacob, 2004). The moral clearance test conducted by the Health Research Ethics Committee of the Andalas University Medical School, Padang.

## RESULTS

Data collection was carried out in April - June 2019 by distributing questionnaires to 55 nurse managers in state hospitals and 36 nurse managers in private hospitals obtained the following:

### Demographics Data

**Bivariate Analysis:** Statistical test results me Using the chi-square obtained variables related to burnout in nursing managers at the State Hospital are the variable age (value  $p = 0.007$ ), variable gender (value  $p = 0.042$ ), variable marital status (value  $p = 0.042$ ) and character of work (value  $p = 0.040$ )  $<\alpha = 0.05$ . Meanwhile, variables related to burnout in nursing managers in Private Hospitals are the variable age (value  $p = 0.017$ ), variable gender (value  $p = 0.045$ ), variable marital status (value  $p = 0.021$ ) and organizational character (value  $p = 0.041$ )  $<\alpha = 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted.

**Multivariate Analysis:** To establish variables, the most influential in determining burnout to see the highest value of the Odds ratio (OR). In the model above, it is understood that the largest OR is in the variable age. It can be explained that generation  $> 30$  years has a 10.13 times greater chance of experiencing burnout low compared to period  $\leq 30$  years in the nursing manager at the State Hospital while the largest OR in Private Hospitals is the variable age. It can be explained that generation  $> 30$  years has a 7,897 times greater chance of experiencing burnout low compared to period  $\leq 30$  years.

## DISCUSSION

The results of the study found that the variables associated with burnout in nursing managers at the State Hospital were variables age, sex, marital status, and occupational character ( $p$ -value  $<\alpha = 0.05$ ). Meanwhile, the variables associated with burnout in nursing managers in Private Hospitals are variables age, gender, marital status, and organizational character (value  $p <\alpha = 0.05$ ). Burnout is a condition with chronic psychological pressure, which is experienced by someone from day to day because what is expected is not achieved. Manifestations Burnout consist of physical fatigue, emotional exhaustion, and mental fatigue. Pines and Aronson (Zulkarnain, 2011). Many factors related to burnout include demographic factors, job characteristics, personality, organizational character, and emotional involvement. In both hospitals, the variables of age, sex, and marital status are factors related to burnout. Meanwhile, elements of marital status, length of work, education, part of the service room, personality character, and emotional involvement are factors that are not related to burnout in the two hospitals in Batam. The results of the study at the two hospitals showed different results in this study.

**Table 1.2. Frequency Distribution of Characteristics of Individual Managers of Public Hospitals and Private Hospitals in Batam City in 2019 (n = 91)**

Variable	Categories of	Public Hospitals ( n = 55)		Private Hospital (n = 36)	
		f	%	f	%
1. Demographics:					
●Age (years)	-≤ 30 years	43	78.2	16	44.4
	-> 30 years	12	21.8	20	55.6
●Gender	-Male- male	15	27.3	4	11.1
	-Female	40	72.7	32	88.9
●Marital Status	-Married	47	85.5	25	69.4
	-Unmarried	8	14.5	11	30.6
●Latest Education	-D3 Kep	37	67.3	16	44.4
	-S1 Ners	18	32.7	20	55.6
●Length of Work	-1-5 years	3	5.5	4	11.1
	-> 5 years	52	94.5	32	88.9
●Part of Services	-Inpatient	29	52.7	16	44.4
	-Special Care Room	26	47.3	20	55.6
2. Characteristics of Personality					
	-Low	30	54.5	21	58.3
	-High	25	45.5	15	41.7
3. Characteristics of Work					
	-Low	34	61.8	23	63.9
	-High	21	38.2	13	36.1
4. Organizational Character					
	-Low	28	50.9	26	72.2
	-High	27	49.1	10	27.8
5. Emotional Involvement					
	-Low	28	50.9	21	58.3
	-High	27	49.1	15	41.7
6. Burnout					
	-Low	28	50.9	19	52.8
	-High	27	49.1	17	47.2
7. Impact of Burnout					
●Energy Loss	-Low	36	65.5	21	58.3
	-High	19	34.5	15	41.7
●Loss of Enthusiasm	-Low	29	52.7	23	63.9
	-High	26	47.3	13	36.1
●Loss of confidence	-Low	28	50.9	20	55.6
	-High	27	49.1	16	44.4

**Table 1.3. Relationship of Factors relating to Burnout in Managers of Public Hospitals and Private Hospitals in Batam City in 2019 (n = 91)**

Variable of	State Hospitals (n = 55)							Private Hospitals (n = 36)						
	Burnout				Num ber	%	Value p	Burnout				Num ber	%	Value p
	Low		High					Low		High				
f	%	f	%				f	%	f	%				
Age														
-<30	26	60.5	17	39.5	43	100	0.007	12	75	4	25	16	100	0.017
-> 30	2	16,7	10	83.3	12	100		7	35	13	65	20	100	
Gender														
-Male	11	73.3	4	26.7	15	100	0.042	4	100	0	0	4	100	0.045
-Female	17	42.5	23	57.5	40	100		15	46,9	17	53.1	32	100	
Marital Status														
-Marriage	21	44.7	26	55.3	47	100	0.025	10	40	15	60	25	100	0.021
-Not Married	7	87.5	1	12.5	8	100		9	81.8	2	18.2	11	100	
Years of Work														
-1-5 years	0	0	3	100	3	100	0.070	2	50	2	50	19	100	0.906
-> 5 years	28	53.8	24	46.2	52	100		17	53.1	15	46.9	17	100	
Latest Education														
-D3 Kep	17	45.9	20	54.1	37	100	0.291	7	43.8	9	56.3	16	100	0.332
-S1 Nurse	11	61.1	7	38.9	18	100		12	60	8	40	20	100	
Services Room														
-Inpatient	13	44.8	16	55.2	29	100	0.341	10	62.5	6	37.5	16	100	0.296
-Special Care	15	57.7	11	42.3	26	100		9	45	11	55	20	100	
Character Work														
-Low	21	61.8	13	38.2	34	100	0.040	11	47.8	12	52.2	23	100	
-High	7	33.3	14	49.1	21	100		8	61.5	5	38.5	13	100	0.429
Character Personality														
-No Trust	14	46.7	16	53.3	30	100	0.491	9	42.9	12	57.1	21	100	0.158
-Trust	14	56	11	44	25	100		10	66.7	5	33.3	15	100	
Character organization														
-Low	13	46.4	15	53,6	28	100	0.498	11	42.3	15	57.7	26	100	0.042
-High	15	55.6	12	44.4	27	100		8	80	2	20	10	100	
Emotional Engagement														
-Low	14	50	14	50	28	100	0,891	9	42.9	12	57.1	21	100	0.158
-Height	14	51.9	13	48.1	27	100		10	66.7	5	33.3	15	100	

**Table 1.4. Final Logistic Regression Test Results Final Phase between Variables Candidate with Burnout in Nursing Managers in State Hospitals and Private Hospitals in Batam City in 2019**

Variables	State			Hospitals Private Hospitals			
	B	Value p	OR	Variables	B	Value p	OR
Age	2,316	0,008	10,13	Minimum	2,066	0,016	7,897
Public haracter	1,463	0,022	4.32	Marital Status	-2.294	0.021	0.101

In the nurse manager's research at the State Hospital, it was found that there was a relationship between the character of work and burnout, while at the Private Hospital, there was no relationship between the style of work and burnout. Job character is how managers perceive aspects that support their work, including work demands, role ambiguity, role conflict, and workload. The character of the nurse manager's job at the private hospital has support for his work, including work demands that are in line with responsibilities, clarity of basic tasks, and useful functions, so that role ambiguity does not occur. Based on the different hospital environment ownership status, various aspects arise in carrying out nursing services provided by nurses to their patients. Different research results were also found on variables organizational character at the two hospitals. Nurse managers in state hospitals found no relationship between a corporate character with burnout, whereas managers in private hospitals found no correlation between corporate character and burnout. The existence of this relationship is due to nurse managers who work in private hospitals tend to be a reciprocal relationship between employees and organizations is not balanced. Employees are expected to give an excellent performance to the organization, but employees do not get excellent career opportunities or

prosperity in their work. This is a form of incompatibility of the values, regulations, culture, and works environment that the organization has with employees, whereas nurse managers at state hospitals have basic tasks, transparent functions and authority, and precise career development/levels. The dominant factor associated with burnout in both hospitals is the age factor. The age factor > 30 years has a 10.13 times greater chance of experiencing burnout low compared to the age of ≤ 30 years in the nursing manager at the State Hospital. While the largest OR in Private Hospitals is the variable age, it can be explained that generation > 30 years has a 7,897 times greater chance of experiencing burnout low compared to period ≤ 30 years. Mizmir's research (2011 in Suharti and Daulima, 2013) revealed that young people have a tendency to experience burnout higher than older people, Gibson in Ruani (2011) states that age also determines a person's ability to work, including how he responds to stimuli launched by individuals or another party. Nurse managers who build effective relationships with their staff nurses and are committed to their organizations can also play an essential role in leadership succession because the nurse manager's role is often a portal to senior nursing leadership. To build an effective leadership succession plan, nurse executives need to know more about

nurse manager satisfaction with their current roles and understand their career plans (Warshawsky & Havens, 2014). Lack of promotion opportunities and rigid procedures and regulations will cause burnout to the individual concerned (Cholily in Dewi and Paramita, 2012)

### Conclusion

The incidence of burnout nursing managers in State Hospitals is 49.1% and 47.2% in the nursing manager at the Private Hospital. Variables related to burnout in nursing managers in state hospitals are variables of age, sex, marital status, and occupational character (value  $p < \alpha = 0.05$ ). Meanwhile, the Variable associated with burnout in the nursing manager at the private hospital is the variable age, gender, marital status and character of the organization ( $p < \alpha = 0.05$ ). The age factor is the most influential in burnout nurse managers in both public and private hospitals. Recommendations Policies are needed regarding training programs, continuing education, career development, and promotion that are fair, transparent, conducive organizational climate to prevent burnout to nurses can be reduced. The next recommendation to the future researcher is expected to be able to improve and make other factors not examined as variables, such as stress, job satisfaction, work commitment, and others.

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