

Burnout and Job Satisfaction Impact on Employees Morale Case Study:

The One-Stop Unit Administration (Samsat) In Surabaya

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Abstract—Work morale is a psychological state of a person that can cause feelings of pleasure and make someone work harder to achieve goals that have become determined. Things that can affect morale include burnout and job satisfaction. Burnout is a psychological condition experienced by a person due to stress that is accompanied by failure to achieve expectations in a relatively long period of time, and job satisfaction is more representative of one's satisfaction regarding: duties, authority, and responsibilities at work. The purpose of the study was to determine the effect of burnout and job satisfaction on the morale of members of the one-stop administration unit (samsat) in Surabaya. This research uses a quantitative approach with a survey method. The population in this study were 282 Surabaya samsat members, a sample of 165 people, consisting of 47 women and 118 men. Data collection techniques using a questionnaire consisted of 58 statement items, built from 12 indicators, measurements using a Likert scale with an answer range of 1 s / d 5. The results of the study illustrate that burnout provides a significant effect of 13.4% on the morale variable, and job satisfaction gives a significant effect of 60.3% on the morale variable. Burnout (X1) and job satisfaction (X2) variables simultaneously had a significant effect of 33.3% on the morale variable (Y). Work morale can increase when the level of fatigue of members can be avoided by including matters related to job satisfaction.

Keywords—*Burnout, Job Satisfaction, Morale*

I. INTRODUCTION

In carrying out police duties, particularly those relating to traffic management, members need the support of colleagues and organizations to carry out and complete tasks that are ordered in accordance with the mandate of RI Law Number. 2 of 2002 [1] and RI Law Number 22 of 2009 concerning traffic [2]. Members of the police who serve in the one-stop administrative unit (Samsat) have a different level of stress than members of other police functions. Because they are in a shared administration system with side agencies, it is often necessary to coordinate and share the same perception among members and leaders involved in making policies and decisions. It is different from other police functions which are in one command line in decision making. Members as the driving force of the organization are required to work more enthusiastically to be able to face competition and maintain the organization's existence. This explains that the morale of members is very important in supporting the achievement of

organizational goals. According to Hasibuan [3] morale is the desire and sincerity of someone doing their job well and discipline to achieve maximum results. While Nitisemito [4] revealed that high morale in completing work, is expected to produce better productivity. Morale is an attitude of willingness to feel that allows one to produce more work without increasing fatigue. However, in conditions of high work stress, despite having good abilities, will lead to poor performance and low work productivity, this can also happen with the police. Police who experience stress will always be overwhelmed with anxiety, tension, irritability, and frustration, as well as psychosomatic complaints, which can cause burnout. This is supported by the results of research Farhati et. al [5] which states that burnout occurs due to the depletion of one's energy in the face of stress experienced continuously in his work. Duodecim in the Salminen study [6] revealed that burnout as a stress disorder of people who are of working age is related to their work. The concept of burnout according to Maslach and Jackson in the research results of Kanwar et.al [7] is a negative psychological experience as a reaction to prolonged work stress. In the Tawala [8] research it is stated that the negative impact of a prolonged burnout will be realized by not coming to work. Maslach, Leiter, and Jackson [9] burnout in his research is described as a reaction to untreated work stress for a long time, characterized by symptoms: fatigue, cynicism, and reduced professional professionalism. Moedy [10] revealed the results of his research, that employee burnout has a positive relationship with job satisfaction. Job satisfaction is more about whether someone is satisfied or not about their duties, authority, and responsibilities at work. Rahmawati [11] in her research results revealed that job satisfaction is related to how far employees feel the fit between the amount of appreciation received from their work with expectations about how much should be received. If there is a sense of satisfaction with work and life in the world of work, then morale tends to be high, and vice versa if they feel dissatisfied with their work or there is a mismatch between organizational goals and professional orientation, then morale will tend to be low. From the explanation above, it can be seen that one's morale can be influenced by many factors, including burnout and job satisfaction. Someone will have high morale if burnout is low and job satisfaction is felt to be high. Likewise, morale of Surabaya samsat members in completing work in the field of traffic is expected to be maximal, so that member burnout is low and member job satisfaction increases. Based on this background, the formulation of the problem in this study is

how much influence the burnout and job satisfaction on the morale of members of the one-stop administration unit (samsat) in Surabaya in completing their work responsibilities. The purpose of this study was to determine the effect of burnout and job satisfaction on the morale of the members of Samsat partially and simultaneously. The results of this study are expected to build the morale of police officers with members of the side institutions by pressing burnout so that the satisfaction of members in completing work can be maximized.

The concept in this study reveals that one's morale can be influenced by burnout and job satisfaction. Demerouti and Baker's opinion in the results of Hidayat's research [12] that burnout as a psychological syndrome that arises when someone is in the work environment with high work demands is not matched by adequate resources, this will trigger fatigue and withdraw from work. Leiter and Maslach [13] in their research suggested that burnout has three dimensions:

- Exhaustion, characterized by prolonged physical, mental and emotional exhaustion.
- Cynicism, characterized by showing a cynical attitude, tends to keep a distance and withdraw from the work environment.
- Ineffectiveness, marked by feelings of inadequacy and workload felt too heavy.

Burnout stages built by Maslach and Jackson in the results of research Eric et al. [14] revealed that burnout is the inability to cope with work stress that will have an impact on aspects: emotional fatigue (a basic dimension of burnout), depersonalization (an interpersonal dimension of burnout), and decreased performance (a burnout evaluation dimension).

Inability to cope with work stress causes dissatisfaction with the work itself. Weiss et al [15] defines job satisfaction as one's feelings towards work by maintaining a balance between personal and environment. Levy and Watts in Spielberger [16] suggested that job satisfaction or the emotional state resulted from the cognitive evaluation of what one's job provides to the employee in relation to one's expectations. Handoko in Sutrisno [17], job satisfaction as an emotional state (pleasant or disappointing) that someone feels about his work. While Spielberger [16] states, job satisfaction is a potential thing in an organization and can make a major contribution to the level of employee welfare, as in [20]. Indicators of job satisfaction that refer to its dimensions and characteristics can be formulated in: job type, coworkers, benefits, treated with respect and fairness, job security, opportunities to contribute ideas, wages, recognition of performance, opportunities for advancement [18]. Meanwhile, according to Luthans [19], the most important indicators of the work itself, wages, promotion opportunities, supervision, and colleagues.

If indicators of job satisfaction can be accommodated properly, it will form a positive morale. Indicators of morale are very important to know in an organization, because with these instructions can be assessed whether employee morale is high or low. Nitisemito [20], morale is a condition of someone who supports himself to do work faster and better in an organization. High and low morale of one's work in an organization can be known through presence, cooperation, work excitement, and harmonious relationships. Moekijat [21] argues that high morale is shown by feeling happy, friendly attitude, optimistic about group activities and tasks. While low

morale is shown by feeling dissatisfied, irritable, often sick, like to argue, restless and pessimistic. The morale as a good psychological state can cause pleasure that encourages someone to work diligently and consistently in achieving the goals set [22].

Based on the formulation of the theory that has been put forward, it can be formulated research hypothesis about the effect of burnout on morale and the effect of job satisfaction on morale partially. And the effect of burnout and job satisfaction on work morale simultaneously.

II. RESEARCH METHODOLOGY

The research approach used is quantitative with survey methods. The population in this study members of the Surabaya one-stop administration unit (samsat) amounted to 282 people, with a total sample of 165 respondents taken by simple random sampling technique, where the sample generated by random selection from members of the population that has been fairly selected.

Data collection techniques using a questionnaire as a research instrument that has been prepared and developed by researchers based on three variables derived from indicators, consisting of 3 indicators for the burnout variable (X_1), 5 indicators for the variable job satisfaction (X_2), and 4 indicators for the morale variable (Y). Then these indicators are developed into 65 statement items, consisting of 20 items for variable X_1 , 25 items for variable X_2 , and 20 items for variable Y , using a Likert Scale measurement tool. According to Sugiyono [23] the Likert scale can be used to measure attitudes, opinions, by preparing answers to a range of five.

The instrument test was conducted to measure the value of validity and reliability of the 65 statements that had been prepared, and were tested on 30 respondents before data collection in the field. Ghazali [24], states that the measurement of validity can be done by looking at the value of Correlated Item-Total Correlation with the criteria: if the calculated r value is greater than r table and the value is positive, then the statement item is declared valid. Nunnally in Ghazali [24] a questionnaire is declared reliable if a person's answer to the statement is consistent over time and gives a Cronbach's Alpha value greater than 0.60. From the instrument test results, there were 7 invalid items, consisting of 2 variables X_1 , 3 items X_2 , and 2 Y variables, with a calculated value $< r_{table} = 0.3610$. With the reliability value for the variable $X_1 = 0.917$; variable $X_2 = 0.885$; and variable $Y = 0.830$. So that the items used to capture data after the test instrument amounted to 58 items. The data analysis technique was started by conducting data requirements test which included: normality test, autocorrelation, multicollinearity, heterokedastisitas. Followed by multiple linear regression analysis, hypothesis testing simultaneously and partially, and the coefficient of determination using the SPSS program (Statistic Package For Social Science) version 20.

III. RESULTS AND DISCUSSION

A. Findings

Description of research data from Surabaya samsat members amounted to 165 respondents, including research objects: respondent age, respondent rank, education of respondents. For the percentage of the age range of the largest

respondents in this study were between the ages of 31-35 years as many as 49 respondents or 29.70%. The age frequency distribution shown in table 1.

TABLE I. AGE FREQUENCY DISTRIBUTION

| Age | frequency | Percent |
|-------|-----------|---------|
| > 40 | 31 | 18,79 |
| 36-40 | 32 | 19,39 |
| 31-40 | 49 | 29,70 |
| 25-30 | 34 | 20,61 |
| < 25 | 19 | 11,52 |

Respondent data for rank levels show in table 2, obtained the largest percentage is at the level of Civil Servants (PNS) - Freelance Daily Employees (PHL) of 65 respondents or 39.39%.

TABLE II. RANK OF RESPONDENTS

| Rank | frequency | Percent |
|-----------------|-----------|---------|
| AKP | 1 | 0,61 |
| IPDA - IPTU | 8 | 4,85 |
| AIPDA - AIPTU | 32 | 19,39 |
| BRIPDA - BRIPKA | 59 | 35,76 |
| PNS - PHL | 65 | 39,29 |
| TOTAL | 165 | 100 |

Information:
 AKP = Adjunct Police Commissioner.
 IPDA = Level Two Inspector
 IPTU = First Level Inspector
 BRIPDA = Level Two Police Brigadier
 BRIPKA = Police Chief Brigadier
 PNS = Civil Servan
 PHL = Freelance Daily Employees

For the percentage of the education level show in table 3 of the largest respondents in this study were at the level of high school education, as many as 85 respondents or 51.52%.

TABLE III. LEVEL OF EDUCATION OF RESPONDENTS

| education | frequency | Percent |
|-------------|-----------|---------|
| bachelor | 59 | 35,76 |
| diploma | 21 | 12,73 |
| High school | 85 | 51,52 |
| Total | 165 | 100 |

The next step is to test the assumptions, starting with the normality test with the aim to see whether the residual value is normally distributed or not [24]. A good regression model is to have residual values that are normally distributed, by looking at the histogram graph. From the normal plot graph display it can be concluded that the points spread and spread around the diagonal line, so that this graph shows that the regression model does not violate the assumption of normality (in Figure 1)

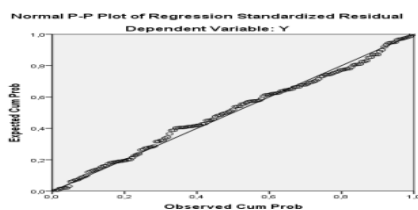


Fig. 1. Scatterplot normality test

The next assumption test is the autocorrelation test in table 4, which is to see whether there is a correlation between a period t with the previous period (t -1), with the help of SPSS version 20 obtained the results of calculations:

TABLE IV. DURBIN WATSON'S AUTOCORRELATION TEST RESULTS

| Model Summary ^b | | | | | |
|-----------------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | ,577 ^a | ,333 | ,325 | 6,216 | 1,881 |
| a. Predictors: (Constant), X2, X1 | | | | | |
| b. Dependent Variable: Y | | | | | |

From table 4, it can be seen that the DW value = 1.881. The value of dU = 1.7700 (based on the Durbin Watson table), and the value of 4-dU = 2.23. Thus, the DW value is between dU and 4-dU or dU (1.7700) <DW (1.881) <4-dU (2.23). Then concluded the autocorrelation coefficient is equal to zero, that is, there is no autocorrelation.

The next assumption test is the multicollinearity test, to test whether a model has a perfect or almost perfect relationship between independent variables, so it is difficult to separate the effect of those variables individually on the dependent variable. To detect multicollinearity symptoms can be seen from the value of VIF (Variance Inflation Factor). If the VIF value is greater than 10, then the variable has a multicollinearity problem with other independent variables [25].

TABLE V. MULTICOLINERITY TEST RESULTS

| Model | | Coefficients ^a | | | | Collinearity Statistics | | |
|-------|------------|-----------------------------|------------|---------------------------|--------|-------------------------|-----------|-------|
| | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Tolerance | VIF |
| | | B | Std. Error | Beta | | | | |
| 1 | (Constant) | 35,701 | 7,566 | | 4,718 | ,000 | | |
| | X1 | -,168 | ,085 | -,134 | -1,989 | ,048 | ,909 | 1,100 |
| | X2 | -,579 | ,065 | ,603 | 8,962 | ,000 | ,909 | 1,100 |

a. Dependent Variable: Y

From the results in table 5 of the calculation above shows the VIF value <10 and tolerance values above 0.1, it can be concluded that in this model there is no multicollinearity between the burnout variables (X1), and job satisfaction (X2).

The next assumption test is the Heteroscedasticity test, to test the difference in residual variance of an observation period to another observation period, if the variance from one observation residual to another observation is fixed, then it is called Homoscedasticity and if different is called Heteroscedasticity [25].

Detection of heteroscedasticity can be done by using a scatter plot method by plotting ZPRED values (predicted values) with SRESIDs (residual values). A good model is found if there are no specific patterns on the graph, such as gathering in the middle, narrowing then widening or vice versa widening then narrowing. The following are the results of the research data:

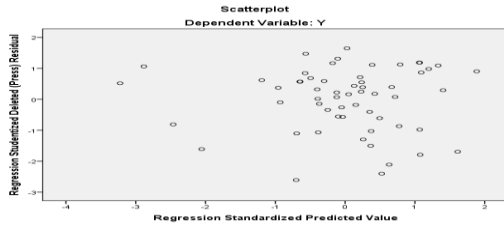


Fig. 2. Scatterplot Heteroscedasticity Test.

From Figure 2, visible points that spread irregularly, and do not form a specific pattern that spreads both above and below the number 0. This means that there is no heteroscedasticity in the regression model of the study, so the regression model is feasible to be used to predict Y based on enter the independent variable (X).

The statistical test for the hypothesis in this study uses the association test with correlation and regression analysis. Correlation analysis is used to determine the strength of a variable's linear relationship with other variables. Regression analysis is a technique for constructing equations to produce certain values of an estimate, where a causative or causal relationship occurs.

1) *correlation analysis*: Using the Pearson Correlation model, to measure the closeness of a relationship expressed by the magnitude of the correlation value (r) is in the range -1 to 1. If the value obtained is closer to number 1 means the relationship is getting stronger and the direction of the relationship is unidirectional. Conversely, if the value obtained is closer to the number -1 means the relationship is getting stronger and the direction of the relationship is reversed [25]. Following are the results of the research data with the help of SPSS version 20:

TABLE VI. PARTIAL CORRELATION WITH X₂ IS CONTROLLED

| Correlations | | | | |
|-------------------|----------------|-------------------------|-------|-------|
| Control Variables | | X ₁ | Y | |
| X ₂ | X ₁ | Correlation | 1,000 | -,154 |
| | | Significance (2-tailed) | . | ,048 |
| | | Df | 0 | 162 |
| | Y | Correlation | -,154 | 1,000 |
| | | Significance (2-tailed) | ,048 | . |
| | | Df | 162 | 0 |

From the calculation results in table 6, the relationship of burnout (X₁) with morale (Y) if the variable job satisfaction (X₂) is controlled has a coefficient R value of -0.154. While the coefficient of determination (R²) of 0.024. The value of the coefficient of determination is obtained by squaring the correlation coefficient (R). It can be synthesized that morale is influenced by burnout of 2.4% if the variable job satisfaction is controlled. The variable coefficient X1 sig value 0.048 is smaller than the probability value 0.05 or the value 0.048 < 0.05, then Ho is rejected. It is concluded that burnout has a significant and positive influence on morale.

TABLE VII. PARTIAL CORRELATION WITH X₁ IS CONTROLLED

| Correlations | | | | |
|-------------------|----------------|-------------------------|-------|-------|
| Control Variables | | X ₂ | Y | |
| X ₁ | X ₂ | Correlation | 1,000 | ,576 |
| | | Significance (2-tailed) | . | ,000 |
| | | Df | 0 | 162 |
| | Y | Correlation | ,576 | 1,000 |
| | | Significance (2-tailed) | ,000 | . |
| | | Df | 162 | 0 |

Table 7 the results of the calculation of the relationship of job satisfaction (X₂) with morale (Y) if the burnout variable (X₁) is controlled has a coefficient R value of 0.576. While the coefficient of determination (R²) of 0.332. The value of the coefficient of determination is obtained by squaring the correlation coefficient (R). It can be synthesized that morale is influenced by job satisfaction of 33.2% if the burnout variable is controlled. The variable X₂ coefficients have a Sig value of 0,000 smaller than a probability value of 0.05 or a value of 0,000 < 0.05 then Ho is rejected. It is concluded that job satisfaction has a significant and positive influence on morale.

2) *Multiple Linear Regression Analysis*: The results of the calculation of multiple linear regression analysis with the help of SPSS version 20 are as follows in table 8:

TABLE VIII. MODEL OF MULTIPLE REGRESSION EQUATIONS

| Coefficients ^a | | | | | | |
|---------------------------|----------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | Constant | 35,701 | 7,566 | | 4,718 | ,000 |
| | X1 | -,168 | ,085 | -,134 | -1,989 | ,048 |
| | X2 | ,579 | ,065 | ,603 | 8,962 | ,000 |

^a. Dependent Variable: Y
Source: results of primary data processing by researchers

multiple linear regression equation obtained as follows: $\hat{Y} = 35.701 - 0.168X_1 + 0.579X_2$

The equation above means that if burnout (X₁) goes up by one unit, morale (Y) will go down by -0.168 units assuming the other variables are constant. If job satisfaction (X₂) increases by one unit, morale (Y) will increase by 0.579 units assuming the other variables are constant. In general, from this equation model it is predicted that burnout has a negative value on morale, and job satisfaction has a positive value on morale.

The next calculation performs the F test in table 9, to see the significant effect between the burnout variable (X₁) and job satisfaction (X₂) simultaneously on the morale variable (Y), the results of calculations with the help of SPSS version 20 as follows:

TABLE IX. RESULTS TEST CALCULATION F

| ANOVA ^a | | | | | | |
|--------------------|----------------|----------|-------------|----------|--------|-------------------|
| Model | Sum of Squares | Df | Mean Square | F | Sig. | |
| 1 | Regression | 3124,793 | 2 | 1562,397 | 40,442 | ,000 ^b |
| | Residual | 6258,516 | 162 | 38,633 | | |
| | Total | 9383,309 | 164 | | | |

a. Dependent Variable: Y
b. Predictors: (Constant), X₂, X₁

From the calculation results show Sig value of 0,000 where the value is smaller than $\alpha = 0.05$ so that there is a bournot effect and job satisfaction on morale. Test results $F_{count} = 40.444$ with Sig = 0.000. F_{tabel} is known with a confidence level of 95%, $\alpha = 5\%$, df (2,162) with the meaning $df_1 = (\text{number of variables X and Y}) - 1$ or $df_1 = 3 - 1 = 2$, and $df_2 = (nk)$ or $df_2 = 165 - 3 = 162$ (n is the number of respondents and k is the number of variables in X and Y), so $F_{tabel} = 3.0518$.

Next use the calculation of the coefficient of determination to measure how much influence the independent variable has on the dependent variable. In multiple linear regression used to determine the percentage contribution of the influence of independent variables (bournot and job satisfaction) simultaneously to the dependent variable (morale).

TABLE X. RESULT OF CALCULATION OF DETERMINATION COEFFICIENT

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--|-------------------|----------|-------------------|----------------------------|
| 1 | .577 ^a | .333 | .325 | 6,216 |
| a. Predictors: (Constant), X ₂ , X ₁ | | | | |
| b. Dependent Variabel: Y | | | | |
| Source: results of primary data processing by researchers | | | | |

From the data in table 10, the Adjusted R Square value is 0.325 or 32.5%, the morale variable can be explained by the two variables namely Bournot and Job Satisfaction while the remaining 77.5% is explained by other variables outside the study.

From the results of quantitative data processing shows that there is a significant influence between the variables burnout, job satisfaction, and morale, either partially or simultaneously.

B. Effect of Burnout on Morale

The results of the statistical calculation of the effect of the burnout variable on morale, it is seen that the relationship between the two variables has a R coefficient of -0.154 with a coefficient of determination (R^2) of 0.024. It can be synthesized that morale is influenced by burnout of 2.4% if the variable job satisfaction is controlled. The variable coefficient X₁ sig value 0.048 is smaller than the probability value 0.05 or the value 0.048 < 0.05, then Ho is rejected. This means that bournot has a significant and positive influence on morale.

Burnout is defined as a syndrome of physical, emotional, and mental fatigue that is experienced by many people due to work demands that cause prolonged stress. So that people will feel tired and mentally or physically bored because of increased work demands with indicators of emotional exhaustion, depersonalization and low self-esteem [14]. From the calculation of the respondent's answer distribution, the average score obtained for indicators of emotional exhaustion is 4.384; depersonalization indicator 4.356; and indicators of low self-esteem 4.361. This means that burnout will be marked by the depletion of emotional resources in a person, such as love, empathy and attention. In addition there is a feeling of being unable, ineffective, not strong, dissatisfied with achievement and feeling failed at work, Maslach [9]. This will eventually lead to feelings of guilt on the members of Surabaya samsat, if they are unable to provide services to the community as expected. This can be seen from the results of the first hypothesis test which states that there is an influence of burnout on morale, indicated by the beta coefficient value of -

0.134. This means that 13.4% of morale is determined by burnout. After knowing the Beta coefficient price, then continued with the significance test (t-test). From the test results obtained $t_{count} = -1.989$, while $t_{tabel (0.25) (162)} = -1.9747$. When compared the two, we obtain $-t_{count} < -t_{tabel}$ or $-1.989 < -1.9747$. This means that the influence of burnout (X₁) on morale (Y) is significant at $\alpha = 0.05$.

The presence of members is one of the most important factors in an organization, including the National Police organization. Having a skilled workforce (members) with high morale, it is assumed the organization already has very expensive assets as a top priority. The morale of members is a supporting factor in achieving the level of performance of an organization, because member performance has a very important influence for the ongoing activities and achievement of organizational goals. The high morale of the members can be achieved by the existence of a function of interaction between the individual and his environment, where individuals will bring characteristics into the organizational structure of abilities, personal beliefs, expectations, needs, and experience. Because of this the enormous influence of the organizational environment as an external factor on the morale of members, one of which is burnout. Farhati et al. [5] external factors that influence burnout are:

- High job demands
- Poor work from interesting and challenging things
- Work that is not varied
- Jobs that do not have a clear identity
- Work that does not provide information about whether or not the efforts carried out.

So it is the duty of management to support the achievement of organizational goals by conditioning the members so that they have high morale, one of which is by eliminating the factors that can cause burnout.

C. Effect of Job Satisfaction on Morale

The results of calculating the relationship of job satisfaction (X₂) with morale (Y) if the burnout variable (X₁) is controlled has a coefficient of R of 0.576 with a coefficient of determination (R^2) of 0.332. It can be synthesized that morale is influenced by job satisfaction of 33.2% if the burnout variable is controlled. Coefficients of variable X₂ Sig value of 0,000 is smaller than the probability value of 0.05 or the value of 0,000 < 0.05 then Ho is rejected. This means that job satisfaction has a significant and positive influence on work morale.

Job satisfaction, according to experts, can be syndicated as members' attitudes towards work gained from work experience, and is a consequence of rewards or penalties related to past work performance, with indicators; tasks performed, physical condition of the workplace, social conditions of the workplace, conformity with individual values, and work experience. From the calculation of the respondent's answer distribution, the average score obtained for the task indicator is 4.344; physical condition indicator 4,368; social conditions indicators 4,285; an indicator of conformity with an individual value of 4,331, and an indicator of work experience 4,371. Based on the average value, it can be described in general about the job satisfaction

of Surabaya samsat members in the very good category. Testing the second hypothesis which states that there is the effect of job satisfaction on morale, indicated by a beta coefficient of 0.603. This means that 60.3% of employee morale is determined by job satisfaction. After knowing the Beta coefficient value, then continued with significance test using t-test. From the test results obtained $t_{\text{count}} = 8.962$, and $t_{\text{table}} (0.25) (162) = 1.9747$. Comparing the two, we get $t_{\text{count}} > t_{\text{table}}$ or $8.962 > 1.9747$. This means that the effect of job satisfaction (X_2) on morale (Y) is significant at $\alpha = 0.05$.

Kanwar et al. in his research revealed that employees who are satisfied with their work will positively affect the organization (such as efficiency and productivity) [7]. This is in line with the results of the study of Pangemanan, where the balance of work life will have a positive and significant impact on job satisfaction [26]. Surabaya samsat members who are satisfied with what is obtained from the organization will be more loyal, and will continue to strive to improve their work performance. On the other hand, members with low job satisfaction tend to see work as boring and boring, so they work forced and carelessly.

D. Effect of Burnout and Job Satisfaction on Morale

The morale is defined as the willingness of each individual or group to collaborate actively, with discipline, responsibility, voluntary, and strive to achieve organizational goals by referring to indicators of presence, cooperation, work enthusiasm and harmonious relations. From the results of the distribution of respondents' answers obtained the average score for the presence indicator 4.332; cooperation 4.314; work excitement of 0.335; and harmonious relations 4.298. From the results of this calculation, in general the morale of the members of the Samsat Surabaya was included in the very good category.

In table 10, the results of multiple regression tests for the burnout (X_1) and job satisfaction (X_2) variables towards work morale (Y) show that R^2 (R Square) is 0.333. This shows that 33.3% of work morale variables can be explained by the two independent variables namely burnout (X_1) and job satisfaction (X_2), while the remaining 66.7% is explained by other variables. Having known these values, then continued with the significance test using the F-test, obtained $F_{\text{count}} = 40.444$, and F_{table} with a confidence level of 95%, $\alpha = 0.05$, $df (2.162)$ with the understanding $df_1 = (\text{number of variables } X \text{ and } Y) - 1$ or $df_1 = 3 - 1 = 2$, and $df_2 = (n - k)$ or $df_2 = 165 - 3 = 162$ (n is the number of respondents and k is the number of variables in X and Y), so $F_{\text{table}} = 3,0518$. Given the value of $F_{\text{count}} = 40.444 > F_{\text{table}} = 3.0518$, then H_0 is rejected and H_1 is accepted.

From the findings explained that burnout is a psychological condition experienced by a person due to stress accompanied by failure to achieve expectations in a relatively long period of time. Burnout can occur in any type of work that provides services to the general public, and usually occurs in professions that deal with people, such as: social workers, nurses, doctors, counselors, teachers, or the police. Although it does not rule out the possibility of burnout can also occur in the non-human service profession. This relates to the notion of job satisfaction as expectations that are in line with real appreciation. Luthans [19], added that the dimensions of job satisfaction are the most important characteristics of the job itself, including: wages, promotion opportunities, supervision (related to interactions in

the organization), and coworkers (relating to people) . If related to the research findings, an understanding of the type or level of needs of members by the organization, is fundamental to increasing the morale of members. Tohardi provides reasons that underlie the importance of employees having high morale for the organization, including [27]:

- work that has become a task and responsibility will be completed more quickly
- reduce the level of absenteeism or laziness at work
- the organization will benefit because employees have high morale
- will suppress the movement of workers, because they already feel happy to be in their workplace
- reduce the number of accidents, because it tends to be more careful, thorough, and follow the work procedures that apply in the organization.

Nawawi's opinion [28] which revealed that there are several factors that can influence the level of one's morale: a. interest in work; b. salary / wage factors received; c. social status of employment; d. work environment and relations; e. the purpose of the work.

The morale of the members of Surabaya Samsat is the ability and willingness of each member and group to be able to work collaboratively, with discipline, responsibility, voluntary, and willing to achieve organizational goals. Which in the end is expected to increase work productivity by providing services expected by the community to its full potential with a feeling of satisfaction and being able to minimize burnout.

IV. CONCLUSIONS AND SUGGESTIONS

It can be concluded that there is a positive influence between burnout and job satisfaction on morale. Members of the Surabaya one-stop administration unit (samsat) have a high and tenacious morale by trying to minimize the factors that can cause burnout, as well as the satisfaction received by members to continue to be loyal to the organization by trying to improve work performance by providing the best service to the community.

The next step the organization must be able to better recognize and understand in detail the factors that can cause burnout and make maximum efforts so that members can feel satisfied in their work. It is hoped that Surabaya samsat members will not experience loss of morale caused by fatigue and work pressure, and will create better relationships between side agencies in providing one-stop service together to the community.

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