

The Impact of Work Climate and Burnout on Employee Performance with Job Satisfaction as a Mediating Variable : Evidence from North Medan Samsat

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ABSTRACT

The focus of this study is to analyze job satisfaction in mediating the relationship between work climate and burnout on employee performance. A quantitative approach was chosen for this research, with data collected through the distribution of questionnaires to 74 employees at Samsat Medan Utara. Data analysis was conducted using Structural Equation Modeling (PLS SEM). The results show that at Samsat Medan Utara, the work environment has a direct effect on job satisfaction. The work environment directly influences employee performance. Burnout has no direct effect on job satisfaction. Job satisfaction has a direct effect on employee performance. Job satisfaction also indirectly mediates the influence of work climate on employee performance. However, job satisfaction does not significantly mediate the effect of burnout on employee performance.

Keywords: Work climate, Burnout, Performance, Job satisfaction

INTRODUCTION

Employee performance is the consequence of the quantity and quality of work completed by an employee in carrying out the duties and responsibilities assigned to them [1]. In evaluating each employee, the company's main focus is always on performance [2]. To achieve optimal performance results, organizations must continuously monitor and encourage employee work and performance so that the company's actual goals and objectives can be realized effectively [3]. Many internal and external elements influence employee performance in carrying out their tasks. Internal factors originate within the employee, such as knowledge, experience, health, and so forth. Meanwhile, external factors are influences that come from outside the employee, such as the work environment, pressure, legislation, technology, and so on. The ability of employees to anticipate these elements will impact the quality of employee performance in the organization, either directly or indirectly [4].

Job satisfaction is one of the factors that influence employee performance [5]. According to [6], job satisfaction is a positive or negative emotional state experienced by individuals when they perceive their jobs. The work environment is another factor affecting employee performance. As stated by [7], the work atmosphere consists of the environment, infrastructure, and people within which members of an organization perform their tasks. Furthermore, burnout affects staff performance. An organization is always connected with its environment, which provides resources while also posing challenges. Consequently, in order to survive and remain relevant, the organization must continuously adapt to its environment to avoid failure.

Based on the observations conducted by the researchers at Samsat Medan Utara in 2023, there were still many work errors committed by employees. Reports were often unsynchronized between different departments. The lowest error rate occurred in April, with 13 mistakes related to the quality of service in handling vehicle registration replacements, which did not match what was promised by employees to the public. These errors were found to be caused by factors of job satisfaction. Work supervision was not carried out properly. Some employees were allowed to leave and return during working hours, which led to jealousy among other employees who questioned why management did not reprimand those individual

LITERATURE REVIEW

Work Climate

According to [7], the human environment and infrastructure where organizational members carry out their tasks are referred to as the work climate. In other words, the human environment in which individuals operate is called the work climate. Work climate is also defined as a set of characteristics or attributes observed by individuals, which are considered to affect their motivation to perform optimally. It may also refer to individuals' perceptions of various aspects of the workplace. As stated by [8], the work climate is the quality of the work environment that can be perceived by its members. According to [9], indicators of work climate consist of: (1) Support, (2) Participatory decision-making, (3) Trust, (4) Openness, and (5) Achieving high-performance goals. Previous research has stated that the work climate has a significant effect on employee performance [10][11][12]

Burnout

Job satisfaction may decline as a result of burnout because employees feel tired, unmotivated, and lose interest in their work [13]. This may lead to a decrease in work quality, morale, and sense of achievement [14]. Burned-out employees tend to perform poorly [15]. They may struggle to concentrate, make judgments, or perform tasks efficiently [16]. Poor performance can reduce the productivity of both individuals and teams [17]. Burned-out employees may also have higher absenteeism rates or commit more mistakes at work [18]. Inability to focus and fatigue can result in reduced attendance and increased error rates [19]. According to [20], burnout can be measured by the following indicators: (1) weakened activity, (2) weakened motivation, and (3) physical fatigue due to general conditions. Previous studies have stated that burnout negatively affects employee performance [21][22][23]

Job Satisfaction

Job satisfaction is the aspiration of every employee [24]. When job satisfaction is achieved, employees feel more valued and treated fairly [25]. Employees who are satisfied with their jobs are more committed to the company where they work [26]. They are more likely to stay in their positions, reduce turnover, and increase organizational loyalty. Employees who are engaged and willing to give their best in their tasks are also more likely to produce high-quality work [27]. Job satisfaction can be assessed through the suitability of work with the employee's field, a fair compensation system, professional promotion, good supervision, and relationships among colleagues [28]. According to previous research findings, job satisfaction has a

considerable impact on employee performance [29][30][31].

Employee Performance

Performance is the result of work behavior achieved in completing tasks and responsibilities within a certain period [32]. Employee performance is the work output achieved by an individual in carrying out their assigned duties, based on skills, experience, effort, and time [33]. Employee ability and interest, capacity to accept delegated tasks, and level of motivation all contribute to performance. Furthermore, [34] defines performance as the quality and quantity of work achieved by someone in carrying out their tasks in accordance with the responsibilities given to them. According to [6], efforts to improve employee performance include (1) reducing discrimination, (2) managing expectations, and (3) promoting development and communication. According to [33], performance indicators include: (1) quality, (2) quantity, (3) task execution, and (4) responsibility

METHODS

This research employs a quantitative approach. The data used in this study are primary data obtained through the distribution of questionnaires designed based on the indicators of each research variable. The population of this study consisted of 174 permanent employees at Samsat Medan Utara. Purposive random sampling was applied as the sampling technique. The sample size of this study was 74 employees. The sample selection criteria were based on a minimum of ten years of service. This tenure was considered sufficient to provide a clear description of how to enhance employee job satisfaction.

The data collection technique was carried out using questionnaires adapted from the indicators of each research variable. The data analysis technique applied in this study was statistical analysis, particularly Partial Least Squares – Structural Equation Modeling (PLS-SEM).

RESULTS AND DISCUSSION

Research Findings

Respondent Characteristics

Table 1. Respondent Characteristics by Gender and Age

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

The table above shows that the majority of respondents were male, totaling 43 people or 61%, while female respondents were 27 people or 39%. Respondents aged 31–35 years were 4 people (6%), those aged 35–40 years were 17 people (24%), those aged 41–45 years were 31

people (44%), and those aged 46–50 years were 18 people (26%).

Measurement Model Analysis (Outer Model) - Convergent Validity

Table 2. Convergen Validity Results

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

Source: Data processed by Smart PLS 2025

All indicators had a loading factor value greater than 0.7, indicating that the indicators in this study met the convergent validity criteria.

Composite reliability

Table 3. Composite Reliability Results

Variabel	Composite Realibility	Cronbarch'salpha	Information
Work climate (X1)	0.843	0.788	Reliabel
Burnout (X2)	0.890	0.857	Reliabel
Job Satisfaction (Z)	0.943	0.930	Reliabel
Employee Performance (Y)	0.943	0.932	Reliabel

Source: Data processed by Smart PLS 2025

All constructs showed composite reliability values above 0.7 and Cronbach's alpha values greater than 0.6. This indicates that the research instrument is reliable and consistent in measuring each variable..

Coefficient of Determination (*R square*)

Table 4. R Square Results

	R SQUARE	R SQUARE ADJUSTED
Job Satisfaction (Z)	0,780	0,775
Employee Performance (Y)	0,711	0,701

Source: Data processed by Smart PLS 2025

These values show a moderate level of relationship between the variables, indicating that the model has sufficient explanatory power.

F Square

Table 5. F Square Results

	Work climate	Burnout	Job Satisfaction	Employee Performance
Work climate (X1)	-	-	0,035	0,048
Burnout (X2)	-	-	0,025	0,063
Job Satisfaction (Z)	-	-	0,352	
Employee Performance (Y)	-	-	-	

Source: Data processed by Smart PLS 2025

The SmartPLS test results show that each variable generally has a moderate relationship. According to the criteria, an f^2 value of 0.15 indicates a moderate effect of exogenous variables on endogenous variables.

Hypothesis Testing / Direct Effect

Table 6. Direct and Indirect Effect Results

	Original Sampel (O)	Sampel Mean (M)	Standart Deviation (STDEV)	Statistik (IO/STDEV)	P Values	Information
X1 -> Z	0.844	0.843	0.065	2.963	0.000	Significant
X 1-> Y	0.607	0.611	0.192	2,479	0.004	Significant
X2-> Z	0.062	0.079	0.080	0.772	0.440	Not significant
X 2 -> Y	0.185	0.189	0.191	0.969	0.333	Not significant
Z -> Y	0.680	0.681	0.153	4.452	0.000	Significant
X1 > Z > Y	0.574	0.575	0.140	4.085	0.000	Significant
X2 > Z > Y	0.042	0.054	0.057	0.738	0.461	Not significant

Source: Data processed by Smart PLS 2025

DISCUSSION

The Effect of Work Climate on Job Satisfaction

Work climate is a condition in which employees feel comfortable, secure, and able to perform their duties without worry. When interpersonal relationships develop harmoniously, a pleasant work environment is created. This friendly climate is highly beneficial for employee performance. Employees work better when they are in a comfortable and peaceful environment.

The findings of [35] indicate that work climate has a direct and significant effect on job satisfaction. Similarly, [36] emphasizes that work climate significantly influences employee comfort. Furthermore, [37] states that a positive work environment enables individuals to maximize their potential in fulfilling responsibilities. The implications of this study suggest that the work climate at Samsat Puri Hijau is already good, as it fosters trust and openness among colleagues, while management creates an atmosphere where employees feel heard, respected, and trusted.

The Effect of Work Climate on Employee Performance

The hypothesis testing results indicate that work climate has a direct and significant effect on employee performance at Samsat Medan Utara. This is consistent with [11], which found that work climate significantly influences performance. Similarly, [38] stated that work climate is important in enhancing a company's competitive advantage. [39] also stressed that work climate is a crucial aspect in achieving organizational goals. The implication is that the current work climate at Samsat Medan Utara needs improvement toward greater conduciveness. This involves organizational culture values within the administration unit that have not yet been optimized. Management should make various efforts to enhance performance, including creating a more conducive work climate, as both internal and external organizational factors such as colleagues' attitudes, behavior, leadership, and workplace facilities affect performance.

The Effect of Burnout on Job Satisfaction

The analysis shows that burnout does not significantly affect job satisfaction. This finding is consistent with [40], which reported that burnout negatively impacts employee satisfaction. Similarly, [20] indicated that burnout harms workplace comfort. [41] emphasized that companies must manage workload properly to avoid negative effects on job quality. The implication of this study is that Samsat Medan Utara has effectively allocated workloads according to tasks and responsibilities, minimizing double jobs between divisions. Therefore, negative effects of burnout can be reduced. No employees face double workloads, preventing physical or emotional exhaustion. Emotional exhaustion typically arises from excessive stress, leading to apathy, cynicism, and frustration. Such exhaustion often affects individuals with perfectionist tendencies who demand flawless results in their work.

The Effect of Burnout on Employee Performance

Hypothesis testing results reveal that burnout does not significantly affect employee performance at Samsat Medan Utara. This finding supports [42], which found that burnout negatively impacts work quality. Likewise, [43] noted that burnout disrupts workplace harmony, while [44] stressed that excessive workloads are a major factor in organizational failure. The implication of this study is that burnout among Samsat Medan Utara employees results from the high number of visitors renewing vehicle registration certificates or license plates, especially after COVID-19. Burnout increases the likelihood of errors in performing tasks, ultimately lowering performance. Thus, burnout is a factor that must be carefully managed.

The Effect of Job Satisfaction on Employee Performance

The hypothesis testing results confirm that job satisfaction significantly affects employee performance at Samsat Medan Utara. This supports [24], which found a direct relationship between satisfaction and performance. Similarly, [4] emphasized that job satisfaction is a key determinant of work quality and quantity. [28] also highlighted satisfaction as a crucial element for maintaining competitiveness. The implication is that although job satisfaction exists at Samsat Medan Utara, some employees still feel dissatisfied, particularly with salaries that do not match their performance.

The Effect of Work Climate on Employee Performance through Job Satisfaction

ata analysis shows that job satisfaction significantly mediates the relationship between work climate and employee performance at Samsat Medan Utara. This supports [27], which found that work climate influences performance through satisfaction. Similarly, [45] emphasized that job satisfaction is a key mediating factor, while [46] noted that enhancing job satisfaction in a positive climate yields better performance outcomes. The implication is that the work climate at Samsat Medan Utara is considered conducive, as evidenced by improved teamwork and reduced job risks

The Effect of Burnout on Employee Performance through Job Satisfaction

The analysis reveals that job satisfaction does not mediate the relationship between burnout and employee performance at Samsat Medan Utara. This finding aligns with [47], which stated that burnout does not affect performance through satisfaction. [48] further explained that heavy workloads reduce satisfaction, while [49] suggested that poor workload management lowers job satisfaction and work quality. The implication is that burnout remains an important factor influencing both satisfaction and performance. Management should focus on employee welfare by providing sufficient rest, managing workloads wisely, and maintaining a healthy work environment to reduce burnout and improve outcomes

CONCLUSION

The findings of this study demonstrate that at Samsat Medan Utara, the work environment plays a crucial role in directly influencing both job satisfaction and employee performance. Meanwhile, burnout was found to have no significant impact on job satisfaction or performance. Job satisfaction itself significantly contributes to enhancing employee performance and also serves as an important mediating factor in the relationship between work climate and performance. However, job satisfaction does not significantly mediate the effect of burnout on employee performance. These results highlight the importance of creating a conducive work environment and strengthening job satisfaction to improve employee performance, while also emphasizing the need for effective workload and stress management to minimize the potential negative effects of burnout.

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