

BURNOUT SYNDROME, MOTIVATION AND PERFORMANCE OF *BHABINKAMTIBMAS* OFFICERS

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ABSTRACT

The purpose of this study is to examine the influence of burnout syndrome and motivation on the performance of a Bhabinkamtibmas officer (a police NCO assigned to a village to assist the local police to coach the local people). The study employs the concept of Maslach and Leiter's burnout syndrome (1996). The research is conducted at four police resorts, namely, Surabaya, Sidoarjo, Gresik, and Bangkalan police resorts with a total sample of 240 Bhabinkamtibmas officers. The research design uses the quantitative approach and survey methods. Data are analysed using the structural equation model (SEM) with Amos 25. The results of the research reveal that: (a) burnout syndrome has a positive and significant influence on performance; (b) motivation has a positive and significant influence on performance; (c) burnout and motivation and motivation have a positive and significant influence on performance and (d) burnout syndrome has a positive and significant influence on motivation. The author recommends Polri to post personnel in accordance with their respective abilities and capacities as well as their personal skills, provide training or vocational schools for Bhabinkamtibmas officers in order to improve their knowledge and skills, and provide continuous rewards to outstanding personnel in order to increase the motivation of personnel in carrying out their duties.

Keywords: *burnout syndrome, motivation, performance*

1. INTRODUCTION

Public service is a domain where the state through the government interacts with non-governmental institutions and its citizens in providing public needs for goods and services in public sector at large. Indonesian National Police, also known as the National Police, is a government institution that carries out the function of public services, whose main tasks are regulated in Article 13 of Law No. 2 of 2002 concerning Indonesian National Police. It is stated that the main tasks are (1) maintaining

security and public order, (2) enforcing laws, and 3) providing protection and services to the community.

Bhabinkamtibmas (Bhayangkara Pembina Keamanan dan Ketertiban Masyarakat) is a Non-Commissioned Officer police officer who is assigned to a village to assist and supervise the local police to coach the local people in maintaining security and public order. The goal of *Bhabinkamtibmas* activities is the realization of a stable and dynamic security and public order in order to secure and succeed the national

development (Azhari, 2018). The decree of the National Police Chief Number KEP/773NII/2011, dated July 29, 2016 concerning the *Bhabinkamtibmas* Smart Book, explains that *Bhabinkamtibmas* has a very strategic function and role in realizing police partnerships with the community, so that together they are able to detect symptoms that can cause problems in the community, to find solutions to anticipate problems in the community, and to maintain security and public order.

One of the most prominent programs of the National Police that currently involves *Bhabinkamtibmas* as the executor is *Kampung Tangguh Semeru* program. The program is a collaborative pilot project with the National Police stakeholders in the form of real movements or actions in designated areas due to indications of the spread of Covid-19 emphasizing on the involvement of active community elements either personally or in groups. *Kampung Tangguh Semeru* is based on Problem Oriented Policing (POP) which is a collaborative strategy between the police and the community to focus on problem solving through identification, analysis, determination of problem solving applications, and evaluation. The methods used in the activities are community partnership (collaborating with the community), organizational transformation (change in orientation in policing), problem solving, and community mobilization (together with the community or community to solve problems and commit to implementing solutions).

Based on the data obtained from the Directorate of Community Development (Binmas) of East Java Regional Police, it is found out that the police region can only meet the need of 7 out of 39 existing police resorts for *Bhabinkamtibmas* officers. This means that only 17.95% of the needs of *Bhabinkamtibmas* have been met in the

villages. Currently, there are 6,004 *Bhabinkamtibmas* officers in the police region. Meanwhile, there are 646 police sectors and 8,487 villages in the police region. By looking at the data, the percentage of the number of *Bhabinkamtibmas* officers is 70.66%, meaning that the *1 village 1 Bhabinkamtibmas officer* program has not been fully fulfilled. Therefore, there are many *Bhabinkamtibmas* officers who occupy concurrent positions with other functions. The officer coaches and supervises more than one village.

The existence of *Kampung Tangguh Semeru* program means an additional job for a *Bhabinkamtibmas* officer. In addition to carry out his or her daily tasks as a *Bhabinkamtibmas*, he or she is also at the forefront of the program. The additional tasks of *Bhabinkamtibmas* officers certainly increase their workload due to the addition of other tasks that must be carried out. *Bhabinkamtibmas* duties are tasks related to public services or interactions with other people. *Bhabinkamtibmas* officers, indeed, have different levels of stress from other members. This is true if we see them visiting the community and having various meetings with them. This will certainly affect their physical and psychological conditions because they have to move from one place to another place and meet various different people. Jackson, Schwab, Schuler, Leiter and Meechan (Valentina et al, 2020) state that a work or a job that is directly related to other people has higher stress-prone values which can generate a burnout syndrome.

Based on the background in the previous paragraphs and various studies that have been carried out, the author is interested in conducting a research in order to see the extent of the impact of burnout syndrome and motivation on the performance of *Bhabinkamtibmas*

officers as the organizers of *Kampung Tangguh* Semeru Program.

2. LITERATURE REVIEW

2.1 Burnout Syndrome

The term burnout syndrome was first used in 1970s in an article discussing some workers in a health care and services and in an article discussing burnout cases rooted in caregiving and care work. The form of fatigue is studied not only as an individual stress response, but also a transaction of individual interactions at work. Interpersonal context that focuses on individual emotions and values underlies interactions with other people in a job (Maslach and Leiter, 2016).

Burnout syndrome is a reaction to a chronic work-related stress, known as physical, emotional and mental exhaustion from work conditions, job tension and/or self-justifying coping (Schaufeli and Enzmann, 1988). Briefly, burnout syndrome is defined as a feeling of tired, a suspicious attitude towards people who are involved in work and through concentrated personal achievement or work efficiency (Lee and Ashford, 1993). Meanwhile, Maslach (2001) defines burnout syndrome as a certain form of work stress that generally occurs in service workers, which comes from the demands in service delivery and the emotional interactions that occur in them. There are three dimensions of burnout syndrome, namely: emotional exhaustion, depersonalization and personal accomplishment (Maslach and Leiter, 1996).

a) Emotional Exhaustion

Emotional exhaustion is the first dimension as well as the main feature of burnout syndrome

(Maslach et al., 2001). It is characterized by an over-expansion and a reduction in the energy associated with feelings. This phase is characterized by fear, nervousness, and annoyance, and a sense of sensitivity, lack of vitality, weakness, and fatigue.

b) Depersonalization

Depersonalization is related to the negative response of individuals to different working conditions which lead to the creation of negative views, feelings of acceptableness and ultimately the creation of a gulf between individuals and their work (Maslach et al, 1996). This dimension is an attempt to separate oneself from others. Their needs can be further controlled when they become a well thought out measurable object of one's work.

c) Decrease of personal accomplishment

Lack of personal achievement is the last stage of burnout syndrome that a person experiences and requires a clinical treatment. Individuals judge their abilities destructively and achievement at work (Maslach et al, 1996). This stage consists of two aspects, work ability and achievement in one's work. A person feels that his personal achievement continues to decline, to the point of feeling a loss.

2.2 Motivation

Robbins (2008) defines motivation as a process that describes the intensity, direction, and persistence of an individual to achieve his or her goals. The three main elements in the definition are intensity, direction, and persistence. Intensity relates to

how hard a person tries. This is the element that gets the most attention when it comes to motivation. However, high intensity is unlikely to result in satisfactory job performance unless the effort is linked in a favourable direction to the organization. Thus, we must consider the quality as well as the intensity of the effort at the same time. The dimensions of motivation used in this study are: (a) intensity, (b) directions, and (c) perseverance.

According to Rivai (2004), there are several behaviours that can motivate employees, namely (a) knowing how to interact, (b) becoming an active listener, (c) challenging goal setting, (d) a problem-solving and goal-focused approach to behaviour rather than the person, and (d) information using reinforcement techniques.

2.3 Performance

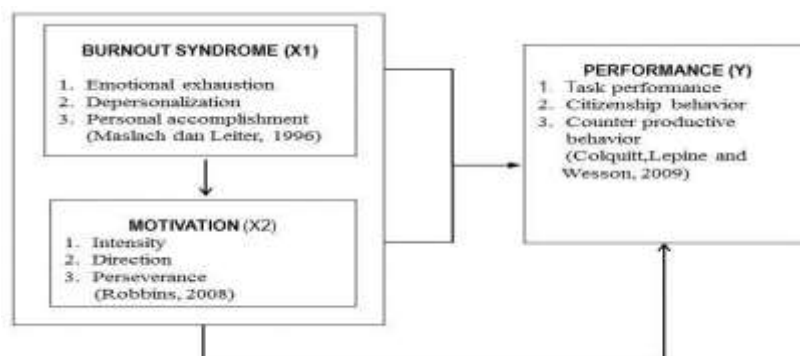
Etymologically, performance is *the act of performing or the act of showing, work appearance, for work, carrying out a job or work behaviour*. Performance comes from the word *to perform* which means to do an activity and perfect it in accordance with its responsibilities with the expected results. Performance is not an individual characteristic, such as talent, or ability, but it is a manifestation of

talent or ability itself. Performance is the result of work and behaviour that has been achieved in completing tasks and responsibilities given within a certain period.

Colquitt and colleagues (2009, p. 37) defines performance as the value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishments. Performance as an outcome is influenced by various factors, such as from individual mechanisms, including job satisfaction, motivation, stress level, trust, justice and ethics, learning and decision making. Performance is either directly or indirectly influenced by, among others: organizational culture, organizational structure, leadership style and behaviour, leadership power and influence, personality, and ability. Performance is a value and behaviour that contributes, both positively and negatively to the achievement of organizational goals (Earliyanti, et al. 2019).

Performance, according to Colquitt, LePine and Wesson (2009) is determined by three factors, namely: task performance, citizenship behaviour as positive behaviour, and counterproductive behaviour as negative behaviour.

3. HYPOTHESIS



- H1: Burnout syndrome influences *Bhabinkamtibmas* performance
- H2: Motivation influences *Bhabinkamtibmas* performance
- H3: Burnout syndrome influences *Bhabinkamtibmas* motivation
- Ha: Burnout syndrome and motivation together influence *Bhabinkamtibmas* performance

4. METHODS

The research employs the quantitative approach. Such approach is carried out by measuring so that researchers use research instruments in collecting data. Symptoms in a quantitative research can be classified in the research variables. A quantitative research is a research that is required to use numbers, starting from collecting data, interpreting the data, and presenting the results Arikunto (2006). This study explains the relationship between variables, namely testing the relationship hypothesis of the burnout syndrome (X1), motivation (X2) and performance (Y) variables. This study uses a survey method by distributing questionnaires to 240 samples of *Bhabinkamtibmas* officers at Surabaya, Sidoarjo, Gresik and Bangkalan Police Resorts. The process of data is conducted using SPSS software version 25 and AMOS version 22.

5. RESULTS

5.1 Respondent Profile

The research is conducted in four police resorts: Surabaya, Sidoarjo, Gresik and Bangkalan. There are 240 respondents. They are 100% male police, 85.8% of them are over 35 years, and 96.7% of them have been in service for more than 10 years. Moreover, 18.8% of them have occupied the position as *Bhabinkamtibmas* officers for more than five years and 38.3% of them are police senior brigadier.

5.2 Descriptive Analysis of Variables

The author collects the data of the research by distributing a

questionnaire consisting of various questions based on 37 indicators. Based on the results of the questionnaire, it can be seen that the answers of the respondents to be studied. The assessment of this research variable is measured with the lowest score of 1 (Never), and the highest score of 5 (Always).

Based on the data obtained from the respondents, the average answers for the indicator of burnout syndrome (BS) variable are 3.4826 with frequent answer criteria. The highest assessment data with an average value of 3.6458 and the lowest assessment with an average value of 3.4125. Motivation (M) variable data shows an average answer of 4.1649 with frequent answer criteria. The highest assessment data with an average value of 4.2750 and the lowest assessment with an average value of 4.0958. Meanwhile, the average answer for the indicator of performance variable (P) is 4.4440 with the answer criteria always. The highest assessment data with an average value of 4.5375 and the lowest assessment with an average value of 4.3250.

5.3 Validity and Reliability Test

The validity test shows that all indicators of burnout syndrome variable (16 indicators), motivation variable (12 indicators) and performance variable (9 indicators) have the r value > 0.30 , meaning that all indicators used on the research variable are valid and can be used for further analysis.

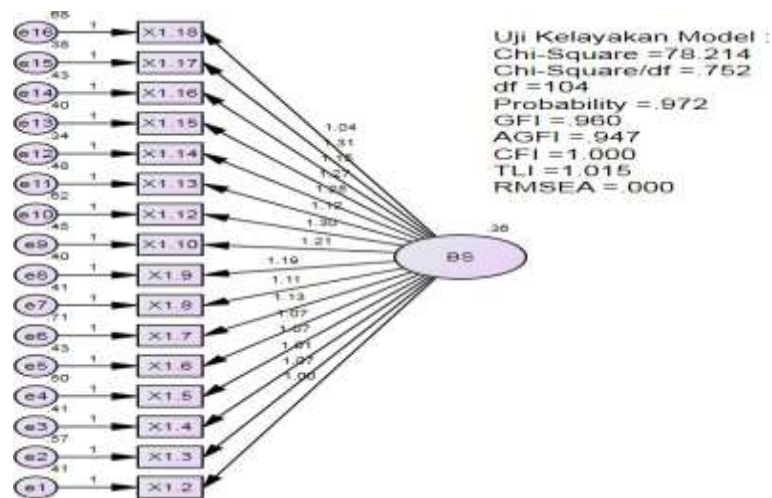
Meanwhile, the result of the reliability test conducted from all samples with the value of construct reliability of burnout syndrome variable (16 indicators) is 0.944; motivation variable (12 indicators) is 0.963; and performance (9

indicators) is 0.927. The value of the Cranach's alpha coefficient of the three variables is greater than 0.60, meaning that the indicator measuring instrument of the three research variables used is reliable and can be used for further analysis.

5.4 Data Analysis Results

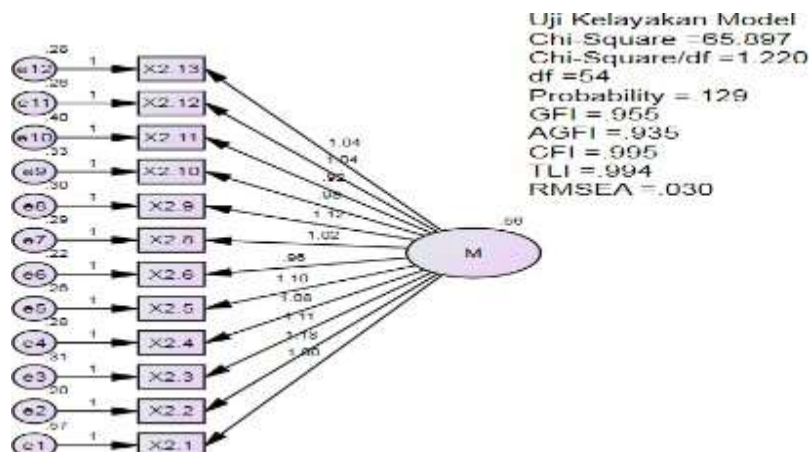
5.4.1 Burnout syndrome confirmatory factor analysis

The results of data processing analysis show that burnout syndrome construct (BS) used to form a research model, in the confirmatory factor analysis process has met the fulfilled the goodness of criteria that have been set. This can be seen from the probability value of the goodness of fit test (0.972) with model feasibility tests that meet the requirements as a good model.



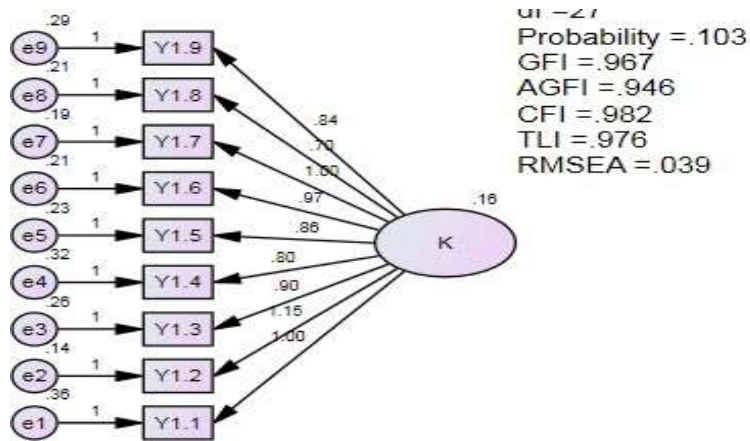
5.4.2 Motivation Confirmatory Factor Analysis

The results of data processing analysis show that motivational construct (M) used to form a research model, in the confirmatory factor analysis process has met the goodness of fit criteria that have been set. This can be seen from the probability value of the goodness of fit test (0.129) with model feasibility tests that meet the requirements as a good model.



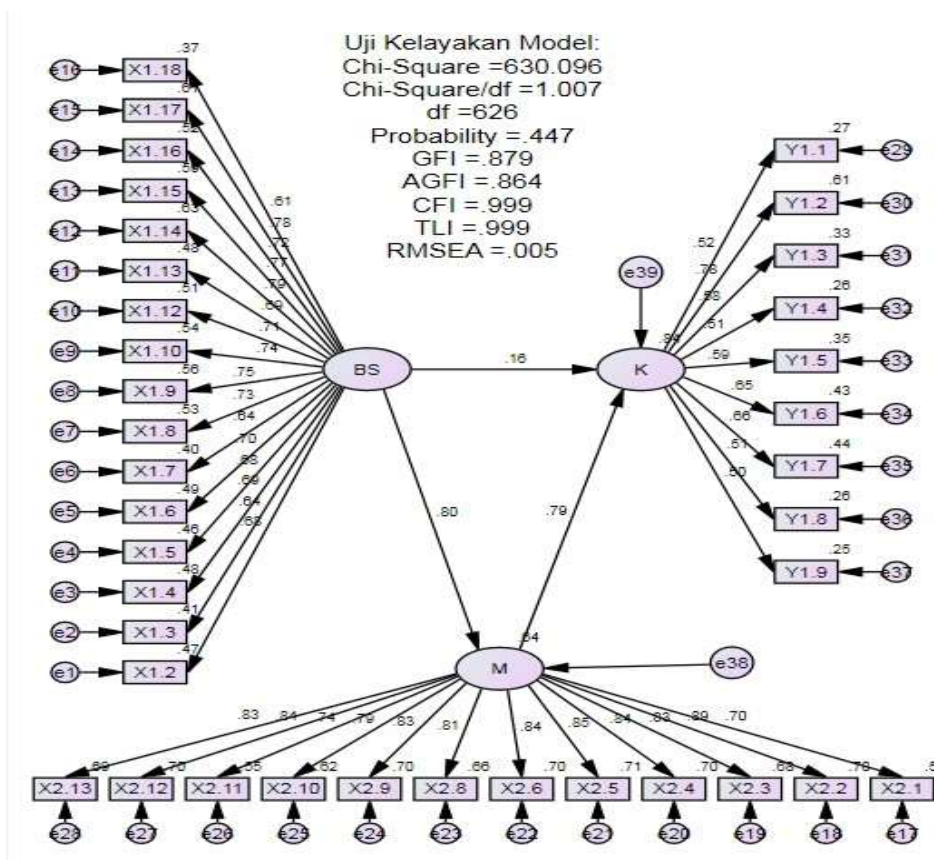
5.4.3 Performance Confirmatory Factor Analysis

The results of data processing analysis show that the Performance construct (K) can be seen from the probability value of the goodness of fit test showing that it is 0.103, with model feasibility tests that meet the requirements as a good model.



5.4.4 Structural Equation Modeling (SEM) Analysis

The SEM test results show that the model is acceptable. The significance level (0.447) indicates that the model formed is a good structural equation model. The measurement index of TLI, CFI, CMIN/DF and RMSEA are within the expected range of values, although GFI and AGFI are received marginally.



5.4.5 Hypothesis Test

Table 1 Regression Weight Structural Equation Model

			Estimate	S.E.	C.R.	P
M	<---	BS	.989	.109	9.096	.000
K	<---	BS	.096	.046	2.081	.037
K	<---	M	.390	.062	6.347	.000

Source: AMOS 22, 2021 data processing results

Hypothesis testing shows that there is a positive and significant influence of burnout syndrome on performance, the influence of motivation on performance, the influence of burnout syndrome and motivation on performance and the influence of burnout syndrome on motivation.

6. DISCUSSIONS

6.1 The influence of burnout syndrome on performance

Based on the results of hypothesis test 1 (H1), namely testing the influence of burnout syndrome on performance, it is found out that the value of C.R. is $2.081 > 1.96$, with a probability of $0.037 < 0.05$. The value shows a significant result that there is an influence of burnout syndrome on the performance of *Bhabinkamtibmas* officers. The influence is positive (0.096), meaning that if the burnout syndrome value increases by one unit, then the performance will also increase by 0.096 units. This means that the higher the level of burnout syndrome in *Bhabinkamtibmas* officers at work the performance of *Bhabinkamtibmas* will also increase.

6.2 The influence of motivation on performance

Based on the results of hypothesis test 2 (H2), namely testing the influence of motivation on performance, it is found out that the value of C.R. is $6.347 > 1.96$, with a probability of $0.000 < 0.05$.

This value shows a significant result that there is an influence of motivation on the performance of *Bhabinkamtibmas* officers. The influence is positive (0.390), meaning that if the motivation value increases by one unit, then performance will also increase by 0.390 units. This means that the more the motivation of *Bhabinkamtibmas* increases, the performance of *Bhabinkamtibmas* will also increase.

6.3 The influence of burnout syndrome and motivation on performance

The results of testing hypothesis 3 (H3), namely testing the influence of burnout syndrome and motivation on performance show significant results that there is an influence of burnout syndrome and motivation on performance. This is evidenced from the results of the model feasibility test which shows that the model formed in this study is a good structural equation model. This means that the variables used in describing the factors that influence the performance of *Bhabinkamtibmas*

officers have been able to be represented by the burnout syndrome and motivation factors simultaneously.

6.4 The Influence of Burnout Syndrome on Motivation

Based on the results of testing hypothesis 4 (H4), namely testing the influence of burnout syndrome on motivation, it is found out that the C.R. is $9.096 > 1.96$, with a probability of $0.000 < 0.05$. This value shows a significant result that there is an influence of burnout syndrome on *Bhabinkamtibmas* motivation. The influence is positive (0.989), meaning that if the burnout syndrome value increases by one unit, then motivation will also increase by 0.989 units. That means that the more *Bhabinkamtibmas* officers 'burnout syndrome increases then *Bhabinkamtibmas* officers' motivation will also increase.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 Conclusions

Based on the results and discussions in the previous paragraphs, the conclusions in this study are as follows:

- a. Burnout syndrome has a positive influence on *Bhabinkamtibmas* Officers performance although the data does not show a significant number due to the fact that some *Bhabinkamtibmas* officers think that the job is not a heavy burden and they feel comfortable. This causes the burnout rate of the personnel is decreased. Besides, most of the community or residents are cooperative with *Bhabinkamtibmas* officers.

This really helps them organizing their tasks.

- b. Motivation has a positive and significant influence on the performance of *Bhabinkamtibmas* officers. This means that a high level of motivation can improve the performance of *Bhabinkamtibmas* officers which has a positive impact on carrying out community service tasks. If it is associated with police duties, if *Bhabinkamtibmas* officers have motivation in carrying out their duties, it can reduce the performance of them compared to others having high motivation.
- c. Burnout syndrome and motivation have a significant influence on the performance of *Bhabinkamtibmas* officers. It is indicated by the variables used in describing the factors that influence the work of *Bhabinkamtibmas* that have been able to be represented by the burnout syndrome and motivation factors simultaneously.
- d. Burnout syndrome has a positive and significant influence on motivation. There is a relationship between burnout and *Bhabinkamtibmas* officers' motivation. Therefore, it is necessary to pay attention on the physical and psychological fatigue felt by *Bhabinkamtibmas* officers in carrying out their services to the community.

7.2 Recommendations

Based on the conclusions above, the researcher recommend the following suggestions to improve the performance of

Bhabinkamtibmas officers in providing best services to the community as well as to increase public trust:

- a. Posting personnel in accordance with their respective abilities and capacities as well as their personal skills, considering the enormous task of the police in serving the community. One of the criteria is applying the principle of *local boy for local job*.
- b. Providing training or vocational schools for *Bhabinkamtibmas* officers in order to improve their knowledge and skills. This is very important considering the development of society that is growing and the task is getting bigger.
- c. Providing continuous rewards to outstanding personnel in order to increase the motivation of personnel in carrying out their duties.

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