

## THE EFFECT OF BURNOUT AND SOCIAL SUPPORT ON EMPLOYEE PERFORMANCE AT PT. SULSELBAR BANK

Nureni<sup>1\*</sup>, Hety Budiyan<sup>2</sup>, M. Ikhwan Maulana Haeruddin<sup>3</sup>

<sup>1-3</sup> Faculty of Economics and Business, Makassar State University

E-mail: <sup>1)</sup> [nurenmanajemen@gmail.com](mailto:nurenmanajemen@gmail.com), <sup>2)</sup> [hety.budiyan@unm.ac.id](mailto:hety.budiyan@unm.ac.id),

<sup>3)</sup> [ikhwan.maulana@unm.ac.id](mailto:ikhwan.maulana@unm.ac.id)

### Abstract

*Employee burnout in modern work environments is a growing issue, impacting performance and well-being. Burnout, involving emotional exhaustion and reduced accomplishment, negatively affects employees. Conversely, social support from colleagues and supervisors offers protection against burnout and enhances performance. This study aims to examine the impact of burnout and social support on the performance of employees at PT. Sulselbar Bank. The research follows a quantitative approach and includes a sample of 110 employees. Data collection was done through a questionnaire, and the analysis involved validity and reliability tests, multiple regression analysis, classic assumption tests, T-tests, and F-tests. The findings indicate a negative relationship between burnout (X1) and employee performance (Y), while social support (X2) has a positive influence on employee performance. The multiple linear regression equation is expressed as  $Y = 31.664 + (-0.394)X1 + 0.358X2$ . The t-tests show significant results with t-statistic values of -2.584 for X1 and 3.950 for X2, exceeding the t-table value of 1.982. The significance levels are 0.011 for X1 and 0.000 for X2, both below 0.05. Additionally, the F-test demonstrates a significant relationship between the variables, with an F-statistic of 11.102 exceeding the F-table value of 3.08, and a significance level of 0.000 below 0.05. As such, this study highlights that burnout negatively and significantly affects employee performance, while social support has a positive and significant impact. Both burnout and social support jointly and significantly influence employee performance, emphasizing the importance of addressing burnout and fostering a supportive work environment.*

**Keywords:** Burnout, Employee Performance, Social Support

### 1. INTRODUCTION

In the current era of globalization, competition among companies and organizations has become increasingly fierce. To stay competitive, companies must prioritize the performance of their employees. Human resources play a crucial role in achieving the vision, mission, and goals of an organization (Samsuni, 2017). Their abilities and active involvement are vital in driving company activities and realizing organizational objectives.

PT. Bank Sulselbar is a banking company that manages provincial and local government funds (Kurniawan, 2012). The performance of its employees is essential to provide excellent services to the community, government, and customers. Failure to deliver satisfactory services can hinder PT. Bank Sulselbar's ability to compete with other banks, resulting in setbacks and financial losses.

However, good employee performance cannot be achieved if employees experience burnout, which refers to physical, emotional, and mental exhaustion caused by work-related factors (Adnyani, 2017). Research by Schaufeli indicates that the service sector experiences the highest burnout rates, with around 43% of professionals affected. Employees in the service sector tend to experience higher stress levels compared to those

in other fields (Atmaja & Suana, 2019). Burnout, characterized by emotional exhaustion, depersonalization, and decreased personal achievement, can cause employees to lose their motivation and fail to meet their job requirements. This, in turn, leads to reduced productivity (Hamzah et al., 2023).

Employees are social beings who rely on interactions and support from others to meet their needs (Aristiani, 2015). Social support has a significant impact on employee performance as it provides motivation, problem-solving assistance, and helps prevent burnout. In the banking sector, employees require social support to maintain their mental well-being and cope with job responsibilities, ensuring their work aligns with company regulations (Hamzah et al., 2023). The absence of social support can contribute to employee burnout (Adnyani, 2017).

PT. Bank Sulselbar Makassar Main Branch strives to provide excellent customer service, including handling customer complaints and inquiries. In 2021, there were 3,281 customer complaints reported in the Good Corporate Governance Report. Employees are expected to handle these complaints professionally and leave a positive impression on customers. However, employees must navigate various customer behaviors and attitudes, including challenging and stressful interactions. Dealing with negative customer behaviors can lead to physical and mental exhaustion, contributing to employee burnout (Adawiyah & Blikololong, 2018).

Based on interviews conducted with employees in the Account Officer section at PT. Bank Sulselbar Makassar Main Branch, several factors contribute to burnout. These include difficulties in finding customers during the collection period, managing credit application files, and facing tight work deadlines. These challenges can result in prolonged stress and hinder employees' ability to manage their time effectively. Furthermore, when employees are not engaged in tasks that align with their interests and skills, they may feel demotivated and restricted by company regulations.

Regarding social support, employees reported receiving emotional support through daily briefings and words of encouragement. However, they expressed a lack of instrumental support from PT. Bank Sulselbar Makassar Main Branch, such as outdated facilities and technology. Instrumental support refers to assistance provided to fulfill employees' specific needs.

Table 1 illustrates the realization of PT. Bank Sulselbar Makassar Main Branch's targets from 2019 to 2021. Although employee performance has shown improvement over the years, the company has not fully met its annual targets. This indicates a performance challenge for the employees of PT. Bank Sulselbar Makassar Main Branch.

**Table 1. Realization of PT. Bank Sulselbar Makassar Main Branch  
in 2019-2021**

No.	Work plan	Work target (%)	Work Realization/Year (%)		
			2019	2020	2021
1.	Increasing Number of Customers Every year	45%	27.5%	31%	35.5%
2.	Work Completion, Work accuracy and Work accuracy, work time	100%	83.33%	86.76%	88.12%
3.	Work relationship,	35%	21%	24%	27.8%

	Cooperation with Third parties in the form of investment				
4.	Minimize work problems and distractions, work effectiveness and efficiency in employee recruitment and job placement	80%	65%	67%	71%
5.	Appropriate employees with need and expertise	100%	76%	79%	82%

Employee performance plays a critical role in PT. Bank Sulselbar's ability to achieve its company goals. Improved employee performance directly contributes to the company's growth and competitiveness. Research conducted by Tranggona and Kartika supports this, as they found a positive and significant relationship between employee performance and company achievement (Astuti & Prayogi, 2018).

Based on the aforementioned phenomenon, this research aims to examine "The Influence of Burnout and Social Support on Employee Performance at PT. Sulselbar Bank." The specific objectives of this study are as follows:

1. To determine the impact of burnout on employee performance at PT. Sulselbar Bank.
2. To assess the influence of social support on employee performance at PT. Sulselbar Bank.

The findings of this study have several implications for both practice and theory. From a practical standpoint, the results provide valuable insights for PT. Bank Sulselbar to improve employee performance. By understanding the negative impact of burnout and the positive influence of social support, the organization can develop targeted interventions to mitigate burnout and enhance social support within the workplace. This can be achieved through strategies such as employee well-being programs, workload distribution, and fostering a supportive work environment. Additionally, aligning job roles with employees' interests and skills can create a more engaging and fulfilling work environment, ultimately improving performance and reducing burnout risk. The theoretical implications of the study contribute to the existing literature by examining the specific influence of burnout and social support in the banking sector. The findings enrich the theoretical understanding of these factors and can stimulate further research on employee performance in the banking industry. Overall, the study provides practical guidance for managers in implementing effective human resource practices and highlights the importance of addressing burnout and promoting social support for improved employee performance.

## **2. RESEARCH METHODS**

The research methodology employed in this study is quantitative in nature, focusing on numerical data. Both primary and secondary data are utilized. Primary data is collected directly from employees at PT. Sulselbar Bank, while secondary data is gathered from documentation sources and relevant literature.

The data analysis techniques employed include validity and reliability tests, multiple regression analysis, t-tests, F-tests, and classic assumption tests such as normality, multicollinearity, and heteroscedasticity tests. The multiple regression analysis equation used in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Here, the variables are defined as follows:

Y = Employee performance

a = Constant

b = Regression coefficient

X1 = Burnout

X2 = Social support

The population for this study comprises the office employees of PT. Sulsebar Bank's Makassar Main Branch, consisting of 110 individuals. The sampling technique employed is saturated sampling, meaning that all 110 employees are included in the study. Data collection methods include interviews for initial data, questionnaires, and documentation. The questionnaire is used as the research instrument to gather data from the employees.

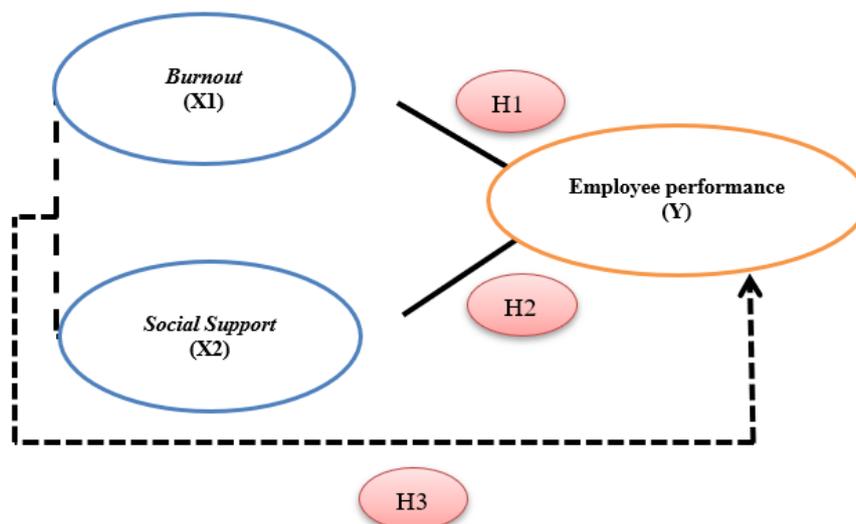


Figure 1. Conceptual Framework

Based on the presented research conceptual framework, the study's hypotheses are outlined as follows:

H1: Burnout (X1) negatively affects employee performance (Y) at PT. Sulsebar Bank.

H2: Social Support (X2) positively influences employee performance (Y) at PT. Sulsebar Bank, specifically the Makassar Main Branch.

H3: Burnout (X1) and Social Support (X2) jointly impact employee performance (Y) at PT. Sulsebar Bank.

### 3. RESULTS AND DISCUSSION

#### 3.1. Research Results

##### 3.1.1. Validity and Reliability Test

**Table 2. Burnout Variable Validity Test**

	<b>r statistic</b>	<b>r table</b>	<b>sig. value</b>	<b>Info.</b>
X1.1	0.567	0.187	0.000	Valid
X1.2	0.558	0.187	0.000	Valid
X1.3	0.667	0.187	0.000	Valid
X1.4	0.392	0.187	0.000	Valid
X1.5	0.642	0.187	0.000	Valid
X1.6	0.375	0.187	0.000	Valid
X1.7	0.492	0.187	0.000	Valid
X1.8	0.533	0.187	0.000	Valid
X1.9	0.398	0.187	0.000	Valid

Upon examining the provided table, it is evident that the calculated correlation coefficient (r statistic) is greater than the critical correlation coefficient (r table), and the significance value (sig) is less than 0.05. These findings indicate that all the questions pertaining to the burnout variable in the instrument are valid. Therefore, it can be concluded that the instrument effectively measures the intended aspects of burnout, ensuring its reliability in assessing this specific variable.

**Table 3. Social Support Variable Validity Test**

	<b>r statistic</b>	<b>r table</b>	<b>sig. value</b>	<b>Info.</b>
X2.1	0.469	0.187	0.000	Valid
X2.2	0.287	0.187	0.002	Valid
X2.3	0.481	0.187	0.000	Valid
X2.4	0.310	0.187	0.000	Valid
X2.5	0.549	0.187	0.000	Valid
X2.6	0.623	0.187	0.000	Valid
X2.7	0.596	0.187	0.000	Valid
X2.8	0.464	0.187	0.000	Valid
X2.9	0.554	0.187	0.000	Valid
X2.10	0.567	0.187	0.000	Valid
X2.11	0.502	0.187	0.000	Valid
X2.12	0.363	0.187	0.000	Valid
X2.13	0.575	0.187	0.000	Valid
X2.14	0.528	0.187	0.000	Valid
X2.15	0.527	0.187	0.000	Valid

After analyzing the provided table, it is evident that the calculated correlation coefficient (r statistic) is greater than the critical correlation coefficient (r table), and the significance value (sig) is less than 0.05. These results indicate that all the questions related to the social support variable in the instrument are valid. Hence, it can be concluded that the instrument effectively measures the intended aspects of social support, ensuring its reliability in assessing this particular variable.

**Table 4. Employee Performance Validity Test**

	r statistic	r table	sig. value	Info.
Y. 1	0.429	0.187	0.000	Valid
Y.2	0.652	0.187	0.000	Valid
Y.3	0.603	0.187	0.000	Valid
Y.4	0.710	0.187	0.000	Valid
Y.5	0.742	0.187	0.000	Valid
Y.6	0.561	0.187	0.000	Valid
Y.7	0.687	0.187	0.000	Valid
Y. 8	0.623	0.187	0.000	Valid
Y.9	0.671	0.187	0.000	Valid
Y.10	0.679	0.187	0.000	Valid
Y.11	0.701	0.187	0.000	Valid
Y. 12	0.710	0.187	0.000	Valid

Upon reviewing the provided table, it is apparent that the calculated correlation coefficient (r statistic) is greater than the critical correlation coefficient (r table), and the significance value (sig) is less than 0.05. These findings indicate that all the questions pertaining to the employee performance variables in the instrument are valid. Therefore, it can be concluded that the instrument effectively captures the intended aspects of employee performance and provides reliable measurements.

**Table 5. Reliability Test Result**

NO.	Variable	Cronbach's alpha	Reliable
1	Burnout	0.652	Reliable
2	Social Support	0.760	Reliable
3	Employee performance	0.875	Reliable

Based on the provided table, it can be observed that the value of Cronbach's alpha for the variables measuring burnout, social support, and employee performance is greater than 0.6 or 0.60. This indicates that the questionnaire used to assess these variables is reliable and can be considered a valid measurement tool. Therefore, it can be concluded that the questionnaire demonstrates good internal consistency and reliability in capturing the intended constructs.

### 3.1.2. Classic Assumption Test

**Table 6. Multicollinearity Test Result**

Model	Coefficients <sup>a</sup>						
	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	31,664	5.190		6.101	.000		
X1	-.394	.153	-.227	-2,584	.011	1,000	1,000
X2	.358	.091	.347	3,950	.000	1,000	1,000

a. Dependent Variable: Y

Upon reviewing the provided table, it is evident that each tolerance value is greater than 0.10, and the VIF (Variance Inflation Factor) value is less than 10 for all variables. These results indicate that there is no significant correlation among the variables. Consequently, it can be concluded that the multiple linear regression model satisfies the assumption of being free from multicollinearity.

**Table 7. Normality Test Result  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		110
Normal Parameters, <sup>b</sup>	Means	.0000000
	Std. Deviation	3.58658758
Most Extreme Differences	Absolute	.075
	Positive	.075
	Negative	-.060
Test Statistics		.075
asymp. Sig. (2-tailed)		.161 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

According to the results of the normality test, the Asymp value yields a significance (Sig.) of 0.161. Since this value is greater than 0.05, it can be concluded that the data in this study follows a normal distribution.

**Table 8. Heteroscedasticity Test Result  
Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,423	2,637		2057	.042
	X1	.125	.078	.151	1612	.110
	X2	-.091	.046	-.185	-1,975	.051

a. Dependent Variable: RES\_2

Based on the information presented in the table above, it is evident that the significance values (sig) are greater than 0.05 for both variables: burnout and Social Support. Specifically, the burnout variable has a sig value of 0.011, which is greater than 0.05, and the Social Support variable has a sig value of 0.051, also greater than 0.05. These results indicate that there is no heteroscedasticity in the variables, signifying the absence of a correlation between the size of the data and the residuals.

### 3.1.3. Multiple Linear Regression Analysis

**Table 9. Multiple Regression Analysis Result  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
1 (Constant)	31,664	5.190		6.101	.000
BURNOUT	-.394	.153	-.227	-2,584	.011
SOCIAL SUPPORT	.358	.091	.347	3,950	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Based on the provided table, the multiple linear regression equation derived from this study is as follows:

$$Y = 31.664 + (-0.394)X_1 + 0.358X_2$$

From this multiple linear regression equation, the following conclusions can be made:

1. The coefficient constant value is 31.664, and it is positive. This implies that if all the independent variables in this study, including burnout and social support variables, remain constant or have a value of zero, the employee's performance would be 31.664.
2. The regression coefficient of the burnout variable is -0.394. This indicates that for every increase in burnout, assuming other variables remain constant, there will be a corresponding decrease in employee performance by -0.394.
3. The regression coefficient of the social support variable is 0.358. This means that for every increase in social support, assuming other variables remain constant, there will be an increase in employee performance by 0.358.

### 3.1.4. T test

**Table 10. T test Result  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	Std. Error	Beta		
1 (Constant)	31,664	5.190		6.101	.000
SOCIAL SUPPORT	.358	.091	.347	3,950	.000
BURNOUT	-.394	.153	-.227	-2,584	.011

a. Dependent Variable: EMPLOYEE PERFORMANCE

The hypothesis was tested using a t-test, where the significance level (sig) was set at less than 0.05. The degrees of freedom were calculated using the formula ( $a = 5\% / 2$ )  $df = nk(110-3)$ , resulting in a value of 1.982. The results of the t-test are presented in the table below:

1. For the burnout variable (X1), the t statistic is -2.584, while the t table value is 1.982. This indicates that -2.584 is greater than 1.982, and the sig value of 0.011 is less than 0.05. Therefore, it can be concluded that there is a negative effect between burnout and employee performance, leading to the acceptance of H1.
2. For the social support variable (X2), the t statistic is 3.950, and the t table value is 1.982. This implies that 3.950 is greater than 1.982, and the sig value of 0.000 is less than 0.05. Hence, it can be concluded that there is a positive influence between social support and employee performance, resulting in the acceptance of H2.

### 3.1.5. F Test

**Table 11. F test Result  
ANOVA<sup>a</sup>**

	Model	Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	290,966	2	145,483	11.102	.000 <sup>b</sup>
	Residual	1402.134	107	13.104		
	Total	1693,100	109			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), BURNOUT, SOCIAL SUPPORT

Based on the analysis of the table presented, the f statistic is determined to be 11,102, which is greater than the f table value of 3.08. Moreover, the significance value (sig) obtained from the f test is 0.000, indicating that it is lower than the significance level of 0.05. Therefore, based on these findings, it can be concluded that both burnout and social support have a simultaneous effect on employee performance.

## 3.2. Discussion

### 3.2.1. Effect of Burnout on Employee Performance (Hypothesis 1)

Based on the three burnout indicators, the highest occurrence of burnout is the physical saturation indicator with an average score of 350. Meanwhile, based on the respondent's response table, it shows that the average burnout variable score is 342 which is included in the high category. So it can be concluded that the burnout that occurs in employees of PT. Bank Sulsebar is classified as high. The number of employees who indicated burnout was 88 employees. While employee performance has an average score of 391 which is classified as a high category, but can still be improved. If high burnout in employees decreases, employee performance will also increase, but if burnout increases continuously without handling, then high employee performance will decrease (Wulantika et al., 2016). This is also in accordance with Aaron's theory (in Sara, 2021) that the higher burnout that occurs in employees will have a negative impact on their performance.

The results of this study indicate that H1 is accepted, which means that burnout has a negative effect on PT. Sulsebar Bank. The higher the employee burnout PT. Bank Sulsebar, the performance of employees of PT. Sulsebar Bank. Vice versa, the lower the burnout, the higher the performance of PT. Sulsebar Bank.

The results of this study are supported by previous research conducted by Adnyani (2017) with the results showing that burnout has a negative effect on employee performance, the higher the burnout, the lower the employee performance. Previous

research conducted by Sarah (2021) showed that burnout has a negative and significant effect on employee performance. And previous research conducted by Rizqi & Riyanto (2021) with the results of the research showing that burnout has a negative and significant effect on employee performance. As with previous research conducted by Endri & Sudibia (2015) with research results showing that burnout has a significant negative effect on employee performance. This means that an increase in employee burnout can lead to a decrease in employee performance.

### **3.2.2. Effect of Social Support on Employee Performance (Hypothesis 2)**

Based on the results of the t-test analysis, it shows that social support has a coefficient value of 3.950 (positive) and a t-count of 1.982 so that it is  $-3.950 > 1.982$ . as well as the sig value.  $0.00 < 0.05$ , it can be concluded that social support (X2) has a positive effect on employee performance (Y). And based on multiple linear regression analysis, the multiple linear regression coefficient for social support is 0.358, which means that every increase in social support will increase employee performance by 0.358.

Based on the 5 indicators that have been discussed, the highest social support occurs in the emotional support indicator with an average value of 371 which is classified as a high category. And based on table 4.6 shows the average score on the social support variable, namely 363, which is classified as a high category. So it can be concluded that social support for employees of PT. Bank Sulselbar is classified as high. As for employees who get social support as many as 97 people out of 110 employees. The employee performance has an average score of 391 in the high category, but it can still be improved by increasing the provision of social support. This is in accordance with what Agustin stated (in Adnyani, 2017) that social support for employees is very meaningful in improving employee performance.

Getting motivation and attention from the family is included in emotional social support according to Sarafino's theory (in Nurhabiba, 2020), namely one aspect of social support, namely social emotional support, which in this aspect involves the expression of empathy and concern for employees. this makes employees feel comfortable, calm, feel owned and loved. And this is also in accordance with what Adnyani (2017) said in his research that it is impossible for someone to meet their own physical and psychological needs, individuals need social support from both superiors, co-workers and family.

The results of this study indicate that H2 is accepted, which means that social support has a positive effect on the performance of PT. Sulselbar Bank. The higher social support for employees of PT. Bank Sulselbar, the performance of employees of PT. Sulselbar Bank. Vice versa, the lower the social support, the lower the performance of employees of PT. Sulselbar Bank.

The results of this study are in line with previous research conducted by Rizqi & Riyanto (2021). The results show that social support has a positive effect on employee performance, the greater the changes in social support that occur to employees, the employee's performance will increase. Research conducted by Adnyani (2017) with the results showed that social support has a positive effect on employee performance, where the higher the social support, the higher the employee performance. And research conducted by Jayanti (2022) with the results of the research that social support has a positive and significant effect on employee performance. And the results of research

conducted by Syria (2021) with the results of the research showing that social support has a significant effect on employee performance.

### **3.2.3. Shared Influence of Burnout and Social Support on Employee Performance (Hypothesis 3)**

Based on the results of the study, burnout (X1) and social support (X2) simultaneously affect employee performance (Y1). The results of the f test show that the calculated f value is 11.102 while the f table shows 3.08 indicating  $11.102 > 3.08$ . And sig. 0.000 which indicates  $0.000 < 0.05$ . So it can be concluded that burnout and social support simultaneously affect the performance of employees of PT. Sulsebar Bank.

Based on the results of the analysis of the distribution of respondents' answers (bosses), it can be seen that the contributors to the answers to the performance of employees of PT. Bank Sulsebar, namely the highest score, falls on question items Y.1 and Y.3 "do employees work according to procedures set by the company" and "are employees able to complete all their tasks? With a score of 400 in the high category. Which shows that employees of PT. Bank Sulsebar is able to work according to the procedures set by the company and is able to complete all assigned tasks. This includes work evaluation in terms of quality and quantity in accordance with Rivai's theory (in Dillah, 2020), namely the quality of work can be seen from the completion of work according to procedures and quantity can be seen from the ability of employees to complete their tasks.

Based on the table of respondents' responses to the average value of employee performance at PT, Bank Sulsebar, namely 391 which is included in the high category, it can be concluded that the performance of employees of PT. Bank Sulsebar is classified as high. The average burnout score is 342 which is also relatively high with employees who are indicated to be affected by burnout, namely 88 employees and social support, namely 363 with employees who are indicated to receive social support, namely 97 employees. We can see that burnout has a high level of employees but employee performance is also high. However, we can see that the social support that employees get is also high, even social support scores are higher than burnout. Adnyani (2017) stated that social support affects employee performance, because with social support or social support it can motivate employees, help employees solve their problems and prevent and overcome burnout in employees. So in research, high social support overcomes the emergence of high burnout in employees, so that employee performance is still in the high category. And employee performance can still be improved by increasing social support for employees and at the same time overcoming high burnout for employees.

The results show that H3 is accepted, which means that burnout and social support simultaneously affect employee performance. This shows that the lower the burnout and the higher the social support, the higher the employee's performance. Conversely, the higher the burnout and the lower the social support, the lower the employee's performance.

The results of this study are supported by the results of previous research conducted by Rizqi & Riyanto (2021) that there is a simultaneous and significant influence between social support and burnout on employee performance. And the results of research conducted by Primary (2020) which show that social support and burnout have a joint effect on employee performance. The results of research conducted by Wulantika et al. (2016) which shows that burnout and social support have a joint effect on employee

performance. So it can be concluded that this proves that in general burnout and social support have an effect simultaneously or together on employee performance.

#### **4. CONCLUSION**

Based on the research and discussion findings, several conclusions can be drawn regarding the impact of burnout and social support on employee performance at PT. Sulsebar Bank. Firstly, it is evident that burnout has a negative effect on employee performance. As the level of burnout among employees at PT. Sulsebar Bank increases, their performance tends to decrease. Conversely, when burnout is reduced, employee performance improves. Secondly, social support has a positive influence on employee performance. The higher the level of social support provided to employees at PT. Sulsebar Bank, the better their performance tends to be. On the other hand, when social support is lacking, employee performance is likely to suffer. Lastly, both burnout and social support have a simultaneous impact on employee performance. This means that when burnout is low and social support is high, employee performance is expected to be at its highest. Conversely, when burnout is high and social support is low, employee performance is likely to be at its lowest.

Based on these findings, several suggestions can be made to enhance employee performance at PT. Sulsebar Bank. Firstly, it is crucial to address and mitigate burnout among employees. This can be achieved by implementing strategies such as workload management, providing opportunities for relaxation and rejuvenation, and promoting a healthy work-life balance. Additionally, it is essential to foster a supportive work environment that encourages social support among employees. This can be accomplished through team-building activities, open communication channels, and encouraging collaboration and mutual assistance among colleagues. Moreover, the results emphasize the importance of comprehensive interventions that target both burnout and social support simultaneously. Implementing employee support programs, such as counseling services or mentorship initiatives, can contribute to reducing burnout levels and enhancing social support within the organization.

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