



## ANALYSIS OF THE INFLUENCE OF APTITUDE AND ATTITUDE ON BURNOUT RATES AND WORK PERFORMANCE (LITERATURE REVIEW OF HUMAN RESOURCE MANAGEMENT)

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**Abstract:** This study aims to determine the influence of aptitude and attitude on burnout rates and work performance. This research is a case study in medical personnel at the Regional General Hospital (RSUD) of Sorong Regency. Aptitude and attitude are important factors for the performance of medical personnel in providing services to the patients. Exposure to patients with complex and persistent problems is believed to cause burnout in medical personnel. Burnout rates will be related to work performance in medical personnel. The purpose of writing this article is to build hypotheses that are useful for future research. This article reviews variables that affect burnout rates and work performance. The result of this library research article is that aptitude and attitude factors affect burnout rates and the work performance of medical personnel.

**Keyword:** Work Performance, Burnout rates, Aptitude and Attitude

## INTRODUCTION

### Background

Hospitals are an example of organization. Hospitals as an organization, must have a vision, mission and value as a guide to the direction of movement of the organization and its members. Medical personnel are important human resource (HR) for hospitals. Human resources management in the form of medical personnel is an important factor in carrying out public health service activities in hospitals.

Medical personnel, as special human resources in the hospital, have different work aptitude and attitudes that cause different work performance between one medical officer and another. Work performance is an employee work result, in quality and quantity, achieved by an employee in carrying out his duties in accordance with the responsibilities given to them (Mangkunegara in Juniarta et al., 2017). In carrying out their duties continuously, especially in the era of the COVID-19 pandemic, medical personnel can experience burnouts that can have an impact on the work performance of medical personnel. The declining work performance of medical personnel is feared to reduce the quality of service to the patients.

Based on empirical experience, especially during this pandemic, no one cares about the burnout rate and work performance in medical personnels. How many people experience burnout conditions, how they work, and whether different work abilities (aptitude) and work

attitudes (aptitudes) affect the level of burnout and work performance? Many factors affect the burnout rate and work performance of medical personnel, some of which can be due to the work ability (aptitude) and work attitude (attitude). This article tries to find out if there is influence of aptitude and attitude on burnout rates and their impact on work performance (A Study of Human Resource Management Literature).

### Formulation of the Problem

Based on the background, it can be formulated the problems that will be discussed to build hypotheses for further research, namely:

- 1) Does aptitude (work ability) affect burnout rates?
- 2) Does attitude (work attitude) affect burnout rates?
- 3) Does aptitude (work ability) affect work performance?
- 4) Does attitude (work attitude) affect work performance?
- 5) Does the burnout rate affect work performance?

## LITERATURE REVIEW

### *Burn-out*

According to World Health Organization (WHO), burn-out is included in the 11th Revision of the International Classification of Diseases (ICD-11) as an occupational phenomenon. It is not classified as a medical condition. It is described in the chapter: 'Factors influencing health status or contact with health services' – which includes reasons for which people contact health services but that are not classed as illnesses or health conditions. Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. (WHO, 2019). Burnout was first introduced by Bradley in 1969, but Herbert Freudenberger is considered the inventor and initiator of the term. Burnout is not just a fatigue, but the combination of physical signs (feeling tired, prone to headaches and gastrointestinal disorders) and behavioral changes (irritable and frustrating) to the work environment, which is precisely experienced by many dedicated and committed workers (Freudenberger, 1974).

*Burn-out* characterized by three dimensions: (1) feelings of energy depletion or exhaustion; (2) increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and (3) reduced professional efficacy. (WHO, 2019).

Burnout indicator consists of four things, namely physical Exhaustion, emotional exhaustion, mental exhaustion (depersonalization) and diminished personal accomplishment (Baron & Greenberg, 2003), the description is as follows :

#### **a) Physical Exhaustion**

Physical complaints such as headaches, nausea / indigestion, insomnia, and experiencing changes in appetite that are expressed with less passion at work, feeling pain, but in fact there is no physical disturbance (Baron & Greenberg 2003).

#### **b) Emotional Exhaustion**

Indicator of burnout conditions, in the form of feelings, as a result of excessive psychoemotional demands that are characterized by loss of feelings and attention, trust, interest and spirit (Pines & Aronson, 1989). People like this are no longer able to meet the work demands.

#### **c) Mental Exhaustion (*Depersonalization*)**

A developmental form of cynical attitude towards career, and their work performance (Cordes & Dougherty, 1993; and Maslach, 2001). A person who experiences depersonalization problems feels that none of the activities are valuable or meaningful. they behave ignorantly, cynically, callously and pay no attention to the interests of others.

Excessive workload can be one of the factors that has an impact on the onset of burnout (Schaufeli, Maslach & Marek, 1993).

**d) *Diminished personal accomplishment***

Indicators of lack of self-actualization, low work motivation and decreased self-confidence. This condition often seen in the tendency of low achievement. (Cordes & Dougherty, 1993; dan Maslach, 2001).

Measurements of burnout rates using the Maslach Burnout Inventory (MBI) were created by Maslach and Jackson in 1981, and used as burnout gauges for people working in social services so called the MBI-Human Services Survey (MBI-HSS). (Maslach et al., 1997). Research on burnout rates, especially in hospital medical workers, has been researched by many previous researchers, including (Cam, 2001); (Choi and Han, 2013), (Choy and Wong, 2017).

**Work Performance**

Work performance is the result of work that achieved by an individual who is tailored to the individual's role or task in a company at a certain period, which is associated with a certain measure of value or standard of the company in which the individual works. (Hakim In: Darsana et al., 2021). According to Singh et al. In: Darsana et al. (2021), stated that work performance is the result of work done by employees in accordance with the goals to be achieved in his work.

Work performance is the result of work achieved by a person in carrying out the tasks assigned to him based on proficiency, experience, sincerity and time (Nawawi in Darsana et al., 2021). Work performance indicators include quantity of work, quality of work, timeliness, effectiveness, and independence (Robbins in Darsana et al. 2021).

Dimensions of Work Performance According to Mondy et al. in Darsana et al. (2021) are: Quantity of work is related to the volume of work that an employee can do; Quality of work is related to the accuracy of the results of work; Inisiatif is related to the desire to be advanced, independent, and full of responsibility for his work; Adaptability is related to the ability of employees to respond and adjust to the changing circumstances; Cooperation is related to the ability and willingness to cooperate with leaders and colleagues.

Flippo in Darsana et al. (2021) states that there are four aspects of the dimensions of work performance: Quality of work is the quality of work results that are measured by thoroughness, accuracy, skills, neatness and at least errors in carrying out work; Quantity of work is the quantity of work results that are measured based on the speed and volume of work produced; Dependability is related to the compliance with instructions, work initiatives and the habit of maintaining work safety; Attitude is related to the positive attitude of employees towards institutions and their work, and able and willing to cooperate with fellow colleagues.

This work performance has been researched by many previous researchers including (Chauhan et al., 2019), (Aima et al., 2017), (Ridwan et al, 2020), (Marjaya & Pasaribu, 2019), (Elizar & Tanjung, 2018).

***Aptitude***

One of the determinants of a person's behavior in an organization can be seen from Aptitude. Or it can be called self-ability or skill. Aptitude is a person's ability to do a variety of jobs. Aptitude needs to be understood carefully, in addition to understanding the characteristics of the person, also to optimize the work performance of the individual. (Sobirin, 2021).

Aptitude is something more complex than just tests or potential tests. Aptitude is a person's sensation of a mutual relationship between people with certain situations and

conformity between people and certain situations. A more modern interpretation emphasizes an individual's ability to learn and a combination of cognitive, affective and conative. (Snow, 1992). Aptitude is broader than ability or skill. Aptitude is a condition or set of characteristics that is considered such as a sign of an individual's ability to master some (usually specialized) knowledge, skill or set of responses such as the ability to speak a language, the ability to create music and others. (Bingham, 1937).

In general, a person's self-ability is grouped into two, mental or cognitive ability and physical ability. (Sobirin, 2021).

a) *Cognitive Intelligence (IQ)*

A person's ability to think, put forward reasons, and make decisions. It can be measured by measuring instruments in the form of IQ tests. The dimensions of this cognitive ability include: verbal ability, ability to give consideration, ability to see relationships, spatial ability, numerical ability, deductive ability, ability to remember, ability to make perceptions.

b) *Emotional Intelligence (EQ)*

A set of self-abilities relating to the side of human life that touches emotions or feelings. Its components include: (1) the ability to acknowledge and regulate one's own emotions (the higher the EQ, the more able to acknowledge the emotions so that they can control them), Seperangkat kemampuan diri yang berkaitan dengan sisi kehidupan manusia yang menyentuh emosi atau perasaan. (2) the ability to acknowledge and influence the emotions of others (the higher the EQ, the more able to measure the interests of others), (3) Self-motivation (the higher the EQ, the more able to motivate themselves, keep themselves from giving up easily), (4) Able to build and maintain long-term relationships with others. EQ itself can be measured and although the concept is a little new but very meaningful for the life of the organization.

c) *Physical Ability*

Divided into two, namely motor skills and physical abilities. Motor skills is ability to manipulate objects around him, while physical ability is related to fitness or physical strength.

Some types of tests to measure person's aptitude for example: Thurston's S.R: Primary mental ability test based on Thurston's theory consisting of 7 types of primary abilities.; Differential Aptitude Tests (DAT), created by Drs Benette, Seashore and Wesman. Consists of 8 tests in the form of verbal reasoning, numerical ability, abstract reasoning, space relations, mechanical reasoning, clerical speed, accuracy and language usage; *Minnesota Mechanical Aptitude Test*, used to measure a person's mechanical abilities. *Aptitude* has been researched by many previous researchers including: (Riyanto et al., 2017), (Mayberry and Carey, 1997), (Kell et al., 2014).

### **Attitude (Work Attitude)**

*Work Attitude* is a hypothetical concept, because in real terms it cannot be seen with the eyes, cannot be touched, or felt physically. To understand a person's attitude is to define or interpret what the person is doing or saying. (Sobirin, 2021). Attitudes can also be interpreted as a reaction that are still closed, cannot be seen directly, can only be interpreted on behavior that appears to be. (Notoatmojo, 2005). In contemporary social psychology, attitude is defined as a continuous and general evaluation of an object or concept in the valence dimension (negative – positive). This evaluation can be attached to everything that is virtual including people, social groups, physical objects, behavior and also abstract concepts. (Fabringar et al. 2018).

Attitude can be interpreted as a person's nature to react to something pleasant or unpleasant to objects, behaviors, people, institutions or an event. Attitude itself has three

main aspects. First, the cognitive aspect. This aspect will determine a person to think and cultivate experiences or beliefs. Second, the affective aspect. Affective aspects are aspects that are related to certain feelings. This affective aspect is what will affect a person in acting in the work environment. Third, the conative aspect, that emphasizes the tendency process or tendency to do something. (Ajzen, 1993), (Sobirin, 2021).

Job attitudes are evaluations of a job that shows a person's feelings for the job, his beliefs and attachment to the job. It contains cognitive components as well as affective. (Schleicher et al in Sharma, 2016). The dimension of work attitude consists of three forms of work attitude, which are believed to affect job performance, namely job satisfaction, organizational commitment and job involvement. (Sobirin, 2021).

a) Job Satisfaction

Job satisfaction is a combination of psychological, physiological and environmental conditions that cause a person to honestly say that he is very satisfied with his work (Hoppock in Aziri, 2011). According to this approach, although job satisfaction is influenced by external factors, it still depends on the internal factors of the individual concerned related to how an employee feels. Kepuasan kerja dan performa kerja merupakan dua hal yang saling mempengaruhi, tetapi pada beberapa kasus, performa kerja yang tinggi tidak selalu menyebabkan kepuasan kerja yang tinggi dan sebaliknya kepuasan kerja yang tinggi tidak serta merta menyebabkan performa kerja yang tinggi pula. Idealnya adalah kepuasan kerja yang tinggi diikuti oleh kepuasan kerja yang tinggi. Job satisfaction and job performance are two variables that affect each other, but in some cases, high job performance does not always lead to high job satisfaction and high job satisfaction does not necessarily lead to high job performance as well. Ideally, high job satisfaction is followed by high job performance. Therefore, various studies are carried out to create these ideal conditions. Usually taken measurement of job satisfaction levels by using surveys such as job satisfaction index. (Sobirin, 2021)

b) Organizational Commitment

Organizational commitment is personal values that are sometimes referred to as a loyalty or commitment to the company, there are three important characteristics: a very strong belief in the values and goals of the organization, a harder effort for the organization's goals, and a strong desire to remain part of the organization. (Sobirin, 2021)

c) Job Involvement

The degree of desire to work of an employee in an organization or company. The higher the degree of desire to work hard, the more involved the worker, the lower his desire to work hard, the less involved in the organization. (Sharma, 2016)

*Job Attitude* or work attitude has been researched by many previous researchers including (Afuan, 2021).

**Table 1: Previous Research**

No	Author (year)	The Results of previous research	Similarity to this article	Difference with this article
1	Kristiani (2015)	Resilience affects burnout rate (the higher the resilience, the lower the burnout rate and preferably)	<i>Resilience (Aptitude) affects burnout rates</i>	<i>Aptitude and Attitude affect burnout rates &amp; work performance</i>
2	Laleh and Kafipour (2018)	There is a negative relationship between Emotional Intelligence (EI) and burnout. But there is a significantly positive relationship between EI and the abundance of burnout and self-esteem.	Emotional Intelligence (part of Aptitude) affects burnout rates	Aptitude and Attitude affect burnout rates & work performance
3	Gong et al. (2019)	There is a significant influence of Emotional Intelligence (EI) factors on burnout rates and work	Emotional Intelligence (part of Aptitude) affects	Emotional intelligence affects burnout rates and job satisfaction with



		performance.	burnout rates and work performance	psychological capital as a mediator variable.
4	Zang and Feng (2011)	The work attitude component in the form of job satisfaction has two influences both directly and indirectly on the variable of moving work through occupational burnout as a mediator.	Work attitudes have an influence on burnout, either directly or indirectly or affecting each other.	Work attitude (job satisfaction) affects the variable of moving work, through occupational burnout variables
5	Escriba-Aguir et al. (2008)	The psychosocial environment of work and job satisfaction has a negative effect on burnout syndrome, especially emotional fatigue and depersonalization.	Job attitude (job satisfaction, commitment and job engagement) has an influence on burnout	Psychosocial environment of work and job satisfaction affects burnout syndrome
6	Wu et al. (2020)	Job stress, social support and job satisfaction are the main predictors of job burnout.	There is an effect of job satisfaction on burnout	Strong relationship between job stress and burnout with mediation factors in the form of job satisfaction and social support
7	Lona et al. (2020)	Emotional intelligence has a positive and significant influence on work performance, Intellectual Intelligence has a positive but insignificant influence on work performance, spiritual intelligence has a positive and significant impact on work performance.	Work ability (IQ, EQ) has an influence on work performance	IQ, EQ and spiritual intelligence affect work performance
8	Ataunur& Ariyanto (2015)	Competence and training have a positive and significant influence on work performance.	Ability (competence) affects work performance	Competence and training affect performance
9	Ariyanto & Agustina (2020)	Emotional intelligence, intellectual intelligence and work motivation have a significant influence on work performance both partially and as a whole.	Aptitude (Emotional intelligence, intellectual intelligence affects work performance)	Emotional intelligence, intellectual intelligence and motivation affect work performance
10	Rahman& Kodikal (2017)	Work attitude (Job satisfaction, Commitment, Organizational leadership and Job involvement) has a significant influence on work performance in the Health sector.	Work attitude affects work performance	Work ability and work attitude affect burnout rates and work performance
11	Yadav (2022)	All variables of work attitude (Attitude, job satisfaction, job commitment, training and motivation) have a positive influence on employee work performance positively affecting the performance of the employees	Work attitude affects work performance	Work ability and work attitude affect burnout rates and work performance
12	Wahyudi & Tupti (2019)	Organizational culture, motivation and job satisfaction have a positive and significant effect on employee performance.	Job Attitude (job satisfaction) affects job performance	Not only the dimensions of work attitude but also organizational culture and work motivation affect work performance.
13	Zaid (2019)	Burnout dimensions in the form of Emotional exhaustion, depersonalization, personal	Job burnout affects work performance	Aptitude and Attitude affect work performance

		accomplishment have a significant influence on work performance.		
14	Tourigny et al. (2013)	Emotional exhaustion has a negative influence on work performance, a positive influence on the intention of employees to leave work, and there is an influence on OCB (Organizational Citizenship Behaviour), mediated by organizational commitment variables.	Job burnout (one of its dimensions: Emotional exhaustion) affects work performance	Emotional exhaustion not only affects work performance but also on Turnover intention and OCB
15	Asi (2013)	Organizational climate and burnout affect performance	Burnout rate affects work performance	Organizational climate positively affects burnout, burnout negatively affects work performance

## RESEARCH METHOD

The writing method of this scientific articles uses qualitative methods and literature studies reviewing the theory and relationships or influences between variables from books and journals both offline in libraries and online sourced from Mendeley, Google Scholar and other online media. Literature studies should be used consistently in qualitative research, accompanied by methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. (Ali & Limakrisna, 2013).

## FINDINGS AND DISCUSSION

Based on the study of relevant previous theories and research, the discussion of this literature review article in the concentration of Human Resource Management is:

### The Effect of Aptitude on Burnout Rates

Aptitude is broader than ability and skill. Aptitude is a condition or set of characteristics that is considered like a sign of an individual's ability to master some (usually specialized) knowledge, skill or a certain set of responses (Bingham, 1937). Resilience, can be part of aptitude, is the ability of individuals to prevent, minimize, and overcome all the negative impacts of bad things that occur in him. (Kristiani, 2015).

Aptitude affects the Burnout rate, where resilience which is part of the ability / aptitude affects the burnout rate, where the higher a person's resilience, the lower the burnout rate, and vice versa the lower the resilience in the individual, the higher the burnout rate. (Kristiani, 2015).

To reduce the burnout rate in workers, by paying attention to aptitude, especially aspects of emotional intelligence (EI) and aspects of burnout itself in workers, then what must be done by management is to be able to explore work-related problems experienced by workers and be able to communicate them well so as to increase job satisfaction and reduce burnout (Laleh and Kafipour, 2018).

The ability in the form of emotional intelligence possessed by workers affects burnout levels and work performance, if managers are able to improve EI capabilities and mediation factors in the form of psychological capital in employees, then burnout rates can be lowered and work performance can increase. (Gong et al., 2019).

Ability or aptitude affects burnout levels in line with research conducted by: (Tasliyan et al. 2014), (Soto- Rubio et al. 2020), (Aslan and Ozata, 2008).

### The Effect of Job Attitude on Burnout Rate

Job attitudes affect the burnout rate, where dimensions of job attitudes (job satisfaction) affect the dimensions of burnout (Emotional exhaustion). Job satisfaction has

two effects, a significant direct effect ( $p < 0.01$ ) and an indirect effect ( $p < 0.01$ ) through occupational burnout as a cause of employees leaving their jobs. Job satisfaction affects the occurrence of burnout in employees, while burnout also causes employees to leave their jobs (Zang & Feng, 2011).

To reduce the burnout rate is by paying attention to the aspects of work attitudes in the form of job satisfaction (Job satisfaction). Then what must be done by the management is to find the source of problems that cause the decline in job satisfaction. In this study, job burnout in the form of emotional exhaustion and depersonalization occurred in many medical personnel due to overloaded work and overtime, often exposed to the handling of severe diseases and people who died, and reduced time for the family led to a decrease in job satisfaction in the form of dissatisfaction with professional performance and dissatisfaction with relationships with patients and with families. Therefore, it is necessary to arrange a good work schedule so that there is no overload of work and medical personnel get enough time to gather with family, as well as the implementation of certain trainings to reduce dissatisfaction with professional performance. (Escriba-Aguir et al., 2008).

Job satisfaction, job stress and social support from the work environment are the main predictors of job burnout in employees. Social support and job satisfaction have a negative relationship to the burnout dimensions of emotional exhaustion and cynicism. The most important factor for burnout is work stress. Furthermore, this study shows that job stress has an indirect effect on burnout through job satisfaction. Stress due to work results in negative work attitudes and behavior from employees, which is the impact of dissatisfaction with the work that eventually if continuously occurs without any completion causes job burnout in employees. (Wu et al., 2020).

Job attitudes, especially job satisfaction, affect burnout rates, this is in line with research conducted by: (Cam, 2001); (Choi and Han, 2013), (Choy and Wong, 2017), (Prag, 2003) and Yang et al., 2017).

### **The Effect of Work Ability on Work Performance**

Aptitude or work ability affects work performance, where the dimensions or indicators of aptitude (emotional intelligence, intellectual intelligence and spiritual intelligence) affect the dimensions or indicators of work performance. Emotional intelligence has a positive and significant influence on work performance, intellectual intelligence has a positive but insignificant influence on work performance, spiritual intelligence has a positive and significant impact on work performance (Lona et al. 2020) dimana emotional intelligence mempunyai pengaruh yang positif dan signifikan terhadap performa kerja, intellectual intelligence mempunyai pengaruh positif tetapi tidak signifikan terhadap performa kerja, spiritual intelligence mempunyai pengaruh positif dan signifikan terhadap performa kerja (Lona et al. 2020)

Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job (Wibowo in Ataunur & Ariyanto, 2015). Therefore, to improve work performance by paying attention to aspects of aptitude / ability, what must be done by management is to improve competence and training of employees (problem solving and decision making) where competence and training have a positive and significant influence on work performance. (Ataunur & Ariyanto, 2015)

Aptitude affects work performance. If aptitude or work ability is perceived well then work performance will also be good. The better the ability to work well in the form of emotional ability, intellectual ability and also work motivation, the better the performance of work. (Ariyanto & Agustina, 2020)

Aptitude or ability to affect work performance, this is in line with research conducted by: (Damanik, 2018), (Nguyen, 2019), (Kuryanto&Syafudin, 2008) and (Baroroh, 2013).



**The Effect of Work Attitude on Work Performance.**

Work performance in the organization is one of the important aspects to maintain, especially in this competitive era. Organizations including hospitals are obliged to prepare their staff to be able to achieve organizational goals.

Work attitudes affect work performance in organizations, where the dimensions or indicators of work attitudes (Job satisfaction, Commitment, Organizational leadership and Job involvement) have a significant influence on work performance in the health sector, leading to increased work productivity (Rahman & Kodikal, 2017)

To improve work performance by paying attention to work attitudes, then what must be done by the management is to pay attention to the work commitment and worker motivation, where both variables have a very significant influence on work performance. Managers must be able to regulate payment-based work performance for workers, provide training regularly, arrange job designs appropriately to improve employee performance levels. Organizations must also be able to appreciate experience and length of work for example by providing experience-based salaries / working periods, promotions based on working periods so that they can increase work commitment and work performance. (Yadav, 2022).

In addition to work attitudes, organizational culture and employee commitment also have a significant influence on employee work performance. This means that if the organizational culture, motivation and job satisfaction (which is one of the dimensions of work attitude) are improved together, the performance of employees will also increase. (Wahyudi and Tupti, 2019)

The influence of work attitudes on work performance is also in line with research conducted by: (Hettiararchchi & Jayarathna, 2014), (Shahab & Nisa, 2014), (Hayati & Chaniago, 2014).

**The Effect of Burnout Rate on Work Performance.**

Burnout levels affect work performance, where burnout dimensions or indicators (Emotional exhaustion, depersonalization, personal accomplishment) affect the work platform. Emotional exhaustion and personal accomplishment are important factors and have a significant influence on the occurrence of burnout in staff, while depersonalization does not have a significant influence (Zaid, 2019).

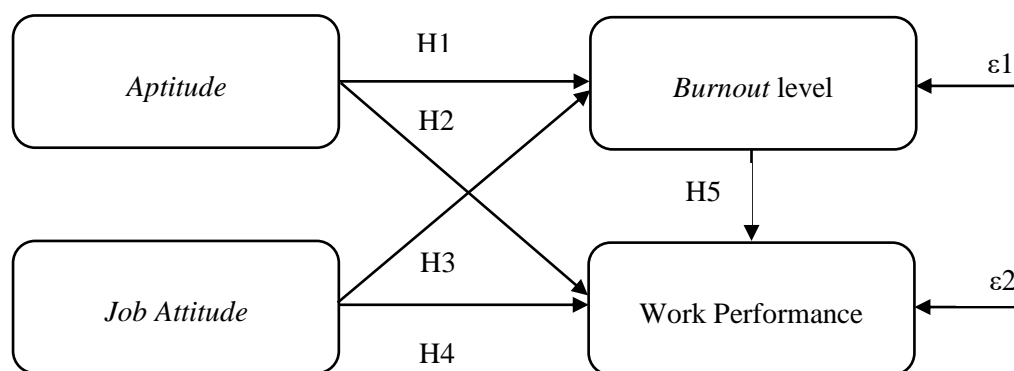
To improve work performance by paying attention to the dimensions of burnout (emotional exhaustion), then what must be done by the management is to pay attention to factors that can cause emotional exhaustion in employees. The possibilities for frustration at work also need to be assessed regularly. (Tourigny et al., 2013)

Burnout rate has a significant negative influence on work performance, if the lower the burnout rate experienced, it will improve work performance and vice versa. In addition to work performance, the organizational climate also has a positive significant influence both directly and indirectly (through a significant influence on burnout) on nurse performance. (Asi, 2013).

Burnout rates affect work performance, this is in line with research conducted by: (Khdour et al., 2015), (Gorji, 2011) and (Parashakti & Ekhsan, 2022).

**Conceptual Framework**

Based on the formulation of problems, theoretical studies, relevant previous research and discussion of influences between variables, then the conceptual framework of this article as below:



**Picture 1: Conceptual Framework**

Based on the conceptual framework image above, then: aptitude (work ability) and attitude (work attitude) affect burnout rates and work performance both directly and indirectly.

Aside from aptitude and attitude variables that affect burnout rates and work performance, there are many other variables that affect it, including variables:

- 1) Motivation: (Aima et al., 2017), (Ariyanto & Agustina, 2020), (Damanik, 2018), (Chauhan et al., 2019), (Hayati & Chaniago, 2018).
- 2) Leadership: (Rahman&Kodikal, 2017), (Chauhan et al., 2019), (Juniartha et al., 2017), (Marjaya & Pasaribu, 2019), (Shahab & Nissa, 2014).
- 3) *Organizational Citizenship Behaviour* (OCB): (Darsana & Koerniawati, 2021), (Juniartha et al., 2017), (Ridwan et al., 2020)

## CONCLUSIONS AND SUGGESTIONS

### Conclusions

Based on theory, relevant articles and discussions above, can be formulated hypotheses for further research: Aptitude affects burnout rates; Attitude affects burnout rate; Aptitude affects Work Performance; Attitude affects Work Performance; Burnout rate affects Work Performance.

### Suggestion

Based on the conclusion above, the advice in this article is that there are many other factors that affect Burnout Rate and Work Performance, apart from Burnout Rate and Work Performance at all types and levels of organizations or companies, therefore further studies are needed to look for other factors that can affect Burnout Rate and Work Performance, in addition to those researched on this arikel such as: Motivation, Leadership, *Organizational Citizenship Behaviour* (OCB), work Environment and *Social Support*.

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