

The Influence of Organizational Culture and Burnout in Improving Employee Performance at the Syaamil Group

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Abstract

The competitive business environment necessitates organizations to optimize employee performance as a key driver of success. This study examines the influence of organizational culture and burnout on employee performance at Syaamil Group, a company grounded in Islamic values. Organizational culture, represented by the MIRACLE framework, serves as a cornerstone for fostering employee engagement and alignment with corporate goals. Conversely, burnout, characterized by emotional exhaustion, depersonalization, and inefficacy, has emerged as a critical factor undermining productivity. This research uses a quantitative approach, utilizing a survey method with 200 employees determined based on the Slovin sample formula. Structural Equation Modeling-Partial Least Squares (SEM-PLS) was applied to analyze the relationships between organizational culture, burnout, and employee performance. Results indicate that organizational culture positively and significantly influences employee performance, while burnout exerts a negative and significant impact. These findings highlight the importance of maintaining a robust organizational culture to mitigate the adverse effects of burnout and enhance overall performance. This study provides actionable insights for organizational leaders seeking to balance cultural reinforcement and employee well-being, offering a pathway to sustained productivity and resilience in competitive markets.

Keywords: Organizational Culture, Burnout, Employee Performance



INTRODUCTION

Employee performance is a fundamental pillar of organizational success, encompassing dimensions such as quality, quantity, timeliness, and independence in task execution (Tamsah, 2022). The decline in performance metrics at Syaamil Group highlights critical challenges in achieving organizational goals. Specifically, the proportion of employees rated as "Very Good" or "Good" declined from 85% in 2020 to 53% in 2023, while those in lower performance categories rose significantly. This alarming trend suggests underlying organizational issues, potentially linked to inconsistencies in implementing core values and the impact of workplace stressors like burnout (Aghniya & Aulia, 2022). Given the complex interplay between these factors, examining their combined effect is crucial for developing effective strategies to enhance employee performance.

A robust organizational culture is widely acknowledged as a driver of high performance. Defined by shared values, beliefs, and norms, it influences employee behavior and aligns individual efforts with organizational objectives (Robbins & Judge, 2024). At Syaamil Group, the MIRACLE values—focusing on morality, innovation, respect, and accountability—serve as the foundation of its culture. However, the implementation of these values has fluctuated, with "Good" or "Very Good" ratings declining from 73% in 2021 to 66% in 2023. Such variability can undermine employee alignment with organizational goals, further exacerbating performance issues (Abimanyu, 2024). An organization must have cultural values, so that organizational culture can have certain characteristics that differentiate it from other organizations (Indiyati, 2018).

Burnout has emerged as a significant factor negatively impacting employee performance. Characterized by emotional exhaustion, depersonalization, and inefficacy, burnout often results from chronic workplace stress and poor organizational conditions (Maslach & Leiter, 2022). In Syaamil Group, burnout-related incidents, such as rising absenteeism, frequent health consultations, and lower productivity levels, have become increasingly evident. Employees facing burnout exhibit reduced focus, disengagement, and diminished motivation, leading to poorer overall organizational outcomes (Hayati & Fitria, 2018). These issues not only affect individual performance but also ripple through teams, weakening the organization's collective output. burnout, fostering resilience and engagement among employees (Cameron & Quinn, 2011). However, a toxic or inconsistent culture can exacerbate stress, leaving employees more vulnerable to burnout and its adverse effects. While prior studies establish individual impacts of organizational culture and burnout, there is limited exploration of how these two elements interact within

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specific corporate contexts, especially in companies like Syaamil Group. Understanding this dynamic is critical for addressing performance challenges and optimizing human resource strategies.

This research aims to bridge these gaps by investigating the influence of organizational culture and burnout on employee performance at Syaamil Group. Specifically, the study seeks to evaluate how well the MIRACLE values are embedded in daily operations and their role in mitigating burnout's impact. It also examines the extent to which burnout affects employee engagement and output, ultimately shaping overall performance. By addressing these objectives, the study contributes to the development of targeted solutions for improving organizational performance and employee well-being.

LITERATURE REVIEW

Influence Of Organizational Culture On Employee Performance

Organizational culture serves as a guiding framework that influences employee behavior, decision-making, and overall performance. A well-established culture aligns employees with organizational goals, fostering collaboration, innovation, and accountability (Robbins & Judge, 2024). Theoretical frameworks emphasize that culture is not merely a static set of values but a dynamic process that evolves with employee engagement and external challenges. Organizations with a clearly defined culture often exhibit stronger adaptability and resilience in achieving operational success (Indiyati et al., 2021).

The dimensions of organizational culture—such as customer orientation, employee retention, and commitment to change—are instrumental in determining performance outcomes (Pathiranage, 2019). For instance, customer orientation ensures employees prioritize client needs, while retention strategies reduce turnover by fostering employee loyalty. Furthermore, a culture that embraces change encourages innovation and responsiveness to market dynamics. These factors collectively contribute to higher employee engagement and improved productivity.

Research has consistently shown that a strong organizational culture positively correlates with performance. Employees who perceive their organization's culture as supportive are more likely to exhibit higher levels of motivation and task commitment (Rivai, 2020). This is particularly relevant in competitive industries where alignment between cultural values and strategic goals can significantly enhance organizational outcomes.



Influence Of Burnout On Employee Performance

Burnout is a psychological syndrome characterized by emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment, often arising from chronic workplace stress (Maslach & Leiter, 2022). This condition negatively affects an individual's capacity to perform tasks effectively, eroding both cognitive and emotional resources. The symptoms of burnout manifest in reduced energy levels, strained interpersonal relationships, and a lack of motivation, all of which are critical for maintaining optimal performance.

Emotional exhaustion, a primary dimension of burnout, drains employees' mental and physical resources, leading to reduced focus and efficiency in task execution. Depersonalization fosters a detached and indifferent attitude toward colleagues and organizational goals, often resulting in impaired collaboration and team dynamics. Furthermore, the perception of inefficacy reduces employees' confidence in their abilities, discouraging efforts to achieve high performance standards (Maslach & Leiter, 2022). Together, these dimensions create a compounded negative effect on organizational outcomes, as disengaged employees struggle to meet expectations and maintain productivity (Zulfa & Safitri, 2022).

The impact of burnout extends beyond individual performance, affecting overall organizational efficiency. High levels of burnout correlate with increased absenteeism, higher turnover rates, and diminished employee morale, disrupting workplace harmony and operational continuity. Addressing burnout requires comprehensive strategies that focus on job design, leadership support, and fostering a positive work environment to mitigate stressors. Organizations that prioritize employee well-being not only improve individual performance but also bolster team cohesion and long-term resilience (Cameron & Quinn, 2011).

METHODOLOGY

This study employs a quantitative research design with a causal approach to analyze the relationships between organizational culture, burnout, and employee performance at Syaamil Group. The research is cross-sectional, capturing data at a single point in time to provide a snapshot of these dynamics. The use of a survey method, specifically a structured questionnaire, ensures a systematic collection of data from a representative sample of employees. The questionnaire incorporates closed-ended questions using a 5-point Likert scale, allowing for consistent and quantifiable responses.



The population of this study comprises 397 employees of Syaamil Group, from which a sample of 200 respondents was selected using simple random sampling, ensuring equal probability for all employees to participate. The sample size was determined using the Slovin formula with a margin of error of 5%, ensuring statistical reliability. The study focuses on three key variables: (1) organizational culture, measured through dimensions such as customer orientation and commitment to change (Pathiranage, 2019); (2) burnout, assessed using emotional exhaustion, depersonalization, and inefficacy (Maslach & Leiter, 2022); and (3) employee performance, evaluated through task execution, collaboration, and dedication (Pattnaik & Pattnaik, 2020).

Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM- PLS), a robust statistical tool suitable for testing complex relationships between latent variables. The analysis included two stages: (1) evaluation of the outer model to ensure the validity and reliability of measurement constructs, using metrics such as Cronbach's alpha and Average Variance Extracted (AVE); and (2) assessment of the inner model to test hypotheses and examine the structural relationships among variables. The data were processed using SmartPLS software, ensuring precision and replicability of findings. This methodological framework provides a solid foundation for deriving actionable insights and advancing theoretical understanding of the interplay between organizational culture, burnout, and employee performance.

RESULTS AN DISCUSSION RESULTS

Evaluation of Measurement Model (Outer Model)

Discriminant Validity

Discriminant validity test can be seen from the Average Variance Extracted or can be short as AVE. According to the AVE theory, every construct needs to be greater than 0.50. A good model is when the AVE score is greater than $>0,50$.

Table 1: Discriminant Validity Result

Variable	Average Variance Extracted (AVE)
Organizational Culture (X1)	0.612
Burnout (X2)	0.544
Employee Performance (Y)	0.549



According to the table, it can be seen the organizational culture score is AVE 0,612, the burnout score is AVE 0,544, and the employee performance score is AVE 0,549. It can be concluded that all of the three variables' scores are AVE above 0,50, which means that the model of this research is good.

Composite Reliability

Composite reliability tests in SEM-PLS are demonstrated through Cronbach's alpha and composite reliability tests. The recommended Cronbach's alpha value is above 0.70, and the recommended composite reliability value should also be greater than 0.70.

Table 2: Composite Reliability Result

Variable	Cronbach Alpha	Composite Reliability
Organizational Culture (X1)	0.931	0.940
Burnout (X2)	0.895	0.915
Employee Performance (Y)	0.897	0.916

Based on the results, Cronbach's Alpha value for organizational culture, burnout, and employee performance are above 0,70, which indicates that the three variables meet the criteria. As well as the

composite reliability, all three variables are valued above 0,70, signifying a high level of reliability, which indicates that the study set criteria have been satisfied.

Evaluation of Structural Model (Inner Model)

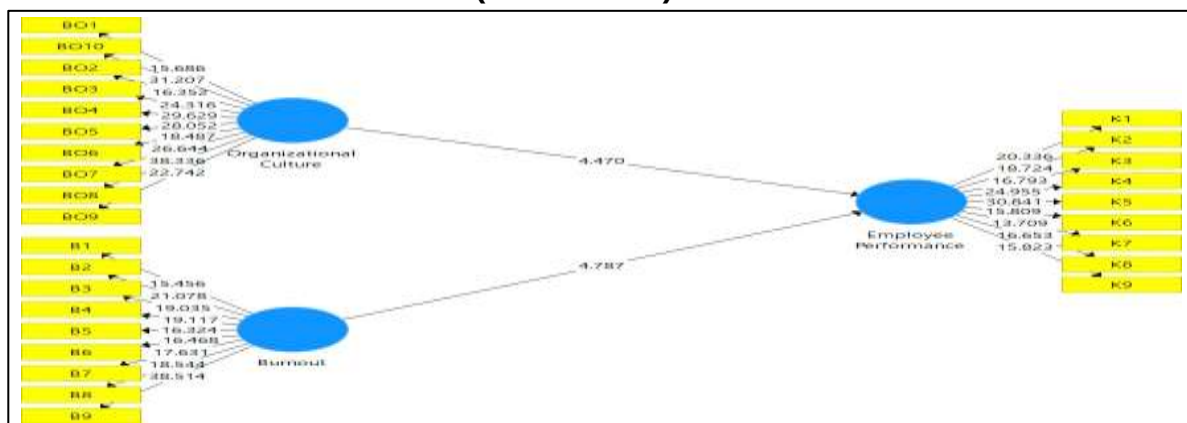


Figure 1: Inner Model

F-Square (Effect Size)

The F-Square test is conducted to determine the relative influence of independent latent variables on the dependent latent variable. According to Ghazali & Latan (2015), the criteria for measuring F-Square are as follows:

1. An f^2 value of 0.35 indicates a significant influence, where the independent latent variables have a large effect on the dependent latent variable.
2. An f^2 value of 0.15 suggests a moderate or medium influence, signifying that the independent latent variables have a moderate effect on the dependent latent variable.
3. An f^2 value of 0.02 indicates a small influence, meaning that the independent latent variables have a small effect on the dependent latent variable.

Table 3: F-Square Results

Employee Performance (Y)	
Organizational Culture (X1)	0.079
Burnout (X2)	0.101

Based on the result, it can be concluded that organizational culture has an influence of 0.079 on performance, indicating that organizational culture (X1) has a small impact on employee performance. Meanwhile, burnout has an influence of 0.101 on employee performance, which can be interpreted as burnout having a moderate impact on the performance of Syaamil Group employees.

R-Square**Table 4: R-Square Results**

Variable	R-Square
Employee Performance	0.284

The obtained value of the R-Square value obtained is 0.284. This indicates that the influence of variable X1 (organizational culture) and variable X2 (burnout) on variable Y (performance) is 28.4%, which can be interpreted as having a weak effect on performance.



DISCUSSION***The Influence of Organizational Culture on Employee Performance at Syaamil Group*****Table 5: Hypothesis Testing Results**

No.	Variable Relationship	Original Sample Estimates	T-Statistics	P-Value	Remarks
1	Organizational Culture > Employee Performance	0.285	4.552	0.000	Significant

Based on the results of the hypothesis testing, the T-Statistic value for the organizational culture variable (X1) is 4.552, which is greater than 1.960, with a significance level indicated by a P-Value below 0.05. This indicates that organizational culture has a significant influence on employee performance at Syaamil Group. According to the F-Square test results, organizational culture has an influence of 0.079 on performance, which is categorized as small. This suggests that while organizational culture contributes to employee performance at Syaamil Group, its impact is relatively minor compared to other factors. Organizational culture also has an Average Variance Extracted (AVE) value above 0.50, specifically 0.612, which is considered valid. This indicates that the higher the organizational culture, the better the employee performance. This study aligns with previous research conducted by Haryadi (2020), which found that organizational culture significantly influences employee performance. This implies that the better the organizational culture, the more it enhances employee performance (Rivai, 2020). Puspita (2020) stated that employees who align with the same organizational culture and direction can achieve organizational goals while being provided with opportunities and motivation to grow and develop within the organization. Organizational culture can shape and encourage the attitudes and behaviors of all employees, emphasizing that it has an impact on employee performance (Lau et al., 2020). Febriani & Ramli (2023) argues that employee performance, as a significant research subject, is crucial to an organization's success, especially when understanding the correlation between organizational culture and employee performance.



The Influence of Burnout on Employee Performance at Syaamil Group**Table 6: Hypothesis Testing Results**

No.	Variable Relationship	Original Sample Estimates	T-Statistics	P-Value	Remarks
1	Burnout > Employee Performance	-0.321	4.792	0.000	Significant

Based on the results of the hypothesis testing, the T-Statistic value for the burnout variable (X2) is 4.792, which is greater than 1.960, with a significance level indicated by a P-Value below 0.05. This indicates that burnout has a negative and significant influence on employee performance at Syaamil Group. According to the F-Square test results, burnout has an influence of 0.101 on performance, which is categorized as small but still significant. Burnout has an Average Variance Extracted (AVE) value above 0.50, specifically 0.549, which is considered valid. This indicates that the indicators used to measure burnout adequately explain the concept of burnout.

This study is consistent with previous research conducted by Billah (2022), which found that burnout has a significant influence on employee performance at CV. Pangan Jaya. The results demonstrate that the lower the level of burnout among employees at CV. Pangan Jaya, the higher their performance. This study's findings also align with prior research by Almaududi (2019), which stated that burnout significantly impacts employee performance. Conversely, Lisan (2021) argued that burnout does not significantly affect employee performance.

CONCLUSION

Based on the research findings, the influence of organizational culture on employee performance is positive and significant, although organizational culture has a small effect on employee performance at Syaamil Group. Based on the research findings, the influence of burnout on employee performance is negative and significant, with burnout having a moderate effect on employee performance at Syaamil Group.

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