

PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN BUDAYA KERJA TERHADAP BURNOUT MELALUI WORK LIFE BALANCE SEBAGAI VARIABEL INTERVENING: STUDI PADA TENAGA MEDIS DI RSUD TARAKAN JAKARTA PUSAT

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ABSTRAK

Penelitian ini bertujuan menganalisis pengaruh gaya kepemimpinan transformasional dan budaya kerja terhadap burnout pada tenaga medis di Divisi Pelayanan Jantung Terpadu RSUD Tarakan Jakarta Pusat, dengan work-life balance sebagai variabel intervening. Menggunakan pendekatan kuantitatif dengan rancangan cross-sectional terhadap 67 responden (dokter dan perawat), data dikumpulkan melalui kuesioner terstruktur dan dianalisis menggunakan regresi linier berganda serta uji mediasi Sobel. Hasil menunjukkan bahwa: (1) gaya kepemimpinan transformasional dan budaya kerja masing-masing berpengaruh negatif signifikan terhadap burnout dan positif signifikan terhadap work-life balance; (2) work-life balance berpengaruh negatif signifikan terhadap burnout dan secara signifikan memediasi hubungan antara (a) gaya kepemimpinan transformasional → burnout dan (b) budaya kerja → burnout; (3) secara simultan, ketiga variabel mampu menjelaskan 78,1% variasi burnout ($R^2 = 0,781$). Temuan ini mendukung Job Demands–Resources Theory dan memberikan implikasi praktis bagi manajemen rumah sakit untuk merancang kebijakan SDM yang berbasis kesejahteraan psikologis. **Kata kunci:** Gaya Kepemimpinan Transformasional, Budaya Kerja, Work Life Balance, Burnout.

PENDAHULUAN

Tenaga medis di rumah sakit, khususnya di unit layanan intensif seperti Pelayanan Jantung Terpadu, menghadapi beban kerja tinggi, tekanan emosional, dan tanggung jawab besar yang berpotensi memicu burnout. Fenomena ini bukan hanya masalah pribadi, tetapi cerminan disfungsi sistemik dalam pengelolaan sumber daya manusia (Maslach & Leiter, 2022). Di RSUD Tarakan Jakarta Pusat, hasil pra-survei terhadap 10 tenaga medis menunjukkan bahwa 39% mengalami kelelahan emosional, 40% depersonalisasi, dan 32% merasa pencapaian pribadinya menurun.

Dua faktor kunci yang dapat mengurangi burnout adalah gaya kepemimpinan transformasional dan budaya kerja yang suportif. Pemimpin transformasional mampu menginspirasi, memberikan otonomi, dan memperhatikan kebutuhan individu (Bass & Riggio, 2020), sedangkan budaya kerja yang inklusif dan adaptif menciptakan lingkungan psikologis yang aman (Schein, 2019). Keduanya dapat memengaruhi keseimbangan antara tuntutan pekerjaan dan kehidupan pribadi (work-life balance), yang berfungsi sebagai tameng psikologis terhadap stres kronis (Allen et al., 2021).

Penelitian ini dibangun di atas temuan bahwa burnout merupakan hasil dari ketidakseimbangan antara tuntutan pekerjaan dan sumber daya organisasi (Bakker & de Vries, 2021). Dengan latar belakang tingginya tingkat burnout di RSUD Tarakan, penelitian ini dirancang untuk menguji peran work life balance sebagai mekanisme psikososial yang menjembatani pengaruh kepemimpinan dan budaya kerja terhadap burnout.

METODE PENELITIAN

Penelitian ini menggunakan pendekatan kuantitatif dengan desain cross-sectional. Populasi adalah seluruh tenaga medis (dokter dan perawat) di Divisi Pelayanan Jantung Terpadu RSUD Tarakan Jakarta Pusat. Sampel ditentukan melalui sampling jenuh, menghasilkan 67 responden.

Data dikumpulkan melalui kuesioner tertutup berbasis skala Likert 5 poin. Instrumen

penelitian diadaptasi dari studi terdahulu dan mencakup empat variabel:

Gaya kepemimpinan transformasional (X_1 , 12 item, $\alpha = 0,894$)

Budaya kerja (X_2 , 12 item, $\alpha = 0,932$)

Work-life balance (Y , 9 item, $\alpha = 0,888$)

Burnout (Z , 9 item, $\alpha = 0,972$)

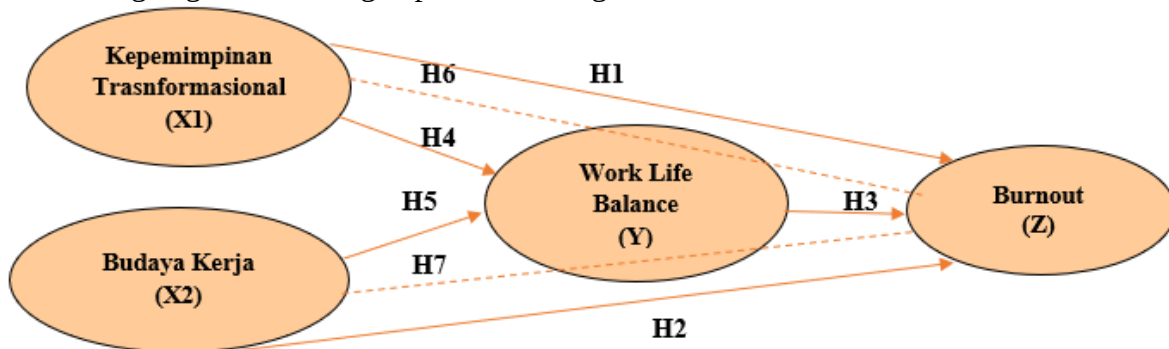
Instrumen diuji validitas (korelasi Pearson) dan reliabilitas (Cronbach's Alpha), dan semuanya dinyatakan valid dan reliabel. Analisis data dilakukan dalam dua tahap:

Regresi linier berganda untuk menguji pengaruh langsung

Uji mediasi Sobel untuk menguji peran work-life balance sebagai variabel intervening

Sebelum analisis utama, dilakukan uji asumsi klasik (normalitas, heteroskedastisitas, multikolinearitas), dan semua asumsi terpenuhi.

Dengan gambar kerangka penelitian sebagai berikut.



HASIL DAN PEMBAHASAN

Pengaruh Langsung

Berdasarkan analisis regresi:

Gaya kepemimpinan transformasional berpengaruh negatif signifikan terhadap burnout ($\beta = -0,254$; $p = 0,018$)

Budaya kerja juga berpengaruh negatif signifikan terhadap burnout ($\beta = -0,363$; $p = 0,002$)

Work life balance berpengaruh negatif signifikan terhadap burnout ($\beta = -0,329$; $p = 0,008$)

Temuan ini selaras dengan Job Demands Resources Theory (Bakker & de Vries, 2021), yang menyatakan bahwa sumber daya organisasi seperti kepemimpinan dan budaya kerja yang mendukung dapat mengurangi dampak negatif tuntutan kerja.

Peran Work Life Balance sebagai Variabel Intervening

Hasil uji Sobel menunjukkan:

Work life balance memediasi secara signifikan hubungan antara gaya kepemimpinan transformasional $\rightarrow$ burnout ($|z| > 1,96$)

Work life balance juga memediasi secara signifikan hubungan antara budaya kerja $\rightarrow$ burnout ($|z| > 1,96$)

Artinya, pemimpin yang visioner dan budaya kerja yang inklusif tidak hanya secara langsung mengurangi burnout, tetapi juga secara tidak langsung melalui peningkatan persepsi work-life balance.

Kekuatan Model

Model regresi menjelaskan 78,1% variasi burnout ($R^2 = 0,781$), menunjukkan kuatnya pengaruh kombinasi ketiga variabel. Budaya kerja memiliki pengaruh paling dominan ($\beta = -0,363$), mengindikasikan bahwa lingkungan kerja yang sehat lebih berperan dalam mencegah burnout dibandingkan faktor individu semata.

KESIMPULAN

Penelitian ini membuktikan bahwa gaya kepemimpinan transformasional dan budaya kerja secara langsung maupun tidak langsung (melalui work-life balance) mampu mengurangi burnout di kalangan tenaga medis. Work-life balance terbukti sebagai mekanisme psikososial kunci yang menjembatani praktik manajerial dan kesejahteraan individu.

Implikasi praktis bagi manajemen RSUD Tarakan meliputi:

- Pelatihan kepemimpinan transformasional bagi supervisor
- Audit dan penguatan budaya kerja berbasis psychological safety
- Penerapan kebijakan work life integration seperti jadwal shift fleksibel dan digital detox

Temuan ini memperkuat pemahaman bahwa burnout adalah indikator kegagalan sistemik organisasi, bukan kelemahan individu. Intervensi harus dilakukan pada level organisasi, bukan hanya personal.

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