

The Influence of Self-Concept on Burnout Among Employees of the Department of Population and Civil Registration in Minahasa Regency

Yesa Grasella Cyntha Ratu^a, Meike Endang Hartati^b, Veronika Juliet Kamasi^c

^{a,b,c}*Department of Education and Psychology, Manado State University*

Corresponding Author:

^a*yesagc10@gmail.com*

ABSTRACT

Burnout is a condition of prolonged stress that can reduce performance, work motivation, and quality of service, especially among individuals working in public service sectors. This condition highlights the importance of understanding internal factors that guide behavior and determine individual success, namely self-concept. This study aims to determine the effect of self-concept on burnout among employees of the Population and Civil Registration Department in Minahasa Regency. The study employed a quantitative method. The subjects were 40 employees of the Population and Civil Registration Department in Minahasa Regency, selected using a saturated sampling technique. The measurement instruments were Likert-scale questionnaires, consisting of an adopted self-concept scale with 25 valid items (reliability coefficient = 0.888) and an adapted burnout scale with 18 valid items (reliability coefficient = 0.904). The hypothesis was tested using simple linear regression analysis, resulting in the equation $Y = 59.139 - 0.345X$. The regression analysis showed a significance value of $0.000 < 0.05$, indicating that self-concept has a negative effect on burnout by 39.9%. These findings extend previous research by showing that self-concept not only correlates with burnout but also directly influences it. Furthermore, this study provides new insights into the impact of self-concept on burnout among public service employees in the civil administration sector.

Keywords : Burnout, Self-concept, Employees, Population and Civil Registration Department.

INTRODUCTION

Stress is a state of mental imbalance experienced when an individual faces situations that differ from their expectations. It is common among workers, but prolonged stress can lead to burnout. The World Health Organization (WHO), in ICD-11, defines burnout as a syndrome resulting from chronic workplace stress that has not been successfully managed. According to a 2021 survey by Indeed in the United States, 52% of employees reported experiencing burnout, with a noticeable increase compared to the previous year. This indicates that both employees and organizations need to pay attention to burnout prevention. Burnout begins with stress experienced by individuals, which then develops into a more severe condition when it persists over an extended period (Tully et al., 2022). Research by Adnyaswari & Adnyani (2017); Hidayati, (2023); Rudyanto et al., (2021)

found that burnout negatively affects performance, service quality, and work motivation. Burnout occurs when prolonged job-related stress exceeds an individual's capacity to cope, resulting in physical, mental, and emotional exhaustion. It arises from chronic mismatches between personal and workplace conditions, reflecting a gap between job demands and available psychological resources (Maslach & Leiter, 2016a). Symptoms include emotional fatigue, cynicism, and reduced personal accomplishment, often observed in public service workers due to intense interactions with colleagues, supervisors, and the public (Maslach & Leiter, 2016; Schaufeli, Maslach, & Maslach, 2017). Therefore, effective emotional regulation—rooted in self-concept—is crucial in reducing burnout risk.

According to Brooks (Diwyarthi et al., 2022), self-concept refers to one's perceptions and feelings about oneself from psychological, social, and physical perspectives. Self-concept encompasses four aspects—physical, social, moral, and psychological and plays a vital role in shaping attitudes and behaviors (Berzonsky in Noviekayati et al., 2021). Self-concept represents an individual's perception of themselves across various aspects of life, which may form a positive self-concept—characterized by the ability to cope with difficulties—or a negative self-concept, marked by feelings of inferiority (Mantouw et al., 2024). In the study by Qu et al., (2016), self-concept and employee well-being influence organizational development, highlighting its importance for both individuals and organizations. Employees in the workplace face challenges that require effective coping, where a positive self-concept enhances confidence and problem-solving, while a negative self-concept can increase anxiety and perceived threat (Hartanti, 2018). However, research examining the direct effect of self-concept on burnout among employees in the population administration sector remains limited. Therefore, investigating self-concept in this context is essential to understand its impact on employees' ability to manage work-related stress and burnout risk. The Department of Population and Civil Registration (Dukcapil) is a government agency responsible for population administration, civil registration, and managing demographic data services. Daily operations involve direct interaction with the public, requiring employees to maintain composure and professionalism. Based on the data obtained from Dukcapil and the observations conducted during the research period, the Minahasa Dukcapil office receives a high number of visitors daily, posing a considerable workload challenge. Employees must deliver optimal service to meet administrative demands, often working extra hours and handling complaints from dissatisfied citizens.

Preliminary findings were obtained from semi-formal interviews conducted during this research with two employees revealed that employees frequently face challenges from clients who lack understanding of procedures, exhibit impatience, or express excessive demands. Such interactions often trigger frustration and emotional strain, symptoms aligned with emotional exhaustion. This is consistent with Schaufeli et al., (2017), who describe burnout as a response to prolonged emotional demands, often manifested in mental and physical symptoms such as emotional depletion, fatigue, and reduced motivation, especially in service-oriented roles.

Public service employees, particularly in administrative sectors, must maintain psychological well-being since service quality depends heavily on workers' mental health. Burnout significantly impacts performance, motivation, and service quality. Understanding

self-concept can help both organizations and employees develop effective strategies to prevent and mitigate burnout.

Previous studies have extensively examined the relationship between self-concept and burnout, such as Chairani & Tatiyani (2024) and Sugiarto et al., (2020). However, research directly investigating the effect of self-concept on burnout remains limited. Moreover, studies exploring this relationship among public service employees in the population administration sector are scarce, as prior research has predominantly focused on subjects in the health and education sectors. Therefore, the novelty of this study lies in its focus on the population administration sector, aiming to fill this research gap. This study is expected to broaden theoretical understanding of the influence of self-concept on burnout and provide practical contributions for human resource management within the population administration sector, particularly at the Department of Population and Civil Registration in Minahasa Regency.

METHODS

Ethical Consideration

Prior to the commencement of the study, official approval was obtained from the relevant institution through a Research Permit Letter, and upon completion, a Research Completion Letter was issued. Participants were informed about the study's purpose and procedures via the questionnaire and had the right to refuse or withdraw participation at any time. All data were coded to maintain confidentiality and used solely for research analysis.

Data Collection

This study employs a quantitative approach using a cross-sectional design to examine the influence of self-concept on burnout. Data collection was conducted using a Likert-scale questionnaire distributed to all employees of the Department of Population and Civil Registration (Dukcapil) in Minahasa Regency. The subjects consisted of 40 employees, including both Civil Servants (PNS) and Daily Freelance Workers (THL), selected through a saturated sampling technique in which all members of the population are used as research subjects (Abdullah et al., 2022).

Research Instruments

Burnout.

The burnout variable was measured using a scale developed by (Sugiarto, 2019), which originally consisted of 22 items. After the validity test, 18 items were retained as valid, and the reliability test produced a Cronbach's Alpha value of **0.904**, indicating high reliability. The items measure aspects such as emotional exhaustion, depersonalization, and reduced personal accomplishment. Respondents rated each statement on a 4-point Likert scale ranging from 1 (*strongly disagree*) to 4 (*strongly agree*). The categorization of burnout variables was based on the hypothetical score range, defined by the theoretical minimum and maximum scores possible from the instrument (Saifuddin, 2020). This hypothetical range was divided into four intervals to form the categories very low, low, high, and very high.

Self-Concept.

The self-concept variable was assessed using a scale developed by (Widiastuti, 2017), consisting of **25 valid items** with a reliability coefficient of **0.888**. This scale measures four aspects of self-concept—physical, social, moral, and psychological dimensions—reflecting how individuals perceive and evaluate themselves in various contexts. Items were rated using a 4-point Likert scale ranging from 1 (*strongly disagree*) to 4 (*strongly agree*). The categorization of self-concept variables was based on the hypothetical score range, defined by the theoretical minimum and maximum scores possible from the instrument. This hypothetical range was divided into four intervals to form the categories very negative, negative, positive, and very positive.

Data Analysis Technique

The data analysis process included classical assumption tests, namely the Shapiro–Wilk normality test and the linearity test, to ensure data validity before hypothesis testing. The hypothesis was analyzed using simple linear regression with SPSS to determine the effect of self-concept on burnout among Dukcapil employees. The research hypotheses were formulated as follows:

Ha: There is a significant influence of self-concept on burnout among employees of the Department of Population and Civil Registration in Minahasa Regency.

Ho: There is no significant influence of self-concept on burnout among employees of the Department of Population and Civil Registration in Minahasa Regency.

RESULTS

Respondent Distribution

Based on the categorization of self-concept and burnout scores, the distribution of participants is presented in the following table.

Table 1. Percentage of Self-Concept Categories

Category	Frequency	Percentage
Very Negative	0	0%
Negative	0	0%
Positive	23	58%
Very Positive	17	43%
Total	40	100%

Of the participants, 23 (58%) were classified within the Positive self-concept category, followed by 17 participants (43%) in the Very Positive category. No participants fell into the Negative or Very Negative categories. These findings indicate that the majority of respondents exhibited a generally positive self-concept.

Table 2. Percentage of Burnout Categories

Category	Frequency	Percentage
Very Low	18	45%

Low	22	55%
High	0	0%
Very High	0	0%
Total	40	100%

Among the participants, 22 (55%) were classified in the Low burnout category, and 18 (45%) fell into the Very Low category, with no participants in the High or Very High categories. These findings indicate that the majority of respondents experienced burnout at a low level.

Classical Assumption Tests

Before testing the hypothesis, classical assumption tests were conducted, including the normality test and linearity test, as prerequisites for performing simple linear regression analysis.

Table 3. Shapiro–Wilk Normality Test Results

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Konsep_Diri	0,149	40	0,026	0,962	40	0,192
<i>Burnout</i>	0,087	40	0,200*	0,968	40	0,307

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The results of the Shapiro–Wilk normality test indicate that the data are normally distributed, with a significance value of $0.192 > 0.05$ for the self-concept variable and $0.307 > 0.05$ for the burnout variable.

Tabel 4. Linearity Test Results

ANOVA Table								
		Sum of Squares		df	Mean Square	F	Sig.	
<i>Burnout</i> *	Konsep_Diri	Between	(Combined)	513,150	21	24,436	2,207	0,047
		Linearity		284,312	1	284,312	25,684	0,000
		Deviation from Linearity		228,838	20	11,442	1,034	0,475
Within Groups				199,250	18	11,069		
Total				712,400	39			

The results of the linearity test indicate a linear relationship between the self-concept variable and the burnout variable, as shown by the Linearity significance value of $0.000 < 0.05$ and the Deviation from Linearity significance value of $0.475 > 0.05$.

Hypothesis Test

After the data met the classical assumption tests, hypothesis testing was conducted using simple linear regression analysis.

Table 5. Regression Coefficient Results

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	59,139		10,816	0,000
	Konsep_Diri	-0,345	-0,632	-5,024	0,000

a. Dependent Variable: *Burnout*

Based on the analysis results, the regression coefficient (B) has a negative value, resulting in the equation $Y = 59.139 - 0.345X$. This equation indicates that if the self-concept remains constant, the burnout value is 59.139. The negative regression coefficient of -0.345 means that self-concept has a negative effect on burnout; thus, for every one-unit increase in self-concept, burnout decreases by 0.345. The obtained significance value of $0.000 < 0.05$ indicates that H_0 is rejected, meaning there is a significant influence of self-concept on burnout among employees of the Department of Population and Civil Registration in Minahasa Regency.

Table 6. Coefficient of Determination Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	0,399	0,383	3,356

a. Predictors: (Constant), Konsep_Diri

Based on the coefficient of determination table, the R Square value is 0.399, indicating that the self-concept variable contributes 39.9% to the variance in burnout, while the remaining 60.1% is influenced by other variables not examined in this study.

DISCUSSION

The results of this study demonstrate that self-concept has a significant influence on burnout, with a negative direction of effect. This indicates that the null hypothesis is rejected and the alternative hypothesis is accepted. The negative direction suggests that the resulting impact

moves in the opposite direction of the predictor, meaning that the more positive an individual's self-concept, the lower their level of burnout. Conversely, a more negative self-concept is associated with higher burnout. Thus, these findings successfully address the research objectives of this study.

These results align with the variable categorization analysis, showing that most participants have a positive self-concept and experience burnout at a low level. According to Maslach & Leiter (2016), occupations that require frequent interaction with others or clients involve emotional challenges that may trigger burnout. The research subjects work in public service, where interaction with citizens is an essential part of their job. Although the study shows low burnout levels, the initial interviews revealed early symptoms—one employee expressed feelings of frustration and fatigue when dealing with uncooperative citizens and apathy when receiving negative responses. This supports the finding that burnout does exist among subjects, though within low and very low categories.

Maslach & Leiter (2016) state that burnout arises from a mismatch between job demands and an individual's psychological resources. In this study, self-concept functions as one of those psychological resources influencing burnout. The findings are consistent with research by (Chairani & Tatiyani, 2024; Sugiarto et al., 2020), which reported a significant negative relationship between self-concept and burnout indicating that lower self-concept corresponds to higher burnout tendencies. This study reinforces previous findings by demonstrating that self-concept not only correlates with burnout but also directly affects it.

Kholifah et al., (2016) further explain that high burnout levels stem from internal factors, such as a lack of emotional maturity, psychological well-being, and self-adjustment. Emotional maturity reflected in self-acceptance is a characteristic of a positive self-concept, along with psychological well-being and adaptability. In this study, the participants exhibited predominantly positive and highly positive self-concepts, which explains their low levels of burnout due to strong personal and psychological characteristics.

According to Clemes and Bean (in Yusuf et al., 2021), self-concept will influence a person's thought processes, feelings, desires, values, and life goals. This theory suggests that self-concept plays a significant role in shaping behavior and provides an understanding of its influence in the work context, where it serves as a protective factor guiding employees' responses to job demands. Liao et al., (2020) also identified self-concept as one of the most important predictors of burnout. In this research, self-concept explains 39.9% of burnout variation, indicating that it substantially helps reduce burnout tendencies among employees. Individuals with a positive self-concept are better equipped to cope with stressors effectively, while those with a negative self-concept tend to struggle with coping and are more vulnerable to high levels of burnout.

A positive self-concept is characterized by self-acceptance and confidence in one's abilities. Employees of the Department of Population and Civil Registration in Minahasa Regency demonstrated strong self-belief in performing public service duties, which enabled them to manage themselves well and minimize burnout risks. According to Hartanti's theory, a positive self-concept allows individuals to view themselves positively and maintain supportive social interactions. Observations at the research site revealed a cooperative work environment where employees assist one another and rotate tasks across service functions,

fostering mutual support and reducing the likelihood of burnout.

CONCLUSION

Based on the results and discussion, it can be concluded that the null hypothesis is rejected, indicating that self-concept exerts a significant influence on burnout among employees of the Department of Population and Civil Registration in Minahasa Regency. Accordingly, the alternative hypothesis is accepted. The negative direction of the effect suggests that higher levels of positive self-concept are associated with lower levels of burnout. Furthermore, self-concept accounts for 39.9% of the variance in burnout, while the remaining 60.1% is attributable to other factors not examined in this study.

Implications

The implications of this study indicate that developing a positive self-concept among employees is essential to prevent burnout and improve overall work performance. Organizations, particularly those in public service sectors, should focus on psychological development programs such as self-awareness training, emotional regulation workshops, and confidence-building activities to strengthen employees' self-concept.

Additionally, management should create a supportive work environment that fosters cooperation, open communication, and mutual respect among staff. Providing stress management resources, fair workload distribution, and opportunities for professional growth can help employees maintain emotional balance and job satisfaction.

In practical terms, this study highlights that improving self-concept not only reduces burnout but also enhances employees' motivation, resilience, and service quality, contributing to better organizational effectiveness and public trust in government services.

SUGGESTION

Organizations should strengthen employees' self-concept through training in emotional regulation, confidence, and self-awareness. Leaders need to build a supportive and collaborative work culture to reduce stress and maintain psychological well-being. Regular counseling or mental health monitoring is also recommended to detect and manage burnout early. Future studies should examine other factors such as workload and organizational support to broaden understanding of burnout prevention.

LIMITATION

This study has several limitations. The sample size was small and limited to one institution, reducing generalizability. Data were collected through self-report questionnaires, which may involve bias. The study focused only on self-concept without considering other factors like workload or organizational support. Additionally, the cross-sectional design prevents conclusions about causality. Future studies should use larger, more varied samples and include additional variables for deeper analysis.

REFERENCES

- Abdullah, K., Jannah, M., Aiman, U., Hasda, S., Fadilla, Z., Taqwin, Masita, Ardiawan, K. N., & Sari, M. E. (2022). *METODOLOGI PENELITIAN KUANTITATIF*. Pidie: Yayasan Penerbit Muhammad Zaini.
- Adnyaswari, N. A., & Adnyani, I. G. A. D. (2017). Pengaruh dukungan sosial dan burnout terhadap kinerja perawat rawat inap RSUD Sanglah. *E-Jurnal Manajemen*, 6(5), 2474–2500.
- Chairani, A., & Tatiyani. (2024). Hubungan Antara Lingkungan Kerja dan Konsep Diri dengan Burnout pada Guru SMK Negeri 53 Jakarta. *Psikologi Kreatif Inovatif*, 4(1), 58–65. <https://doi.org/10.37817/psikologikreatifinovatif.v4i1.3274>
- Diwyarthi, N. D. M. S., Ningsih, D. R., Hadawiah, Pratama, I. W. A., Sendra, E., & Supriyadi, A. (2022). *PSIKOLOGI KOMUNIKASI*. Padang: PT GLOBAL EKSEKUTIF TEKNOLOGI.
- Hartanti, J. (2018). *KONSEP DIRI (Karakteristik Berbagai Usia)*. Surabaya: Universitas PGRI Adi Buana Surabaya.
- Hidayati, P. (2023). *Pengaruh Burnout terhadap Kualitas Pelayanan Perawat di Rumah Sakit Umum Daerah Meuraxa Kota Banda Aceh*. Skripsi. Universitas Islam Negeri Ar-Raniry.
- Kholifah, S., Soeharto, S., & Supriati, L. (2016). HUBUNGAN FAKTOR-FAKTOR INTERNAL DENGAN KEJADIAN KELELAHAN MENTAL (BURNOUT) PADA PERAWAT. *Jurnal Kesehatan Mesencephalon*, 2(4). <https://doi.org/10.36053/mesencephalon.v2i4.4>
- Liao, R.-W., Yeh, M.-L., Lin, K.-C., & Wang, K.-Y. (2020). A Hierarchical Model of Occupational Burnout in Nurses Associated With Job-Induced Stress, Self-Concept, and Work Environment. *Journal of Nursing Research*, 28(2), e79. <https://doi.org/10.1097/JNR.0000000000000348>
- Mantouw, R. A. G., Solang, D. J., & Kaumbur, G. E. (2024). Gambaran Self Concept Remaja Awal Berlatar Belakang Keluarga Broken Home Di Kec. Pamona Puselemba Kab. Poso Sulawesi Tengah. *Economics and Digital Business Review*, 5(2). <https://doi.org/10.37531/ecotal.v5i2.1564>
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103–111. <https://doi.org/10.1002/wps.20311>
- Noviekayati, I., Farid, M., & Amana, L. N. (2021). Inferiority feeling pada remaja panti asuhan: Bagaimana peranan konsep diri dan dukungan sosial? *Persona: Jurnal Psikologi Indonesia*, 10(1), 104–118. <https://doi.org/10.30996/persona.v10i1.4826>
- Qu, G., Liu, L., & Sang, R. (2016). Research on the Relevancy of Employees' Self-Concept and Occupational Happiness. *Proceedings of the 2016 International Conference on Economy, Management and Education Technology*. 2016 International Conference on Economy, Management and Education Technology, 587–593. <https://doi.org/10.2991/icemet-16.2016.121>
- Rudyanto, B., Ar, H. F., & Zulkarnain, Z. (2021). PENGARUH BEBAN KERJA DAN KEJENUHAN KERJA (BURNOUT) TERHADAP MOTIVASI KERJA GURU DI

- YAYASAN PENDIDIKAN CENDANA. *Jurnal JUMPED (Jurnal Manajemen Pendidikan)*, 9(2), 162. <https://doi.org/10.31258/jmp.9.2.p.162-172>
- Saifuddin, A. (2020). *Penyusunan Skala Psikologi*. Jakarta: Kencana.
- Schaufeli, W. B., Maslach, C., & Maslach, C. (2017). *Professional Burnout* (1st ed.). Routledge. <https://doi.org/10.4324/9781315227979>
- Sugiarto, W. (2019). *Hubungan Lingkungan Kerja dan Konsep Diri dengan Burnout pada Anggota Satuan Brigade Mobile Kepolisian Daerah Sumatera Utara*. Skripsi. Universitas Medan Area.
- Sugiarto, W., Milfayetti, S., & Lubis, M. R. (2020). Hubungan Lingkungan Kerja dan Konsep Diri dengan Burnout pada Anggota Brigade Mobile Kepolisian Daerah Sumatera Utara. *Tabularasa: Jurnal Ilmiah Magister Psikologi*, 2(2), 182–188. <https://doi.org/10.31289/tabularasa.v2i2.311>
- Threlkeld, K. (2021, March 10). Employee Burnout Report: COVID-19's Impact and 3 Strategies to Curb It. *Indeed for Employers*. <https://www.indeed.com/lead/preventing-employee-burnout-report>
- Tully, N. P., Tiwa, T. M., & Hartati, M. E. (2022). PENGARUH MANAJEMEN DIRI TERHADAP BURNOUT PADA KARYAWAN MARKETING FUNDING BANK SINARMAS DI KOTA TERNATE. *PSIKOPEDIA*, 2(1), 55–64. <https://doi.org/10.53682/pj.v2i1.2123>
- WHO. (2019, May 28). Burn-out an “occupational phenomenon”: International Classification of Diseases. *World Health Organization: News*. <https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>
- Widiastuti, D. (2017). *Hubungan Antara Konsep Diri dengan Hardiness pada Mahasiswa yang Mengerjakan Skripsi di Fakultas Psikologi Universitas Diponegoro*. Skripsi. Universitas Diponegoro.
- Yusuf, R. N., Musyadad, V. F., Iskandar, Y. Z., & Widiawati, D. (2021). Implikasi Asumsi Konsep Diri Dalam Pembelajaran Orang Dewasa. *EDUKATIF: JURNAL ILMU PENDIDIKAN*, 3(4), 1144–1151. <https://doi.org/10.31004/edukatif.v3i4.513>