

Original Article

Flexible Work Shift Policy, Burnout, and Performance among Hospital Administrative Staff: A Cross-Sectional Correlational Study



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ABSTRACT

Background: Flexible work shift policies are increasingly adopted to promote employee well-being and productivity. However, empirical evidence regarding their impact on burnout and job performance among non-medical hospital staff in Indonesia remains limited, creating a gap in understanding how such policies function in this context. This study aimed to analyse the effects of flexible work-shift policies on burnout and performance among administrative staff at Medan Adventist Hospital.

Methods: A cross-sectional correlational design was used, following the STROBE reporting guideline, involving 50 administrative employees selected through saturated sampling. Instruments included the Flexible Work Shift Questionnaire, Maslach Burnout Inventory, and a performance questionnaire based on Robbins' theory. All tools demonstrated acceptable validity and reliability. Data analysis employed Pearson correlation with a significance level of $p < 0.05$, accompanied by effect size (r^2) calculations.

Results: Flexible work shifts were negatively associated with burnout ($r = -0.512$, $p = 0.001$, $r^2 = 0.26$) and positively associated with performance ($r = 0.628$, $p < 0.001$, $r^2 = 0.39$). Burnout also showed a negative correlation with performance ($r = -0.473$, $p = 0.002$, $r^2 = 0.22$).

Conclusion: Flexible work shift policies significantly reduce burnout and enhance job performance. These findings highlight the value of structured, well-supervised flexibility as an evidence-based HR strategy that supports employee well-being and strengthens hospital operational quality.

Keywords: Burnout; Flexible Work Shift Policy; Hospital Administration; Job Performance; Psychological; Work-Life Balance.

Implications for Practice:

- Evidence-based managerial strategies for flexible work systems. Implementing flexible work shift policies should be guided by evidence-based management to reduce burnout and enhance performance, ensuring that data support decisions and are subject to ongoing evaluation.
- Capacity building and leadership development. Hospitals in low- and middle-income countries need leadership training focused on managing workload balance, accountability, and communication under flexible work systems.
- Contextual adaptation for Low- and Middle-Income Countries (LMIC) healthcare settings. Flexible work policies must be adapted to local LMIC conditions through clear guidelines, inter-shift coordination, and psychosocial monitoring to sustain workforce well-being and service quality.

Introduction

Flexible work schedules have become a global trend across institutions, including the health sector, as an effort to improve employee welfare and organisational productivity. Flexible work shifts allow employees to adjust their hours to meet organisational needs and personal preferences, aiming to achieve work-life balance. In the hospital context, which operates continuously for 24 hours, implementing flexible shifts presents unique challenges in maintaining service continuity and employee performance. Administrative employees, although not directly involved in clinical care, play a crucial role in patient flow, data management, and coordination across units, making their well-being essential to hospital operations ([Soleh et al., 2025](#)). Previous studies indicate that workload, job satisfaction, and work environment significantly influence performance and employee well-being ([Nugrahaeni & Ariandi, 2025](#)).

Globally, the adoption of flexible work systems, including shift adjustments and remote work, increased rapidly during the COVID-19 pandemic and has continued to be implemented in many health institutions. Several studies found that flexible work arrangements enhance commitment and perceived protection, but the effects on performance and mental health vary. Some evidence associates irregular shift patterns with increased risks of anxiety, depression, and sleep disturbance among health workers ([Sunaryo et al., 2022](#)). Research in Indonesia has primarily focused on clinical personnel, especially nurses and physicians, leaving administrative staff as a relatively understudied population ([Nikmah, 2025](#)). However, to date, there has been very limited research specifically evaluating how flexible work-shift policies affect burnout and performance among hospital administrative staff, particularly in

Indonesian hospitals ([Hidayat, 2025](#)). This lack of empirical evidence creates an important knowledge gap that needs to be addressed.

Burnout among administrative personnel has been shown to disrupt workflow, delay service processes, and reduce documentation accuracy ([Jia et al., 2021](#)). While previous studies offer mixed results regarding the influence of work systems on burnout and performance, most of the literature focuses on clinical staff, despite the fact that administrative employees also face significant cognitive and emotional demands ([Alolayyan & Alyahya, 2023](#); [Melo et al., 2019](#); [Runtuwene et al., 2018](#)). However, empirical evidence on the impact of work flexibility on burnout and performance in non-medical employee groups is limited, so research is needed to determine whether shift flexibility can be an effective managerial strategy for this group.

Roy's Adaptation Model posits that individuals respond to environmental stimuli through adaptive or maladaptive processes. Flexible work shifts act as external stimuli that require employees to engage in psychological and behavioral adaptation ([Archer et al., 2024](#)). Successful adaptation results in reduced emotional exhaustion and improved performance, whereas poor adaptation leads to burnout, decreased motivation, and lower productivity. This model provides a theoretical foundation linking work flexibility (stimulus), coping and adjustment (adaptive modes), and employee outcomes (burnout and performance) ([Yokoyama et al., 2022](#)).

Based on this theoretical and empirical background, the present study aims to analyse the relationships among flexible work shift policies, burnout, and performance among hospital administrative staff. Therefore, the explicit problem addressed in this study is the lack

of evidence on how flexible work shift policies influence burnout and performance in administrative employees within Indonesian hospital settings.

Methods

Study Design

This study used a cross-sectional correlational design with a quantitative non-experimental approach to analyze the relationship between flexible work shift policies, burnout, and performance among administrative staff at Medan Adventist Hospital. The study was conducted from May to June 2025. This design allows for the observation of variable relationships at one point in time without intervention or manipulation. The reporting followed the Strengthening the Reporting of Observational Studies in Epidemiology (STROBE) guideline to ensure methodological transparency and completeness.

Participants

This study involved all 50 administrative staff working under the flexible shift system at Medan Adventist Hospital. The saturated sampling technique was used because the total population was small and all members met the eligibility criteria, making it possible to include the entire accessible population. This justified the study size (N = 50) since it ensured full representation without requiring additional sample size calculations.

To minimize bias, anonymity and confidentiality were emphasized to reduce response bias, and validated standardized instruments were used to limit self-report bias. Uniform instructions were provided, and data collection was supervised to prevent participants from influencing one another, thereby reducing social desirability bias during questionnaire completion.

Missing data were managed through immediate checking at the point of collection. Questionnaires with more than 10% missing items were excluded, while minor omissions were clarified directly with respondents. As a result, the final dataset contained no missing values, fulfilling the reviewer's requirement to clearly report missing data handling within the Methods section.

Instruments

Three standardized instruments were used in this study, and the full questionnaire is provided in the appendix. The Flexible Work Shift Questionnaire consisted of 15 items developed based on the conceptual indicators proposed by Buruck et al. (2020), including three domains: (1) schedule autonomy, (2) flexibility and ease of shift adjustment, and (3) supervisory support. The original conceptual model has been properly cited, and the instrument used in this study was adapted from these indicators through a forward-backward translation process reviewed by two bilingual experts. Content validity was assessed through expert judgment, while construct validity was confirmed using item-total correlations ($r = 0.36-0.78$). Scores were interpreted using the following cut-offs: 1.00–2.33 = low flexibility, 2.34–3.66 = moderate, and 3.67–5.00 = high.

Burnout was measured using the Maslach Burnout Inventory-Human Services Survey (MBI-HSS), consisting of 22 items across three domains: Emotional Exhaustion (EE), Depersonalization (DP), and Personal Accomplishment (PA). Adaptation followed standard WHO translation guidelines, including forward-backward translation and expert review. Cut-off scores were based on standard MBI interpretation: EE (high ≥ 27 , moderate 17–26, low ≤ 16), DP (high ≥ 13 , moderate 7–12, low ≤ 6), and PA (high ≤ 31 , moderate 32–38, low ≥ 39), with higher EE and DP and lower

PA indicating higher burnout. Reliability testing yielded Cronbach's alpha = 0.91.

Employee performance was assessed using a 16-item Performance Questionnaire developed from Robbins' (2017) performance theory, covering four domains: (1) quality, (2) quantity, (3) timeliness, and (4) responsibility. Content validity was reviewed by experts, and construct validity showed item-total correlations ranging from $r = 0.38$ – 0.72 , with Cronbach's alpha = 0.88. Performance scores were categorized as: 1.00–2.33 = low, 2.34–3.66 = moderate, and 3.67–5.00 = high.

Data Collection

Data collection was carried out from 1 May to 31 May 2025, with questionnaires distributed three times per week to accommodate varying shift schedules. The data were collected on-site during working hours, and each respondent completed the questionnaire individually within 15–25 minutes. The process was supervised by two trained research assistants with prior survey experience, who had received one-day training on standardized administration procedures, non-leading instruction delivery, completeness checking, and adherence to ethical protocols. The principal investigator conducted periodic monitoring to ensure consistency and data quality.

Confidentiality and data security procedures followed STROBE recommendations. All questionnaires were coded without personal identifiers, and completed forms were stored in locked physical storage accessible only to the research team. Electronic data were entered into password-protected files, and no individual responses were shared with hospital management. All data were reported in aggregated form to ensure full anonymity and protect respondent confidentiality.

Data Analysis

Data were analyzed using SPSS version 26.0. Before inferential testing, the required statistical assumptions were examined, including normality (Kolmogorov–Smirnov test), linearity (scatterplot inspection), and homoscedasticity (residual plot analysis), all of which met the criteria for parametric analysis. Pearson's correlation test was used to examine the relationships among flexible work shifts, burnout, and employee performance. Effect size calculations (r^2) followed the Cohen effect size interpretation guidelines and were derived directly from the correlation coefficients. In accordance with STROBE recommendations, potential bias was managed during data collection through anonymity, standardized instruction, and supervised administration, while analytical bias was minimized through complete-case analysis since no missing data were present. The study size was predetermined by using saturated sampling, capturing the entire eligible population ($N = 50$), and therefore no additional sample size calculation was required.

Ethical Considerations

This study received ethical approval from the Health Research Ethics Committee of Artha Kabanjahe Health Sciences College with approval number No. 115/KEPK-STIKesAKB/2025. All participants provided written informed consent prior to data collection, and confidentiality was maintained throughout the research process in accordance with the Declaration of Helsinki (2013 revision).

Results

Table 1. Characteristics of respondents (n=50)

Characteristics	n (%)
Gender	
Man	18 (36)
Woman	32 (64)
Age (years)	
20–29	10 (20)
30–39	25 (50)
40–49	12 (24)
≥50	3 (6)
Length of work	
< 1 year	4 (8)
1–3 years	15 (30)
4–6 years	20 (40)
> 6 years	11 (22)
Last education	
High School/Vocational School	12 (24)
3-year diploma	23 (46)
Bachelor	15 (30)
Marital status	
Not married yet	17 (34)
Married	33 (66)

Table 1 illustrates that the respondents are a group of administrative employees who are of productive age, experienced, and have a secondary to higher education background. Table 1 illustrates that most employees fall within the productive age range (30–39 years = 50%), possess considerable work experience, and predominantly hold diploma or bachelor-level qualifications, reflecting a stable and competent workforce. This composition indicates human resources that are relatively capable of adapting to dynamic work policies, including the implementation of flexible work shifts at Medan Adventist Hospital. These characteristics serve as supporting factors in evaluating the impact of work flexibility policies on burnout levels and employee performance.

Table 2. Analysis of the impact of flexible work shift policies on burnout and performance of administrative staff (n = 50)

Variable	Average (Mean)	SD	r Pearson	p-value*
Flexible work shifts Burnout	3.85	0.42	-0.512	0.001
Flexible work shifts Performance	3.92	0.37	0.628	0.000
Burnout Performance	3.78	0.45	-0.473	0.002

* T Test

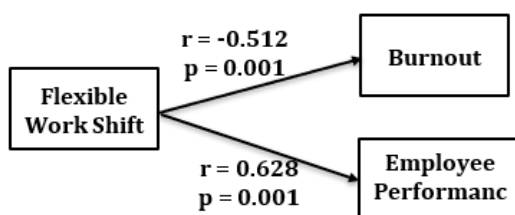


Figure 1. The impact of flexible work shift policies on burnout and performance of administrative staff

The flexible work shift policy has a significant influence on the burnout level and performance of administrative staff at Medan Adventist Hospital. **Table 2**

illustrates that flexible work shifts are negatively correlated with burnout ($r = -0.512$, $p = 0.001$), suggesting that higher perceived flexibility is associated with lower emotional exhaustion. Conversely, flexible work shifts show a strong positive correlation with employee performance ($r = 0.628$, $p < 0.001$), indicating that greater work flexibility contributes to improved productivity and work effectiveness. Burnout also demonstrates a significant negative relationship with performance ($r = -0.473$, $p = 0.002$), meaning that increased

emotional exhaustion is linked to decreased performance.

Overall, these results indicate that flexible work shift policies can be an effective managerial strategy to reduce burnout and enhance performance within the hospital administration environment. These relationships are visually summarized in **Figure 1**, which depicts the direction and strength of the correlations among the three variables.

Discussion

The results of this study show that flexible work shift policies have a significant negative relationship with the level of burnout in hospital administration officers. This finding is in line with research by [Archer et al. \(2024\)](#), who show that psychological flexibility in the workplace acts as an important resource that increases stress resilience, reduces burnout, and increases personal achievement. Employees who have more control over their time and work settings tend to experience a better work–life balance and a lower risk of emotional exhaustion. This aligns with previous findings ([Becker et al., 2022](#)) and confirms that flexibility can serve as a protective factor against burnout. This strengthens the view of the adaptation model and job demands–resources theory, which emphasize that successful adaptation to work demands through increased flexibility and control positively impacts psychological well-being.

These results are also consistent with research by [Pradani & Widyastuti \(2024\)](#), who found that dual-role conflict management and good adjustment skills can reduce work stress levels in individuals, especially working mothers. This reduction in work stress is more optimal when supported by a positive organizational environment and effective conflict-management strategies. Thus, the flexible work shift policy at Medan Adventist

Hospital appears to be an organizational mechanism that reduces psychological pressure and prevents burnout among administrative employees. However, some evidence contrasts with the current findings. For example, [Wang & Xie \(2023\)](#) reported that excessive flexibility without adequate supervision increases role ambiguity and suppresses innovation performance. This contrast highlights that the benefits of flexibility depend heavily on managerial structure and clarity of expectations.

Apart from reducing burnout, this research shows that work flexibility is positively associated with increased employee performance. These findings support studies showing that operational flexibility and employee involvement are key predictors of performance. Employees who have autonomy in managing their time and benefit from a supportive work environment tend to show higher responsibility and productivity because they can regulate their energy and workflow more efficiently ([Agustiawan et al., 2025](#); [Endi et al., 2022](#)). Thus, the present study confirms earlier evidence while extending it to a non-clinical employee group rarely examined in Indonesian hospital contexts.

The discovery of a negative relationship between burnout and performance in this study strengthens the findings of [Corbeanu et al. \(2023\)](#), who show that high levels of burnout—especially emotional exhaustion—reduce work efficiency and increase administrative errors. In the hospital administrative setting, burnout not only affects individual well-being but also delays service processes, reduces accuracy, and increases the risk of documentation or coordination errors ([Salyers et al., 2017](#); [Tawfik et al., 2019](#)). Therefore, flexible work shift policies can be considered a preventive strategy to maintain organizational stability and service quality ([Giorgi et al., 2018](#)).

This research also provides empirical evidence that work–personal life balance is an important mediating variable between work policies and performance outcomes. As stated by [Soleh et al. \(2025\)](#), job satisfaction and a supportive work environment are key determinants of administrative employee performance. In this context, work flexibility functions as an external factor that helps balance work demands and personal needs, thus improving performance. These findings are in line with studies showing that a conducive work environment and high job satisfaction significantly improve productivity and effectiveness ([Liling et al., 2024](#)).

The results of this study are slightly different from [Ziaei et al. \(2015\)](#), who emphasize that workload—not work system—dominates burnout. This partial contradiction suggests that burnout determinants may differ between clinical and administrative roles. Administrative work relies more heavily on cognitive load and time-pressure tasks, which may respond more directly to flexibility-based interventions ([Buruck et al., 2020](#)). Therefore, time flexibility becomes an important factor in managing burnout in high-cognitive occupations.

In terms of knowledge innovation, this study contributes new evidence regarding the impact of flexible work policies on non-medical staff in Indonesian hospitals, a group previously underrepresented in research. Prior studies have focused mainly on clinical staff, whereas administrative staff are essential for ensuring workflow continuity, data accuracy, and coordination ([Dewi et al., 2022](#); [Hasriani et al., 2021](#); [Ismayati et al., 2024](#)). This extends the scope of existing research by demonstrating that administrative employees also benefit significantly from flexibility-based policies.

Additionally, the findings must be interpreted within the broader context of

Low- and Middle-Income Countries (LMICs). Hospitals in LMIC settings often face constraints such as limited staffing, high administrative workload, and restricted technological support. These structural constraints may amplify the importance of work flexibility as a practical and cost-effective strategy to protect employee well-being and maintain operational performance. However, flexibility must be accompanied by clear supervisory structures to avoid role conflict and maintain service continuity.

From a theoretical perspective, these findings reiterate the relevance of Roy's Adaptation Model. Flexible work shifts act as environmental stimuli requiring individual adaptation. When employees successfully adapt, they exhibit lower burnout and higher performance. When adaptation fails—due to poor supervision, excessive workload, or unclear expectations—negative outcomes may emerge. This study, therefore, reinforces the model by demonstrating that structured flexibility fosters positive adaptive responses and measurable improvements in employee well-being and performance.

The findings of this study can be explicitly interpreted through Roy's Adaptation Model, which posits that employees respond to environmental stimuli—such as flexible shift policies—through adaptive or maladaptive processes. In this study, flexible work shifts functioned as a regulator stimulus that enabled employees to engage in more effective psychological and behavioral adaptation, reflected in reduced emotional exhaustion and enhanced performance. Burnout, on the other hand, represents a form of maladaptive response that emerges when coping resources are insufficient. The observed negative correlation between burnout and performance supports Roy's proposition that maladaptation disrupts role function and reduces productivity.

Thus, the overall pattern of results demonstrates that structured flexibility enhances employees' adaptive capacity, enabling more favorable outcomes across both well-being and performance domains. These findings affirm that flexible shift arrangements can serve as adaptive organizational stimuli that promote positive coping, optimize employee functioning, and ultimately strengthen administrative performance within the hospital setting.

Implications and limitations

This study provides important implications for theory and practice by offering a conceptual contribution to the application of the Roy Adaptation Model and the job demands–resources framework in understanding how flexible work policies influence psychological well-being and performance among non-medical hospital employees. The findings demonstrate that structured work flexibility can serve as an adaptive stimulus that enhances employee resilience, reduces burnout, and improves performance, while also highlighting the potential roles of mediating variables such as job satisfaction, work–life balance, and organizational social support for future investigations. However, this study has limitations, including a relatively small sample size drawn from a single hospital, which restricts the generalizability of the findings to broader healthcare settings. Additionally, the correlational design limits causal interpretation, indicating the need for future research using longitudinal or experimental approaches to further validate the observed relationships and strengthen evidence for policy adoption in diverse hospital contexts.

Relevance to Practice

The results of this research can be applied directly in managing hospital human resources, especially for the

administration department. Management can use these results to design work shift policies that are more adaptive, balanced, and pay attention to employee mental health. In addition, the personnel department can utilize these findings to develop work–life balance programs to reduce burnout and increase the efficiency of administrative services that contribute to the overall quality of hospital services.

Conclusion

Flexible work shift policies play an important role in reducing burnout levels and improving the performance of hospital administration officers. Structured work flexibility, accompanied by organizational support and effective communication, can improve employee psychological well-being and hospital operational efficiency. Therefore, implementing a flexible work system should be part of a human resource management strategy to strengthen productivity and quality of health services in the future.

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CrediT Authorship Contributions Statement

Isyos Sari Sembiring: Original Draft, Conceptualization, Methodology, Supervision

Perkasa Ginting: Software, Validation, Formal Analysis, Review & Editing, Data Curation

Conflicts of Interest

There is no conflict of interest.

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Supplementary Materials

Supplementary File S1: Questionnaire contains the full questionnaire used for data collection.

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