

SHIFT WORK SYSTEM AMONG HOSPITAL HEALTH WORKERS AS A TRIGGER OF BURNOUT IN A SYSTEMATIC LITERATURE REVIEW



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Abstract

This study aims to examine the impact of shift work systems on burnout among hospital healthcare workers using a Systematic Literature Review (SLR) approach guided by the PRISMA method. A total of 55 articles were identified, of which 20 met the inclusion criteria (2021–2025). The review findings indicate that night shifts, long working hours (10–12 hours), and high workloads are the main factors contributing to burnout, characterized by emotional exhaustion, decreased concentration, and physical and mental health disturbances. These conditions not only affect the well-being of healthcare workers but also have implications for the quality of care and patient safety. Therefore, hospital management should design more humane shift policies through regular rotation, limitation of working hours, and organizational support such as counseling services and mental wellness programs.

Keywords: Shift Work, Burnout, Healthcare Workers, Hospitals

INTRODUCTION

Nurses are the core component of hospital health services and play a vital role in ensuring that patients receive professional, comprehensive, and continuous nursing care for twenty-four hours a day. Their responsibilities extend beyond providing medical assistance; they also encompass emotional and social support to facilitate the patient's recovery process. As frontline healthcare providers, nurses are required to work under high pressure, handle patients in critical conditions, and maintain the quality of care at all times. These conditions make nursing one of the most stressful professions in the healthcare sector (Blessynsky et al., 2021).

Heavy workloads, the responsibility of ensuring patient safety, and the constant demand for alertness in clinical situations are among the main factors contributing to occupational stress among nurses (Carla C. Johnson, 2023). To ensure continuous service delivery, hospitals implement a shift work system, which divides working hours into morning, afternoon, and night shifts. This system is crucial to maintain 24-hour operations, but at the same time, it introduces new challenges for healthcare workers, especially nurses (Nurma et al., 2025). Although each shift is designed to last approximately eight hours, nurses frequently work overtime due to high patient volumes and limited staffing, leading to prolonged exposure to physical and psychological strain.

Such conditions often result in fatigue and persistent stress, which negatively affect both physical and mental health. Physically, nurses may experience disturbed sleep patterns, digestive problems, and chronic exhaustion. Psychologically, they are more likely to suffer from anxiety, irritability, and decreased motivation to work (Agung Setiyadi et al., 2023). Over time, accumulated stress caused by irregular working hours and excessive workloads may lead to burnout, a state of emotional, physical, and mental exhaustion resulting from prolonged occupational stress. Burnout not only harms individual well-being but also reduces work performance and patient safety (Nur Fajar Satriani et al., 2021).

The shift work system also disrupts the biological and social lives of nurses. Irregular sleep schedules interfere with the body's circadian rhythm, causing difficulties in adaptation and increasing the risk of physiological dysfunction. As a result, many nurses experience chronic fatigue, concentration problems, and emotional instability (Vera Sesrianty, 2021). Studies have shown that nurses working the night shift are more prone to sleep deprivation, exhaustion, and work-related stress compared to those working morning or afternoon shifts (Guillaume Fond et al., 2023). Night-shift nurses often report long-term sleep disturbances, irregular eating habits, and lower quality of life due to disrupted rest times and limited social interaction.

Although several previous studies have explored the relationship between shift work and occupational stress, a significant research gap still exists in understanding how shift work specifically triggers burnout among nurses. Most previous research has focused only on general work stress without examining the mechanisms, intensity, and long-term consequences of burnout on nursing performance and well-being (Andi et al., 2022; Wr. Krishnava et al., 2024). Moreover, much of the existing literature has been conducted in non-healthcare industries, where working conditions differ substantially from hospital environments that require continuous patient care and high emotional engagement.

A preliminary study conducted by Karina Zenischa et al. (2025) at Dr. R. Ismoyo Hospital revealed that nurses working night shifts frequently experienced extreme fatigue,

insomnia, digestive problems, and high blood pressure. Psychologically, they reported decreased concentration, irritability, and a decline in work motivation. Similarly, Agung Setiyadi et al. (2023) emphasized that excessive night shifts cause sleep disturbances and cumulative fatigue, which pose risks to both personal health and workplace safety. These findings underscore the paradox of the shift system while essential for sustaining hospital operations, it also represents a major risk factor for burnout among nurses.

In addition to the shift pattern itself, the work environment plays an important role in influencing burnout. Physical factors such as lighting, noise levels, and workspace layout can increase fatigue, while non-physical factors such as interpersonal relationships, leadership style, and organizational structure also shape an employee's emotional resilience (Adventina et al., 2021). Burnout among healthcare workers has severe consequences, including increased absenteeism, turnover intentions, and reduced work motivation and productivity (Sari et al., 2022).

The phenomenon of burnout in healthcare settings has gained global attention. The World Health Organization (WHO) officially recognized burnout as an occupational phenomenon characterized by chronic fatigue, cynicism toward work, and reduced professional efficacy. In Indonesia, the issue has become increasingly critical as hospitals face growing demands for high-quality care amid limited human resources. The situation was further exacerbated during the COVID-19 pandemic, which significantly increased nurses' workloads and left lasting psychological impacts. Therefore, a comprehensive understanding of the factors contributing to burnout particularly those related to the shift work system is urgently needed.

This research occupies an important position in addressing the knowledge gap regarding the relationship between hospital shift work systems and the risk of burnout among healthcare workers. The focus of this study is not only to identify the existence of burnout but also to analyze its contributing factors, severity, and implications for nursing performance. Through a systematic literature review, this study aims to provide an in-depth understanding of how shift work influences nurses' psychological well-being and leads to burnout.

Accordingly, this study offers novelty by integrating the concepts of shift work, occupational stress, and burnout specifically within the context of hospital nursing practice. Unlike previous studies that were descriptive in nature, this research emphasizes a causal and analytical approach, linking work patterns to the psychological and physiological outcomes experienced by nurses. The findings are expected to serve as a foundation for hospital management to evaluate and redesign work schedules, implement more humane shift rotation systems, and create a supportive work environment that safeguards nurses' physical and mental health.

In summary, the objective of this study is to analyze how hospital shift work systems contribute to burnout among nurses and to identify the underlying factors that intensify this relationship. Additionally, this study seeks to provide practical recommendations for preventing burnout through improved shift scheduling, adequate rest periods, and stronger social support within the workplace. By deepening the understanding of how shift work affects burnout, this research aims to promote the development of adaptive, health-oriented nursing management systems that enhance both employee well-being and the overall quality of patient care.

REVIEW OF LITERATURE

Work Shift

Shift work is a work scheduling system that differs from normal working hours, involving rotation between individuals or groups of workers. Through this system, companies can maximize time utilization and organize employee work patterns so that assigned tasks can be completed. However, implementing shift work also presents challenges, one of which is the emergence of work fatigue (Dimas Darmawan et.al 2025). Meanwhile, according (Ardi Artanto et.al 2021) shift work is a scheduling system that allows workers to move from one work group to another after a certain period. There are two types of shifts: rotational shifts and permanent shifts. Rotational shifts are work schedules that alternate regularly, where workers are not always assigned to the same hours. Shift changes can be carried out with a fast rotation pattern, usually every week, or slow rotations, which last up to a month. A strict rotation pattern often presents the greatest challenge for adjusting workers' circadian rhythms. On the other hand, in a permanent shift system, employees remain on the same schedule. For example, workers on a permanent night shift must consistently work at night and rest during the day.

The impacts of shift work on health include disruptions to circadian rhythms (biological clocks) and social life, which can further reduce health quality and increase the risk of work-related accidents. Especially for night shift workers, working hours that conflict with the body's natural biological cycle can have significant negative effects (Wr. Krishnava et.al 2024). Furthermore, according to (Nur Fajar et.al 2021), the impact of implementing a shift work system on nurses in hospitals can affect their psychological, social, and biological well-being. Shift work systems have the potential to disrupt nurses' sleep patterns, eating patterns, and work rhythms, leading to various biological health problems.

According to (Siti Masitoh 2024), the purpose of shift work is that changes in modern economic patterns mean many companies cannot rely solely on standard working hours. Therefore, shift systems are implemented so that companies can continue to operate effectively throughout the day, even 24 hours non-stop. Meanwhile, according to (Ardianto Sucinta et.al 2024), the purpose of shift work is to ensure continuous operational activities continue without interruption, even at night, on weekends, or on holidays. In a hospital environment, the existence of shifts is very important to ensure that health services are available 24 hours a day so that patient care is not interrupted.

Burnout

The term "burnout" was first coined by Herbert Freudenberger, a clinical psychologist at a social service agency in New York in the 1970s. Burnout is described as a state of exhaustion or frustration that arises when someone is highly dedicated and works very hard, but feels that their efforts and sacrifices are not adequately recognized or rewarded. This condition reflects physical, mental, and emotional exhaustion resulting from a mismatch between expectations and reality in their work or dedication (Jarman Arroisi et.al 2022). Meanwhile, according to (Pertwi et.al 2021), burnout is a psychological syndrome characterized by emotional exhaustion, cynicism, and decreased performance in the workplace. This syndrome is considered an experience of profound stress within the context of complex social relationships in the work environment, which also involves how an individual views themselves and others in the workplace. Healthcare workers are particularly

vulnerable to burnout due to the intensity and complexity of work involving social interactions and high emotional demands.

Work environment factors significantly influence burnout, including the physical and non-physical conditions of one's workplace. The physical environment includes aspects such as lighting, noise, work climate, vibration, the condition of work equipment, room layout, and overall workspace facilities. Meanwhile, the non-physical work environment encompasses relationships between employees, interactions with management, organizational structure, and the work demands faced. A conducive work environment will make workers feel comfortable, which can increase productivity and performance. Conversely, a less conducive work environment will cause workers to feel uncomfortable, potentially reducing their productivity and performance (Adventina et al. 2021).

Burnout has a significant negative impact on individual health, both psychologically. Burnout can cause anxiety, sleep disorders such as insomnia, the use of psychotropic and antidepressant medications, and the risk of depression. Physiologically, burnout can trigger metabolic syndrome, which includes conditions such as hypercholesterolemia and type 2 diabetes, cardiovascular disorders, muscle and joint (musculoskeletal) pain, chronic fatigue, headaches, respiratory disorders, and even injury (Maria Therese Jensen 2023). Burnout negatively impacts individual work performance by causing them to withdraw from work. This is reflected in more frequent absenteeism, a strong urge to quit, and increased employee turnover. Burnout also reduces motivation, concentration, and productivity, thus disrupting an individual's ability to perform their duties effectively (Sari et al. 2022). Several concepts are often associated with burnout, although they have different meanings:

a) Work Stress

Work stress is the most obvious primary factor associated with work burnout. Work stress is pressure that affects a person's emotions, way of thinking, and overall well-being. The following are some factors that cause stress in employees:

- 1.) Excessive and difficult-to-manage responsibilities.
- 2.) Unfair and inappropriate pressure and treatment from management.
- 3.) Limited working hours and inadequate work facilities.
- 4.) Conflict between employees and superiors or team members. (Anfal Kabal et al. 2022)

a. Workload

Employee performance is influenced by the workload and deadlines set by the company, which can cause mental stress. Excessive workloads that are not aligned with employee capabilities can be detrimental to the company, necessitating additional time for employees to complete their tasks effectively. According to (Ni Putu Esa et al. 2025), workload is a factor that can encourage someone to engage in cyberloafing in the workplace. When employees face a high workload, both physically and mentally, they often experience stress and fatigue, leading them to seek ways to reduce this stress. One common form of escape is accessing the internet for non-work activities, such as social media, watching entertaining videos, or playing online games during work hours, a behavior known as cyberloafing. Factors influencing workload are divided into two:

- 1) Internal factors, namely personal conditions such as gender, age, physical health, and employee motivation and psychological perceptions.
- 2) External factors, including the work environment, which involves chemical, psychological, and physical aspects. Physical tasks related to work tools, responsibilities, and level of difficulty, as well as work organization, including work schedules, break times, shifts, career planning, and payroll systems, all influence perceived workload. (Anfal Kabal et al. 2022).

a. Work Fatigue

Work fatigue is a common problem experienced by workers. Several researchers have stated that fatigue significantly impacts workers' health and reduces their productivity. According to Meysia Yolanda et al. (2025), work fatigue is a condition in which workers experience both physical and mental exhaustion, resulting in a decreased ability to perform tasks. This condition can reduce performance, increase the risk of fatigue, and potentially lead to workplace accidents. When the workload exceeds a worker's physical and mental capacity, the body experiences excessive stress, which not only causes severe fatigue but also has the potential to exacerbate it.

Various factors influence work fatigue, including internal and external aspects. Internal factors include lack of sleep, poor sleep quality, sleep disorders, physical condition, energy levels used physically and mentally, caffeine consumption, musculoskeletal problems, stress levels, age, general health, and an unhealthy lifestyle. External factors include things like working night shifts, length of work hours, additional work, overtime, type of work, workload level, and length of employment. (Dimas Kusuma Wardhana et.al 2024)

b. Mental and Physical Health

Mental health is a state of emotional, psychological, and social well-being. This encompasses how an individual thinks, feels, and acts in the face of various situations and challenges in daily life (Timothy Nathaniel et.al 2024). Optimal mental health enables a person to manage stress effectively, build healthy relationships with others, make wise decisions, deal with problems constructively, and make positive contributions to their community and social environment. Mental health disorders encompass a variety of conditions such as depression, anxiety, bipolar disorder, schizophrenia, and others (Eva Fauziana et.al 2023).

Physical health is an important part of health, reflecting the overall condition of the body. Maintaining it requires a balanced, nutritious diet, consistent physical activity, maintaining an ideal weight, and the ability to manage stress. Furthermore, avoiding bad habits such as smoking and unhealthy eating habits is also very important. By maintaining physical condition, the body can function optimally, susceptibility to disease decreases and a person's quality of life is much better (Riny Natalina et.al 2021).

RESEARCH METHOD

This study uses a Systematic Literature Review (SLR) approach guided by the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses)

framework (Page et al., 2021). The SLR method was chosen because it provides a structured, transparent, and replicable process for synthesizing previous research, ensuring greater credibility and comprehensiveness compared to traditional narrative reviews (Kitchenham & Charters, 2007). This approach is particularly suitable for exploring the relationship between shift work systems and burnout among healthcare professionals, as it integrates multidisciplinary findings from psychology, occupational health, and organizational behavior.

The research procedure followed four main stages of PRISMA: identification, screening, eligibility, and inclusion, with several modifications to align with the focus of this study. The review was limited to publications between 2021 and 2025 to ensure that the evidence reflects the most recent and relevant developments, especially in the post-pandemic era when the workload and work patterns of healthcare workers changed significantly. The literature search was conducted using Google Scholar with English and Indonesian keywords such as “Shift Work,” “Burnout,” “Shift Work and Burnout among Healthcare Workers,” “Faktor Kerja Shift,” and “Sistem Kerja Bergilir pada Tenaga Kesehatan Rumah Sakit.” This bilingual approach was used to expand the scope of relevant studies and include both local and international literature.

The search process was carried out between February and May 2025 and initially found 55 articles. After eliminating duplicates and non-academic sources such as editorials, opinion essays, and non-peer-reviewed publications, 37 articles were retained for full-text review. Each study was evaluated for methodological rigor, theoretical contribution, and relevance to the relationship between shift work and burnout among hospital healthcare workers. From this process, 25 studies met the inclusion criteria, and 20 were finally used for in-depth analysis.

The inclusion criteria specified that the studies must focus on healthcare professionals working under a shift system, use a validated burnout measurement instrument such as the Maslach Burnout Inventory (MBI), and be published in English or Indonesian within the specified period. Studies were excluded if they examined non-healthcare populations, lacked empirical data, used invalid measurement tools, or were not accessible in full text.

Data extraction followed a manual and standardized process to ensure consistency and accuracy. For each selected article, essential details such as author names, year of publication, research objectives, methodology, sample characteristics, instruments used, main findings, and conclusions were recorded. The data were then organized into a thematic matrix to facilitate comparison across studies, following the approach recommended by Snyder (2019) for in-depth literature reviews in health and social sciences.

The data analysis combined descriptive mapping and thematic synthesis to produce both an overview and an interpretative understanding of the literature. Descriptive mapping was used to categorize studies based on publication year, research design, and country of origin, providing a general view of research trends. Thematic synthesis followed the method introduced by Braun and Clarke (2006), which involved familiarization with data, coding, theme construction, and interpretive synthesis. Through this process, recurring topics such as emotional exhaustion, workload imbalance, sleep disturbances, and job dissatisfaction were identified and grouped into broader categories such as organizational factors, personal coping mechanisms, and occupational health outcomes.

To ensure reliability and validity, all extracted data and thematic categorizations were verified by two independent reviewers. Any discrepancies were resolved through discussion to minimize bias. The validity of the findings was further strengthened by triangulating data from different studies and comparing overlapping results, as recommended by Gough et al. (2017). This process ensured that the conclusions drawn were empirically grounded and consistent.

Finally, the entire review process and its outcomes were visualized through a PRISMA flow diagram that shows the number of articles identified, screened, and included at each stage, along with the reasons for exclusion. Supporting tables were also prepared to explain the inclusion and exclusion criteria and the article selection process in detail. Through this systematic and transparent approach, this study provides a comprehensive synthesis of how hospital shift work systems contribute to burnout among healthcare workers, offering meaningful insights for researchers, practitioners, and healthcare policymakers.

RESULTS AND DISCUSSION

This study employs a Systematic Literature Review (SLR) approach using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method to identify and evaluate literature discussing the impact of shift work systems on burnout levels among hospital healthcare workers. The literature selection process includes stages of identification, screening, eligibility, and inclusion according to predetermined criteria. Out of 55 initially detected articles, 20 met the inclusion criteria and were selected for in-depth analysis.

The findings of this review reinforce the relevance of the circadian rhythm theory, highlighting how disruptions in sleep patterns caused by night shifts directly affect the physiological and psychological balance of healthcare workers. Such conditions have been shown to increase vulnerability to burnout, particularly in the dimension of emotional exhaustion. Empirical evidence from both national and international contexts reveals a consistent pattern: the longer the working hours, especially those exceeding 10 hours per shift, the higher the level of burnout experienced. Therefore, it is crucial for hospital management to design more humane shift policies and strengthen organizational support strategies to safeguard the well-being of healthcare professionals.

Overall, the results from the 20 analyzed articles demonstrate a consistent pattern that night shifts, extended working hours, and excessive workloads are the main contributing factors to burnout among healthcare workers. These conditions not only affect the mental and physical health of medical personnel but also have an impact on the quality of care and patient safety.

Table 1.
Article Analysis Results

Theme	Researchers	Findings
Night Shifts and Biological Rhythm Disruption	Wr. Krishnava et al. (2024), Ardianto et al. (2021), Rahmayani et al. (2022), Vera Sesrianty et al. (2021), Andi Tenriola	Night shifts can disrupt natural sleep patterns and biological rhythms, leading to emotional fatigue, decreased focus and concentration, and an increased risk of burnout among healthcare workers. These disturbances make medical

Extended Working Hours	Fitri Kessi et al. (2023), Annisya Yulia et al. (2024) Happy Wahyuning Tyas et al. (2024), Karina Zenischa Stasia et al. (2025), Wulan Triana et al. (2025)	personnel more vulnerable to stress and decreased work quality. Working more than 10–12 hours per shift contributes to increased physical and mental fatigue, triggers ongoing stress, and heightens the risk of burnout due to insufficient rest time. This emphasizes the importance of managing work duration to maintain healthcare workers' health and productivity.
High Workload and Staff Shortage	Muhraza Siddiq et al. (2021), A'alya Maharani Harlin et al. (2025), Musta'in et al. (2022), Lintang Lestari C. Sawitri et al. (2024)	Excessive workloads particularly during morning shifts and the pandemic period due to limited staffing have worsened fatigue and occupational stress among healthcare workers. This underscores the need for workload adjustment and adequate staffing support to prevent negative impacts on worker well-being.
Impact of Burnout on Mental and Physical Health	Nila Kurnia Ilahi et al. (2023), Hesti Sulistiyani et al. (2023)	Both night and morning shifts increase the risk of work-related stress, chronic physical fatigue, and various psychological problems among healthcare workers. This indicates that suboptimal work schedules can adversely affect employees' mental and physical health.
Burnout, Performance, and Patient Safety	Ardianto Sucinta et al. (2024), Savira Luthfiana P. Santoso et al. (2024)	Burnout and job stress are directly linked to decreased nursing performance and an increased likelihood of medical errors that may jeopardize patient safety.

Source: Processed by the researcher, 2025

Discussion

This study emphasizes the importance of the circadian rhythm theory, which explains how night shifts can disrupt the body's natural biological cycle. Prolonged alterations in sleep patterns lead to both physiological and psychological strain, placing healthcare workers at a high risk of emotional exhaustion, one of the key components of burnout. This finding is consistent with the study by Adventina and Widanarko (2021), who found that improper work environments, particularly lighting and irregular working hours, can interfere with the body's circadian rhythm, resulting in fatigue and decreased alertness among nurses. Similarly, Ardi Artanto et al. (2021) demonstrated that nurses working rotating shifts experienced significant occupational fatigue related to circadian rhythm disruption.

Shift work systems have a significant impact on the emergence of burnout among healthcare workers, especially nurses in hospitals that operate twenty-four-hour services. Agung Setiyadi et al. (2023) reported that nurses working in rotating shifts at the National

Brain Center Hospital experienced higher levels of stress and fatigue compared to those with fixed shifts. Night shifts are a major factor contributing to emotional fatigue, sleep disturbances, and a decline in concentration and performance. This aligns with the circadian rhythm theory, which states that the human body is naturally designed to rest at night. When this rhythm is disrupted due to rotating or night shifts, physiological imbalances occur that affect both the psychological and physical aspects of individuals. Chronic sleep disturbances experienced by healthcare professionals over extended periods can lead to emotional stress, excessive fatigue, and reduced motivation in performing nursing duties as noted by Vera Sesrianty and Sudelfi Marni (2021).

Additionally, long working hours, often reaching ten to twelve hours per shift, can exacerbate both the physical and mental burden, particularly when not balanced with adequate rest. Nur Fajar Satriani et al. (2021) confirmed that nurses working night shifts exhibited higher stress levels than those working morning or afternoon shifts due to prolonged working hours and insufficient recovery time. This condition is further worsened by staff shortages, which increase workload and not only heighten stress and chronic fatigue but also elevate turnover intention among healthcare workers. Meysia Yolanda Tempo et al. (2025) also emphasized that excessive workload significantly correlates with fatigue levels, especially in production and healthcare sectors, where continuous tasks and long hours are common.

Burnout among healthcare professionals does not only affect individuals but also has serious implications for hospital service quality and patient safety. Healthcare workers experiencing emotional exhaustion and reduced concentration are more prone to errors in medication administration, patient monitoring, and interprofessional communication. This organizational impact was noted by Pertiwi, Bimo Pratomo, and Cempaka Putrie (2021), who found that perceived stress and lack of social support significantly increased burnout risk among healthcare workers, indirectly affecting service performance. Furthermore, high workloads due to limited staffing, particularly in emergency or inpatient units, intensify the link between shift work and burnout. When the number of staff is disproportionate to patient demand, nurses must work harder and longer, heightening both physical and mental strain as shown by Ardianto Sucinta et al. (2024). The combination of long working hours, disrupted sleep rhythms, and excessive workloads creates a high-risk environment for chronic stress and emotional exhaustion, ultimately leading to burnout, as confirmed by Guillaume Fond et al. (2023).

Therefore, the findings of this review highlight the importance of implementing more humane shift work policies that prioritize the well-being of healthcare workers. Hospitals should reevaluate shift rotation patterns to ensure they are more consistent and balanced and limit working hours so they do not exceed reasonable thresholds. Moreover, workload adjustments according to staff capacity are essential to reduce burnout risk. Organizational support is also crucial through the provision of psychological counseling services, stress management training, and mental wellness programs as preventive and responsive measures to burnout. Maria Therese Jensen and Espen Olsen (2023) underline that institutional responsibility plays a central role in mitigating academic and occupational burnout through the creation of supportive work environments. By adopting policies that balance work demands and recovery needs, burnout levels can be minimized, productivity can be enhanced, and healthcare service quality can remain optimal. Overall, this review

reaffirms that the relationship between shift work systems and burnout is highly complex, involving the interaction of biological, psychological, and organizational factors that collectively influence the well-being and performance of hospital healthcare workers.

CONCLUSION

The findings from this Systematic Literature Review (SLR) indicate that shift work particularly night shifts with extended working hours and heavy workloads significantly increases the risk of burnout among healthcare workers in hospitals. Disruption of circadian rhythms caused by night shifts leads to emotional exhaustion, prolonged stress, decreased concentration, and various physical and mental health problems. These effects not only impact the well-being of healthcare workers individually but also reduce service quality and heighten patient safety risks. Prolonged burnout can result in turnover intention, which threatens the stability of human resources within hospitals. Therefore, this study highlights the importance of implementing a more humane shift work management system that balances workload and recovery time for healthcare staff. Preventive measures such as organizational support, psychological counseling, stress management training, and mental well-being programs are essential to mitigate burnout levels while maintaining the quality of healthcare services.

Hospital management should design a more proportional shift work system that emphasizes the well-being of healthcare workers. Shift rotations must be scheduled regularly and fairly, ensuring that every staff member receives adequate rest time. Working hours should be limited according to occupational safety standards and closely monitored to maintain proper work duration. Moreover, increasing the number of healthcare personnel is necessary to reduce excessive workloads, which are a primary trigger of burnout. Organizational support should also be strengthened through the provision of psychological counseling services, stress management training, and programs that promote physical and mental health. Hospitals should conduct regular evaluations of these policies based on the results of healthcare workers' well-being assessments. Through these measures, burnout risks can be minimized, work motivation can be enhanced, and the overall quality of healthcare services can be optimally maintained.

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