

## THE EFFECT OF BURNOUT ON EMPLOYEE PERFORMANCE WITH WORKLOAD AS A MODERATING VARIABLE

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### Abstract

*This research is a quantitative study with an explanatory approach. The data used in this study use primary data that researchers obtained from 500 MDP Store employees spread throughout Indonesia obtained by means of an online questionnaire and sent via the respondents' WhatsApp accounts. The questionnaire contains 5 statements, namely strongly agree statements, agree statements, normal/so-so statements, disagree statements, and strongly disagree statements on the 10 questionnaires submitted. The data were analyzed using the smart PLS 4.0 analysis tool. The result in this article show that each hypothesis used in this article can be accepted and proven, namely that the Job Saturation variable can affect Employee Performance and the Workload variable can strengthen the influence of the Job Satisfaction variable on Employee Performance. Based on the results of the third table of the Path Coefficient above, it shows that the Burn Out variable can have an influence on Employee Performance, but it is negative because the T-Statistic value is above 1,960 but negative, namely -6,782 and the P-Values are below the significance level of 0.05, namely 0.036. From these results, it can be concluded that the more bored employees are at work, the more employee performance will decrease or erode.. In addition, in the next row, the Workload variable can strengthen the influence of Job Saturation on Employee Performance in a negative direction because the T-Statistic value is above 1.960, which is -10.232 and the P-Values are below the significance level of 0.05, which is 0.000. This means that the more Employee Workload can make employees more bored in working so that Employee Performance can decrease. Thus, the first and second hypotheses in this article can be accepted.*

**Keywords:** Burnout, Employee Performance. Workload

### 1. INTRODUCTION

Burnout is a state of extreme psychological stress that causes individuals to experience emotional exhaustion and low motivation to work. Burnout can be the result of chronic work stress (King 2010). According to (Maslach 2016) argues that burnout is a negative emotional reaction that occurs in the work environment, when the individual experiences prolonged stress. Burnout is a psychological syndrome that includes fatigue, depersonalization and decreased ability to perform routine tasks such as causing anxiety, depression, or even sleep disorders.

Burnout is a situation where employees suffer from chronic fatigue, boredom, depression and withdrawal from work. Workers who are affected by burnout are more likely to complain, blame others when there are problems, get angry easily, and become cynical about their careers (Febriya Yosanti 2020). The stress reaction that is especially common in people with high standards is burnout. Burnout is a state of emotional and physical exhaustion, low productivity,

and feelings of isolation, often caused by work-related pressures. People who face high-pressure conditions every day often feel weak, hopeless, and emotionally drained and may eventually give up trying (A. P. Mangkunegara 2013).

According to (Juniarti, Setia, and Fahmi 2021) burnout has dimensions and indicators, namely: a. Emotional exhaustion While emotional exhaustion has an indicator, namely feelings of tiredness and fatigue at work, when someone experiences exhaustion, they will feel their energy is drained and there is a feeling of "emptiness" that can no longer be overcome. Can be measured by often feeling tired and emotional at work. b. Depersonalization While depersonalization has an indicator, namely the development of feelings of cynicism and callousness towards others, the process of balancing work demands and individual abilities. This is in the form of a cynical attitude towards people who are in the scope of work and a tendency to withdraw and reduce involvement in work. This behavior is shown as an effort to protect themselves from feelings of disappointment, because sufferers assume that by behaving like that, they will be safe and avoid uncertainty in work. Can be measured by the indicator of feeling that the work being done is meaningless. c. Decrease in Personal Achievement While the decline in personal achievement has an indicator, namely being marked by feelings of dissatisfaction with oneself, work and even life. The decline in personal achievement is caused by feelings of guilt for having done others around him negatively. The measurement indicators that are usually measured through dissatisfaction with oneself (Afandi 2018).

Based on the above explanation, researchers believe that Burnout can affect both positive and negative on Employee Performance. According to (Febrisa Yosanti 2020) performance is the result of a process or level of success of a person or the whole during a certain period in carrying out their duties. Based on the explanation above, performance is a result achieved by a person in carrying out tasks based on skills, experience and sincerity and time according to previously established standards and criteria. Therefore, performance is always measured from the aspect of results, not efforts made by individuals, namely how well individuals can meet the demands of their work. (Winda Meidina and Netty Laura 2022) performance is the output produced from the function or indicator of a job or profession within a certain period of time.

Performance is often interpreted as task achievement, where employees in working must be in accordance with the organization's work program to show the level of organizational performance in achieving the organization's vision, mission, and goals. Performance according to Ruky quoted by (Lestari and Ghaby 2018) is a form of effort, activity or program initiated and implemented by the leader of an organization or company to direct and control employee performance. (Huda and Farhan 2019) performance is the quality of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

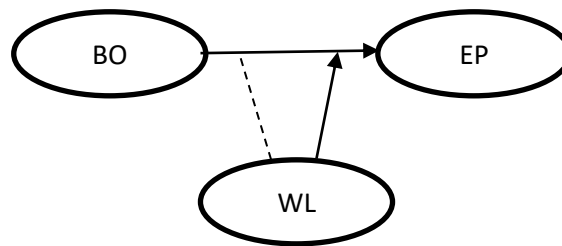
(Huda and Farhan 2019) define performance as the work results achieved for each job function during a certain period of time. Performance is also an extra-role behavior that refers to activities that show special enthusiasm during the course of work, completing tasks, collaborating with others and actively carrying out tasks. Sri Hariani (2012:98) states that an employee or group of employees is assessed as productive or not, namely from their performance. Performance is the appearance of personal work results, both quantity and quality of an organization. Performance is a record of the results obtained from certain functions or certain activities within a certain period of time according to Bernardin in (Dewi and Suhardi 2021). Mahsun (2009:25) defines performance as a description of the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, missions, and visions of the organization as stated in the strategic planning plan of an organization. Meanwhile, according to (Ainunnisa 2022) performance refers to employee achievement as measured based on standards or criteria set by the company.

From several expert opinions it can be concluded that employee performance is the result of work done by a person in an organization in order to achieve the desired goals of an organization and minimize losses (Rita 2020). So the success or failure of an organization is determined by the performance of employees in the organization, therefore the company or organization must ensure that its employees carry out their duties or responsibilities in accordance with the provisions set by a company or organization. Moreover, declining employee performance will result in the company or organization experiencing losses (A. A. A. . Mangkunegara 2012).

Several previous studies (Jannah 2021); (Putri 2018); (Putri Rizki Amelia 2023); (Ichsan et al. 2022) & (Almaududi 2019) show a negative relationship direction and significant influence on Employee Performance. Unlike the five studies above, this article adds the Workload variable as a moderating variable.

## 2. RESEARCH METHODS

**Figure 1**  
Model



### Noted:

BO: Burn Out

EP: Employee Performance

WL: Work Load

The third image of the unbroken circle and the broken lines above indicate that this article has the intent and purpose of analyzing the effect of Burnout on Employee Performance, whether it has a positive or negative effect (Sugiyono 2019). This intent and purpose is in line with a number of previous studies, namely (Jannah 2021); (Putri 2018); (Putri Rizki Amelia 2023); (Ichsan et al. 2022) & (Almaududi 2019). Unlike the five studies above, this article adds the Work Load variable as a moderating variable which is believed to be able to strengthen the effect of Burnout on Employee Performance (Jonathan Sarwono 2016). This research is a quantitative study with an explanatory approach (Abdurahman 2016). The data used in this study use primary data that researchers obtained from 500 MDP Store employees spread throughout Indonesia obtained by means of an online questionnaire and sent via the respondents' WhatsApp accounts. The questionnaire contains 5 statements, namely strongly agree statements, agree statements, normal/so-so statements, disagree statements, and strongly disagree statements on the 10 questionnaires submitted (Hair 2010). The data were analyzed using the smart PLS 4.0 analysis tool with the hypothesis below.

### Hypothesis:

H1: The Influence Burn Out s on Employee Performance

H2: Work Load Can Moderates The Influence Burn Out s on Employee Performance

## 3. RESULT AND DISCUSSION

### Background Analysis

Burnout is a state of extreme psychological stress that causes individuals to experience emotional exhaustion and low motivation to work. Burnout can be the result of chronic work

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#### Validity Test

4 statements related to the Burn Out variable, 4 statements related to the Employee Performance variable, and 2 statements related to the Work Load variable obtained from 500 MSDP Store employees spread throughout Indonesia. These data must go through the initial stage, namely the validity test. The following are the results of the validity test in this article (Ghozali 2016).

**Table 1**  
Validity Test

Variable	Question Item	Loading Factor
Burn Out (X)	Employee Job Saturation Can Decrease Employee Performance	0.842
	Job Saturation Can Make Employees Work Not Wholeheartedly	0.829
	Job Saturation Can Make Employees Work Unfocused	0.845
	Job Saturation Can Make Employees Not Maximize Their Tasks	0.839
Employee Performance (Y)	Employee Performance Can Decrease Due to Job Saturation	0.894
	Employee Performance Can Decrease Due to Too Much Workload	0.889
	Employee Performance Can Be Influenced by Whether or Not Employees	0.892

	Focus on Their Work	
	Employee Performance Can Be Influenced by Whether or Not Employees Maximize Their Work	0.905
Work Load (Z)	Workload Can Affect Employee Performance	0.942
	Workload Can Affect Job Saturation	0.946

Valid > 0.70

#### Reliability Test

4 statements related to the Burn Out variable, 4 statements related to the Employee Performance variable, and 2 statements related to the Work Load variable obtained from 500 MSDP Store employees spread throughout Indonesia. The data has been declared valid, the next stage is to focus on the variables used in this article are reliable or not. Here are the results of the reliability test in this article (Hair 2010):

**Table 2**  
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Burn Out	0.887	0.845	Reliabe
Employee Performance	0.894	0.855	Reliabe
Work Load	0.943	0.902	Reliabe

Reliable > 0.70

#### Path Coefisien

If 4 questions related to Job Burnout, 4 questions related to Employee Performance, and 2 questions related to Workload have been collected and tested for validity. Also, the three variables have been tested for reliability and the results are declared reliable. The final stage is the Path Efficiency stage, here are the results of the Path Efficiency in this article (Sarstedt et al. 2014):

**Table 3**  
Path Coefisien

Direct Influence	Validity	P-Values	T-Statistct
	BO-> EP	0.036	-6.782
Indirect Influence	WL* BO-> EP	0.000	-10.232

Significant Level < 0.05

The Path Coefficient test stage functions to ensure that each hypothesis used in this article can be accepted and proven, namely that the Job Saturation variable can affect Employee Performance and the Workload variable can strengthen the influence of the Job Satisfaction variable on Employee Performance. Based on the results of the third table of the Path Coefficient above, it shows that the Burn Out variable can have an influence on Employee Performance, but it is negative because the T-Statistic value is above 1,960 but negative, namely -6,782 and the P-Values are below the significance level of 0.05, namely 0.036. From these results, it can be concluded that the more bored employees are at work, the more employee performance will decrease or erode. These results are in line with five previous studies, namely (Jannah 2021); (Putri 2018); (Putri Rizki Amelia 2023); (Ichsan et al. 2022) & (Almaududi 2019). In addition, in the next row, the Workload variable can strengthen the influence of Job Saturation on Employee Performance in a negative direction because the T-Statistic value is above 1.960, which is -

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#### 4. CONCLUSION

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