

# **The Effect of Workload on Employee Performance with Job Burnout as an Intervening Variable (Case Study At Mangga Gandeng Cigarette Factory)**

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**Abstract:** *The intention of this research is to examine the impact of workload on employee performance at Mangga Gandeng Cigarette Factory using job burnout as an intervening variable. This study uses quantitative research methods by having variables namely workload, job burnout, and employee performance. The participants in employees of the participated in a study of Mangga Gandeng Cigarette Factory's production unit. Determination of the sample using a saturated sample technique by as many as 65 employees of the Mangga Gandeng Cigarette Factory in the production section. Data collection using questionnaires distributed to production employees. Structural Equation Modeling (SEM) Partial Least Squares 4.0 statistical analysis was used to assess the hypothesis. Workload has an important effect on employee performance, according to the research's results. Workload has also increased a substantial impact on employee performance due to job burnout.*

**Keywords** - Employee Performance, Job burnout, Workload.

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## **I. INTRODUCTION**

In the company, human resources is one of the most important aspects of running a business. Company goals can be achieved if resource management is by the needs and interests to help the company operate to what is desired (Amellia & Adi, 2022). One of them is by importing employee performance, the employee performance can be said to be the final result of the effects made by employees by the standards set by the company.

According to Rosida & Swasti (2022), Employee performance is one of the end implications of the work done by workers both individually and collectively to achieve company goals according to approved regulations. Employee performance is measured by the output they have done following company regulations because it will have an impact on the good name of the company's sustainability in achieving goals (Yulianti et al., 2022). Employee performance can be influenced by several factors, for example, work stress, work motivation, work environment, workload, job burnout, salary, and others. The efficiency and effectiveness of achieving company goals will require high employee performance (Nasrul et al., 2023).

Workload is one of the variables that impact employee performance, according to the organization. A workload that is too heavy will result in the quality and quantity produced by employees for the company. According to Borges & Araujo (2021), Workload is the amount of work that a worker in a unit of organization must complete in a given amount of time. It is stated that the high demands in employee workload are directly proportional to high working time (Claudia et al., 2021). The workload is the high demand in the company to complete work following the provisions within a specific time (Borges & Araujo, 2021). The workload is the high demand in the company to complete work by the provisions within the specific time. The work done by employees will become a burden depending on how the employee's body is in accepting the burden, heavy workloads will affect the physical and mental employees who will affect the results they do (Weni et al., 2023).

Job burnout is a condition of physical exhaustion, cynicism, and mental illness that attacks employees due to long-term pressure (Shinta & Laily, 2020). Job burnout can occur due to the small number of positive awards given to employees resulting in a decline in achievements that cannot be completed (Claudia et al., 2021). Workers may lose interest in their profession due to physical and mental weariness, as well as a lack of positive corporate recognition.

## *The Effect of Workload on Employee Performance with Job Burnout as an Intervening Variable..*

The Mangga Gandeng Cigarette Factory is one of the largest cigarette factories in Nganjuk with a total of ±450. From the observation results, several problems occurred in the company. Some of the problems that occurred in this company involved working hours for the company, which were from 06.30 to 16.00 with a 6-day work schedule. The working hours experienced by employees over 7 hours with limited downtime are alternating with employees in 1 team. The percentage of absent employees also increased from 2021-2022 with the percentage of 2022 reaching 11.74%. A heavy workload can cause a disorder or illness in the employee's body that can have a physical, mental, or emotional impact (Mahawati et al., 2021).

From the observation results other than working hours that are considered to be more than the maximum working hours of employees, there was also a lack of appreciation from the company to the employees. The award company is given only once, in the form of a holiday THR only for employees who have zero absenteeism and increased production. Job burnout can occur if there are few positive awards for employees so employees will experience self-confidence that eventually leads to Job burnout (Anggawira, 2019). This has an impact on the employee's emotional and physical performance, resulting in the resulting performance being not maximized.

From the research results conducted by Lukito & Alriani (2018), the workload harmed employee performance, but this is inversely proportional. With connection to the research by Claudia et al. (2021) who have workload results that have a positive relationship with employee performance. In a study conducted by Claudia et al. (2021) indirect workload on employee performance through Job burnout, so in research conducted by Putri & Laily (2022) In addition, Workload was additionally found to have an indirect effect on the performance of employees who experience job burnout.

The existence of the phenomenon that has been described and then the differences from several research results (research gap) regarding workload, Job burnout, and employee performance. So we were interested in carrying out a study with the title "The Effect of Workload on Employee Performance through Job Burnout as an Intervening Variable at Mangga Gandeng Cigarette Factory".

## **II. LITERATURE REVIEW**

### **2.1 Workload**

Workload is an emerging thought from employees related to the activities and periods given by the company to accomplish a predefined task (Budiasa, 2021). If the employee can complete the task within the given time and adapt to all the predetermined rules, Workload is the work that is given to employees that must be accomplished within a certain time by having the expertise & knowledge in the work. (Nasrul et al., 2023). The indicators of workload according to Tarwaka in dalam Budiasa (2021) Time load, mental effort load, and psychological stress load are the three types of loads. Knowing and analyzing the workload provided by employees is expected to minimize the company's performance decline so that the resulting output can be maximized. The workload must align with the worker's abilities; if the worker's skill level exceeds the job and for an extended period, boredom will result, or vice versa, stress will result (Prasiwi et al., 2022).

### **2.2 Job burnout**

Job burnout is a condition where frustration and demands arise due to a lack of energy and lack of motivation due to the lack of appreciation received in carrying out their work (Pramanasari et al., 2023). Some factors that affect Job burnout are work overload, lack of work control, the reward of work, breakdown in the community, treated fairly (Maslach & Leiter, 1997). The impacts that can be caused by Job burnout according to Maslach & Leiter are Job burnout is lost energy, Job burnout is lost enthusiasm, Job burnout is lost confidence (Alam, 2022). Job burnout has 3 indicators according to George, physical exhaustion, cerebral exhaustion, emotional exhaustion, and poor self-esteem (Almaududi, 2019).

### **2.3 Employee Performance**

Employee performance according to Mangkunegara is the job output produced by employees as responsibility in completing the assigned tasks (Budiasa, 2021). An uncomfortable work environment will affect the decline in employee performance in a company (Izaak & Rini, 2020). Performance by the wishes of the company will have an impact on achieving company goals through the vision and mission that have been made. Indicators of employee performance according to Bono and Judge are Quality, Productivity, Timeliness, Independence, and Employee Responsibility (Indrasari, 2017). Employees who perform well will positively affect their output, specifically to its optimum (Ihsani & Rini, 2023).

#### **2.4 The Effect of Workload on Employee Performance**

Workload is defined as something that emerges as a result of the work environment's task expectations where he is. Workload will greatly affect employee performance if it is not resolved immediately. If the tasks given are not proportional to the abilities, both physical and non-physical, expertise, and time available, it will result in non-optimal performance it will cause prolonged stress. Everything encountered at work will be a problem if it cannot be done optimally.

A load that is too heavy will cause fatigue in employees, but a load that is too light will cause boredom. A study was conducted by Nan Wangi et al. (2020) found that workload has a negative and influences employee performance positively. this study is in line with research conducted (by Lukito & Alriani, 2018), (Rolos et al., 2018), and (Rosida & Swasti, 2022).

**H1 = Workload has a negative and significant effect on employee performance at Mangga Gandeng Cigarette Factory.**

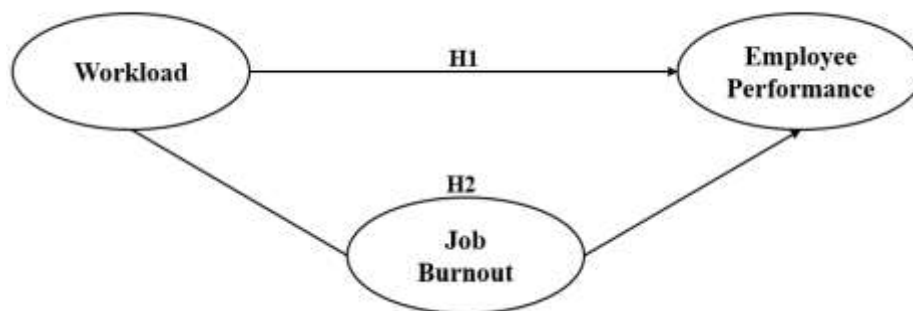
#### **2.5 The Effect Of Workload On Employee Performance Through Job Burnout**

A high workload can lead to job burnout so that employee performance will decrease (Indriyanto & Solovida, 2020). Workload that is beyond ability and too heavy will cause employees to experience job burnout, this will lead to suboptimal employee performance. In research by Fajriani & Septiari (2015), It was discovered that job burnout partially works as an intermediary between workload and performance. So that with a heavy burden will cause employees to experience job burnout and will affect employee performance which decreases.

In research conducted by Pamungkas & Sridadi (2020), Workload has a massive negative influence on performance, as well as a significant negative effect on performance through job burnout. In research by Fajriani & Septiari (2015), Putri & Laily (2022) and Indrawan et al. (2022) suggests that workload factors have a strong direct or indirect influence on employee performance via job burnout characteristics.

**H2 = Workload affects employee performance through the job burnout variable at Mangga Gandeng Cigarette Factory.**

The following conceptual outline summarises all the hypotheses identified.



*Figure 1 Conceptual Outline*

### **III. RESEARCH METHODS**

The study was based on quantitative research. In this study, The independent variable is the workload, with the intervening variable being job burnout, and the dependent variable is employee performance. The research was conducted at Mangga Gandeng Cigarette Factory in the production employee section totaling 65 people. The sampling method is to use saturated sampling, i.e. every member of the population were used as samples. Obtaining data using observation and interview techniques, documentation, and filling out questionnaires using a Likert scale as a rating scale. For data analytical techniques use a tool, namely Partial Least Square (PLS) 4.0.

**IV. RESEARCH RESULTS AND DISCUSSION**

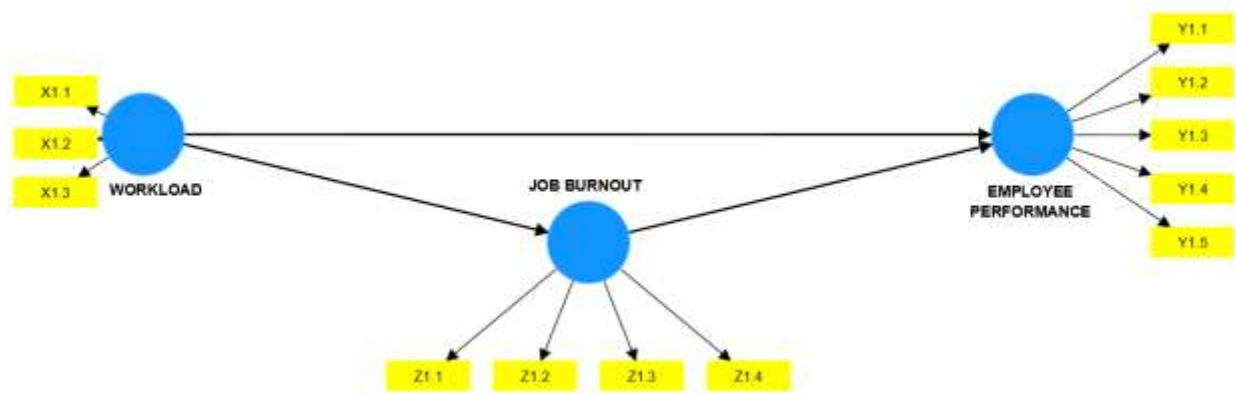
**Table 1. Description of Respondent Characteristics Results**

	Age	Total	Presentase (%)
Age	<20	4	6,2
	20-30	19	29,2
	30-40	18	27,7
	40-50	19	29,2
	>50	5	7,7
	Total	65	100
	Division	Total	Presentase (%)
Division	Cutter	13	20,0
	Miller	29	44,6
	Sorting	3	4,6
	Packing	13	20,0
	Labeller	7	10,8
	Total	65	100%
	Work Period	Total	Presentase (%)
Work Period	< 1 year	22	33,9
	1-5 year	25	38,5
	6-10 year	9	13,8
	> 10 year	9	13,8
	Total	65	100
	Last Education	Total	Presentase (%)
Last Education	Elementary School	15	23,1
	Junior High School	24	36,9
	Senior High School	26	40
	Total	65	100

Source: Respondent Data, 2023

from the data obtained from filling out the questionnaire it was found that all employees of the production section of the mango gandeng cigarette factory were female. with employee age data dominated by ages 20-30 and 40-50 years with a percentage of 29.2% (19 people), with the most parts being in the milling field with 29 employees (44.6%), and a work period of 1-5 years totaling 25 people 38.5%, the last education in employees is dominated by high school graduates 26 people (40%).

**Research Model Framework Using Smart Pls**



*Figure 2 Research Model Framework*

**Cross Loading**

**Table 2 Cross Loading**

	Workload	Job burnout	Employee Performance
X1.1	0.838	0.161	-0.270
X1.2	0.936	0.236	-0.354
X1.3	0.880	0.184	-0.267
Y1.1	-0.232	-0.125	0.769
Y1.2	-0.241	-0.292	0.816
Y1.3	-0.404	-0.374	0.844
Y1.4	-0.234	-0.300	0.841
Y1.5	-0.224	-0.122	0.784
Z1.1	-0.085	0.706	-0.198
Z1.2	0.048	0.829	-0.261
Z1.3	0.382	0.837	-0.296
Z1.4	0.236	0.806	-0.215

Source: SmartPLS output data, data processed (2023)

According to the table above, the value of factor loading on each indicator on all variables indicates a loading factor value larger than other variable loading factors, implying that all indicators in this study satisfied their validity requirements. The factor loading value of all indicators is larger than 0.7 and varies between 0.7 and 0.9. As a consequence, the estimates of all indicators met convergent validity and goodness of validity.

**Average Variance Extracted (AVE)**

Cross-loading can reveal discriminant validity on indicators; another method is to substitute the square root of the average extracted (AVE) on each variable with the correlation value of the variable. If the root value is more significant than the association between other factors, the result demonstrates that discriminant validity is strong.

**Table 3 Average Variance Extracted (AVE)**

	Average variance extracted (AVE)
Workload	0.784
Burnout	0.634
Employee Performance	0.659

Source: SmartPLS output data, data processed (2023)

The results in the table show that the variance of the converging indicator AVE value is greater than 0.5, indicating good validity adequacy for latent variables. In the variable indicators it is obvious the AVE value for each construct is more than 0.5 which is a requirement for good modelling.

**Composite Reliability**

Is a measurements that indicates how much a measurement equipment can be trusted and depended on. When a tool is used to assess the same symptoms and the findings are somewhat constant, the measuring instrument is considered dependable. The consistency of the measurement tool in the same phenomena indicates dependability.

**Table 4 Composite Reliability**

	Cronbach's Alpha	Composite Reliability
Workload	0.862	0.894
Job Burnout	0.814	0.850
Employee Performance	0.871	0.886

Source: processed questionnaire data

The indications of reliable construction are stated to be consistent in measuring the hidden variable if the composite reliability value is greater than 0.70. The results of the tests demonstrate that the value is more than 0.70. With this finding, it is possible to conclude that all variables in this study are credible.

**R-Square**

**Table 5 R-Square**

	R-Square
<i>Job burnout</i>	0.251
Employee Performance	0.266

Source: SmartPLS output data, data processed (2023)

The R-Square value is used to quantify the amount of effort expended by endogenous variables that are included in the model that can be explained by exogenous variables. The values of R<sup>2</sup> = 0.251 (Job Burnout) and 0.266 (Employee Performance) may be described as having a weak impact. This may be understood to mean that the model can explain the occurrence of Employee Performance and Job Burnout, and that the independent variable, namely workload, can impact both. Meanwhile, additional variables outside of this research (other than workload) explain the difference in results of 25.1% and 26.6%.

**Hypothesis Analysis**

The results of hypothesis testing can be seen in coefficient results and the T-Statistic value of the inner model in the following table:

**Table 6 Path Coefficients (Mean, STDEV, T-Value, P-Value)**

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
<b>Workload -&gt; Employee Performance</b>	-0.217	-0.228	0.108	2.008	0.022

Source: SmartPLS output data, data processed (2023)

Therefore, using the results of hypothesis testing, it can be seen that the first hypothesis (H1) is accepted with significant negative results because the P-Value value is 0.022 < 0.05 and the T-Statistic value is 2.008 > 1.96 (from the  $Z\alpha = 0.05$  table value), with significant (negative) results. It is possible to establish that workload has a direct impact on employee performance.

**Table 7 Indirect Effect (Mean, STDEV, T-Value, P-Value)**

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
<b>Workload -&gt; Employee Performance</b>	-0.108	-0.110	0.053	2.040	0.021

Source: SmartPLS output data, data processed (2023)

## *The Effect of Workload on Employee Performance with Job Burnout as an Intervening Variable..*

The Second hypothesis (H2) states that workload has an influence on employee performance with job burnout as an intervening variable was accepted. The magnitude of the effect has a value with path coefficients - 0.108, and a T-Statistic value of  $2.040 > 1.96$  (from the table value  $Z\alpha = 0.005$ ) or a P-Value of  $0.021 < 0.05$ , with significant (negative) results. So it can be concluded that there is an indirect effect of workload on employee performance through job burnout. In this study, it can be found that workload influences employee performance directly or indirectly through job burnout as an intervening variable.

### **Workload On Employee Performance Of Mangga Gandeng Cigarette Factory**

According to the studying that have been conducted, Employee performance is affected by workload. It is possible to deduce that the larger the responsibility, the poorer the employee performance. This suggests that with a heavy job and a high level of stress, every day will result in a drop in performance, resulting in delays in employees fulfilling their obligations.

The item in workload that has the largest contribution is mental pressure. It can be concluded that companies can experience a decrease in production due to any mental stress experienced by employees. At the mangga gandeng cigarette factory every day some targets must be achieved by employees in producing cigarettes, so employees must be able to complete the target so that their performance is met. The existence of mental load pressure experienced by employees will affect employee performance in terms of mismatching the quality of production results or the lack of quantity produced so that there is a delay in target completion time.

The employees in the factory are dominated by employees who work for 1-5 years, but for employees who work for more than 5 years, the number is smaller. According to Rusila & Edward (2022), workers who have more than 5 years of service will more quickly suffer from fatigue at work which results in psychological and physiological decline which causes a decrease in performance in a certain time. With a heavy workload and a buildup of stress, every day will cause a decrease in performance which will result in delays in employees completing their duties. Organizations must be able to optimize the workload on employees so that there is no decrease in performance. The results of this study are in line with research conducted by Saputra et al. (2023), Rolos et al. (2018), and Nan Wangi et al. (2020) However, it is inversely proportional to the research conducted by Siberian and Huda & Shony Azar (2021).

### **The Effect of Workload on Employee Performance through Job burnout**

According to the research, there is a connection between workload and employee performance using job burnout behaviors. It can be interpreted that if the workload increases, it will have an impact on job burnout and result in a decrease in employee performance. This is closely related to the burden of mental stress will be related to emotional fatigue which will result in decreased employee timeliness in employee performance.

The results of the analysis on workload show that the most influential item is the burden of mental pressure. Then in job burnout, the most influential item is emotional exhaustion, and on employee performance is employee punctuality. This is strongly related to the existence of mental pressure load will be related to emotional exhaustion which will result in decreased employee punctuality in employee performance.

Mangga Gandeng Cigarette Factory employees are mostly employees who have a tenure of between 1-5 years, but very few will last longer than that. It is possible to conclude that there is a heavy burden at work, which will effect a person's physical and mental tiredness. The working period has both positive and negative effects on employees, it will have a positive effect if employees are more experienced in their expertise and negative if it causes fatigue and boredom (Rusila & Edward, 2022). Employees of the mangga gandeng cigarette factory are dominated by workers who graduated from SMK and SMA. According to Pamungkas et al., (2017), employee abilities are influenced by work experience and education. The existence of a working period balanced by this education can support the increasing performance of employees in the company as a basis for doing work. So that Organizations must be able to manage workload optimally and by providing additional knowledge to employees to minimize fatigue at work which results in the quality and quantity of production. This study is consistent with previous studies, Pamungkas & and Sridadi (2020) and Fajriani & Septiari (2015). However, the study was inversely related to Indrawan et al. (2022) and Putri & Laily (2022).

## **V. CONCLUSION**

Based on research conducted by employees of the mangga gandeng cigarette factory, there can be a decrease in performance due to workload directly or indirectly through job burnout. The existence of workloads that exceed reasonable limits will affect employee performance. The burden of mental stress that arises in inappropriate employees will have an impact on the emergence of job burnout in employees of the Gandeng Mango factory. Job burnout will result in employee performance in the mangga gandeng cigarette factory.

Optimizing workload within the normal limits of employee capacity and the existence of counseling carried out on employees can be one of the actions taken by the organization so that it can help employees in overcoming problems experienced including obstacles at work, emotional attitudes, mental health, relationships between employees and other problems. Then, for additional study, it is suggested that more samples be used so

that the data utilized is more reliable, and that research be conducted with variables other than workload and job burnout that have an impact on employee performance, such as stress work and compensation.

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