



Research Article

# The Role of Job Burnout on the Effect of Workload to Employee Performance at PT. Semen Indonesia Logistik

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**Abstract:** The intention of this research is to examine the impact of workload on employee performance of PT. Semen Indonesia Logistik by using job burnout as an intervening variable. This research uses quantitative research methods. The research participants were employees at PT. Semen Indonesia Logistik. Determination of the sample using saturated sample technique as many as 37 employees. Data collection using questionnaires distributed to employees. Statistical analysis of Structural Equation Modeling (SEM) Partial Least Squares 4.0 was used to test the hypothesis. Based on the research results, workload has a significant negative effect on employee performance. Workload also has a considerable impact on employee performance due to job burnout.

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

## 1. Introduction

Human resources are one of the most important aspects of running a business. Company goals can be achieved if human resources are managed properly according to their needs and interests so that the company can run as desired (Sukmawati, Sundari, & Pakpahan, 2023). One of them is by paying attention to employee performance, which can be said to be the final result of the performance that has been carried out by employees in accordance with the standards set by the company.

Employee performance is one of the final implications of the work carried out by workers both individually and collectively to achieve company goals according to agreed conditions (Amellia & Adi, 2022). Employee performance is measured by the output they have done in accordance with company regulations because it will have an impact on the good name of the company's sustainability in achieving goals (Rosida & Swasti, 2022). Employee performance can be influenced by several factors such as workload and job burnout.

Workload refers to the number of tasks and responsibilities that must be completed by employees within a certain time. Excessive workload can cause tension and stress in employees, which in turn can affect employee performance (Almakhi, 2023). Ideally, workload should be in accordance with the capacity of employees so as not to cause excessive pressure or ineffectiveness.

Job burnout refers to a condition of physical exhaustion, cynicism, and mental illness that affects employees due to stress that occurs over a long period of time (Fajri & Iman, 2025). Burnout is a negative response that arises in the work environment when individuals are unable to manage stress optimally. This condition can be experienced by anyone, regardless of age or profession. Frustration with self and work often accompanies burnout, which

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is characterized by a variety of physical and psychological complaints due to failure to adapt effectively. Many companies are too focused on achieving targets, neglecting the mental health of their employees. As a result, employees are vulnerable to emotional and physical burnout (Meliani, Heriyadi, Rosnani, & Saputra, 2024).

PT Semen Indonesia Logistik, as one of the leading logistics companies in Indonesia, is also inseparable from this issue. The company has a strategic role in supporting the distribution of cement products throughout Indonesia. However, in recent times, there are indications that employee performance in this company has fluctuated. The phenomenon that occurs in the Billing and Reporting Unit of PT Semen Indonesia Logistik shows that employee performance is not optimal.

Workload has increased significantly throughout 2024, characterized by the number of invoices that continue to grow while the number of employees decreases. The data shows that there is an increase in the number of invoices that must be completed every month, both in the cement and non-cement categories. This can be seen from the total number of invoices that tend to increase significantly. This is also exacerbated by the decrease in the number of employees.

Based on the results of the job burnout pre-survey questionnaire, it can be seen that the majority of employees experience job burnout symptoms. The majority of respondents claimed to experience frequent headaches or decreased energy due to work pressure. This high percentage indicates that excessive workload has had a serious impact on employees' physical condition. Furthermore, the majority of employees also revealed that they often feel discouraged when starting work. These findings clearly indicate the presence of chronic work motivation problems among employees. This combination of physical impairment and decreased motivation is a hallmark of job burnout that needs to be addressed immediately, as it can have a negative impact on employees' productivity, work quality and mental health in the long run.

This is supported by research by Angreni, Sujana, & Novarini (2022), which found that workload has a negative and significant effect on employee performance. Research by Utami, Al Rajab, & Munsir (2023) also shows that job burnout has a negative and significant effect on performance. These findings indicate that the higher the level of job burnout experienced by employees, the greater the impact on performance decline, both individually and collectively. Job burnout not only drains employees' physical and mental energy, but also reduces their motivation and commitment to work, which in turn can hinder the achievement of organizational goals.

Based on the phenomena described, researchers want to analyze whether there is an influence between workload and job burnout on employee performance. Therefore, this study is entitled "The Role of Job Burnout on the Effect of Workload to Employee Performance at PT. Semen Indonesia Logistik."

## 2. Literature Review

### Workload

Workload is a concept that arises from employees in relation to the activities and time allocated by the company to complete a specified task (Almakhi, 2023). Workload can be assessed from two perspectives, namely personal (subjective), which reflects individual perceptions, and measurable (objective), which is based on measurable criteria (Pujiastutik, Prima Rini, & Hesty Prima Rini, 2023). The indicators of workload are targets to be achieved, work conditions, time usage, and work standards (Rosida & Swasti, 2022).

## Job Burnout

Job burnout is a condition in which frustration and demands arise due to a lack of energy and motivation caused by a lack of appreciation for one's work (Fajri & Iman, 2025). Job burnout is a chronic stress disorder in which employees feel emotionally, psychologically, and physically exhausted by their work (Meliani, Heriyadi, Rosnani, & Saputra, 2024). The indicators of job burnout are physical exhaustion, emotional exhaustion, and low self-esteem (Utami, Al Rajab, & Munsir, 2023).

## Employee Performance

Performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Sukmawati, Sundari, & Pakpahan, 2023). Performance in an organization refers to work results, which can be measured in terms of quantity and quality (Amellia & Adi, 2022). The indicators of employee performance are quality, quantity, and independence.

## The Effect of Workload on Employee Performance

Workload is one of the most critical factors influencing employee performance. At PT. Semen Indonesia Logistik, the increasing number of invoices and decreasing number of employees has created a significant imbalance between tasks and available resources. Excessive workload can lead to stress, fatigue, and decreased motivation, which in turn negatively impacts performance outcomes.

According to Almakhi (2023), workload refers to the number of tasks and responsibilities that must be completed within a certain time frame. When workload exceeds employee capacity, it results in inefficiency and reduced productivity. Pujiastutik, Prima Rini, and Hesty Prima Rini (2023) emphasize that workload can be assessed both subjectively (employee perceptions) and objectively (measurable criteria such as targets and time usage). Rosida and Swasti (2022) further highlight that workload indicators include targets to be achieved, work conditions, time usage, and work standards.

In the context of PT. Semen Indonesia Logistik, the imbalance between workload and employee capacity has manifested in fluctuating performance levels. Employees are required to handle increasing invoice volumes with fewer staff, which intensifies pressure and reduces the quality and quantity of work. This aligns with Angreni, Sujana, and Novarini (2022), who found that workload has a negative and significant effect on employee performance.

Thus, workload is expected to have a direct and measurable impact on employee performance, particularly in logistics operations where efficiency and accuracy are critical.

Based on the literature and the observed phenomena at PT. Semen Indonesia Logistik, the following hypotheses are proposed: H1: Workload has a significant negative effect on employee performance at PT. Semen Indonesia Logistik.

## The Effect of Workload on Employee Performance through Job Burnout

Workload is a central factor influencing employee performance, but its impact is often indirect, operating through job burnout. When employees face excessive demands without sufficient resources or recovery time, they are more likely to experience physical and emotional exhaustion. This condition, known as job burnout, reduces motivation, diminishes concentration, and weakens commitment to organizational goals.

According to Almakhi (2023), workload refers to the number of tasks and responsibilities that must be completed within a certain time frame. If workload exceeds employee capacity, it creates stress and inefficiency. Pujiastutik, Prima Rini, and Hesty Prima Rini (2023) emphasize that workload can be assessed both subjectively (employee perceptions) and objectively (measurable criteria such as targets and time usage). Excessive workload has

been shown to trigger burnout symptoms such as fatigue, cynicism, and reduced self-efficacy (Fajri & Iman, 2025; Meliani, Heriyadi, Rosnani, & Saputra, 2024).

Burnout, in turn, has a direct negative effect on employee performance. Utami, Al Rajab, and Munsir (2023) found that employees experiencing burnout demonstrate lower productivity, reduced quality of work, and diminished independence. Thus, burnout acts as a mediating variable that explains how workload influences performance outcomes.

In the context of PT. Semen Indonesia Logistics, the increasing invoice volume combined with a reduced workforce has intensified workload pressures. Employees report symptoms of burnout such as headaches, fatigue, and discouragement, which directly reduce their ability to maintain performance standards. This suggests that workload does not only affect performance directly but also indirectly through the mechanism of job burnout.

Based on the literature and observed phenomena, the following hypotheses are proposed: H2: Workload has a significant negative effect on employee performance at PT. Semen Indonesia Logistics.

### 3. Research Methods

This study is based on quantitative research. In this study, the independent variable is workload, with the intervening variable being job burnout, and the dependent variable being employee performance. The study was conducted in the Billing and Reporting Unit of PT Semen Indonesia Logistik, which has 37 employees. The sampling method used was saturation sampling, where the entire population was used as the sample. Data collection was conducted using observation and interview techniques, documentation, and the completion of a questionnaire using a Likert scale as the assessment scale. For data analysis, the Partial Least Square (PLS) 4.1.1.2 tool was used.

### 4. Results and Discussion

#### Research Model Framework Using Smart Pls

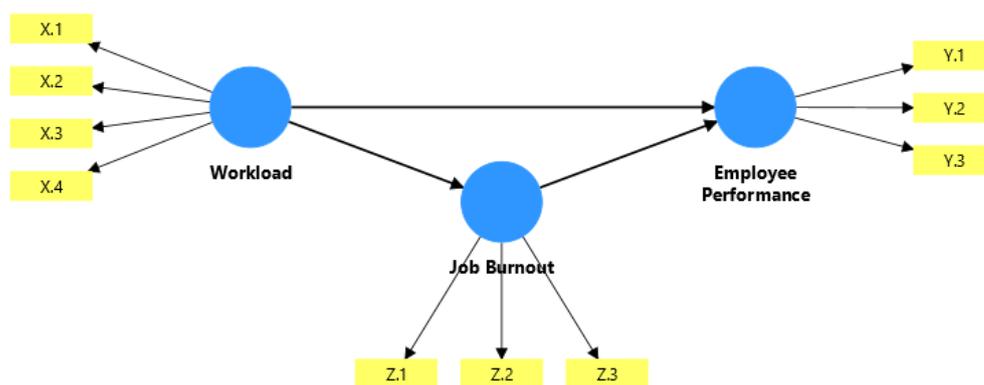


Figure 1. Research Model Framework

#### Cross Loading

Table 1. Cross Loading

	Workload	Job Burnout	Employee Performance
X.1	<b>0.925</b>	0.598	-0.592
X.2	<b>0.874</b>	0.613	-0.456
X.3	<b>0.752</b>	0.396	-0.322
X.4	<b>0.916</b>	0.526	-0.597
Y.1	-0.576	-0.596	<b>0.943</b>
Y.2	-0.422	-0.570	<b>0.840</b>
Y.3	-0.563	-0.510	<b>0.915</b>
Z.1	0.460	<b>0.847</b>	-0.538

	<b>Workload</b>	<b>Job Burnout</b>	<b>Employee Performance</b>
Z.2	0.582	<b>0.877</b>	-0.512
Z.3	0.555	<b>0.853</b>	-0.551

Source: data processed (2025)

Based on the table above, the factor loadings for each indicator on all variables show factor loadings that are greater than the factor loadings of other variables, indicating that all indicators in this study meet the validity requirements. The factor loadings of all indicators are greater than 0.7. As a result, the estimates of all indicators meet 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 2. Average Variance Extracted (AVE)**

	<b>Average Variance Ex- tracted (AVE)</b>
Workload	0.756
Job Burnout	0.738
Employee Performance	0.810

Source: data processed (2025)

The results in the table show that the variance of the AVE value of the convergent indicators is greater than 0.5, indicating adequate validity for the latent variables. In the variable indicators, the AVE value for each construct is greater than 0.5, which is a requirement for good modeling.

### Composite Reliability

Composite reliability is a measure that indicates how reliable and trustworthy a measuring instrument is. When an instrument is used to assess the same symptoms and the results are relatively consistent, the measuring instrument is considered reliable. The consistency of a measuring instrument in measuring the same phenomenon indicates reliability.

**Table 3. Composite Reliability**

	<b>Composite Reliability</b>
Workload	0.925
Job Burnout	0.894
Employee Performance	0.927

Source: data processed (2025)

The reliability of the construction is considered consistent in measuring hidden variables if the composite reliability value is greater than 0.70. The test results show that the value is greater than 0.70. With this finding, it can be concluded that all variables in this study are reliable.

### R-Square

Composite reliability is a measure that indicates how reliable and trustworthy a measuring instrument is. When an instrument is used to assess the same symptoms and the results are relatively consistent, the measuring instrument is considered reliable. The consistency of a measuring instrument in measuring the same phenomenon indicates reliability.

**Table 4. R-Square**

	<b>R-Square</b>
Job Burnout	0.387
Employee Performance	0.448

Source: data processed (2025)

The R-Square value is used to measure the extent to which endogenous variables included in the model can be explained by exogenous variables. The R<sup>2</sup> values of 0.387 (Job Burnout) and 0.448 (Employee Performance) can be described as having a weak impact. This means that the model can explain the occurrence of Employee Performance and Job Burnout, and that the independent variable, namely workload, can influence both. Meanwhile, additional variables outside the scope of this study (other than workload) explain 38.7% and 44.8% of the difference in results.

**Hypothesis Analysis**

The results of the hypothesis testing can be seen in the coefficient results and T-Statistics values of the model in the following table:

**Table 5. Path Coefficients (Mean, STDEV, T-Value, P-Value)**

	<b>Original sample</b>	<b>Sample mean</b>	<b>Standar deviation</b>	<b>T statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Workload_(X) -&gt; Employee Performance_(Y)</b>	-0.317	-0.341	0.158	2.004	0.048

Source: data processed (2025)

Based on the results of the hypothesis test, it can be seen that the first hypothesis (H1) is accepted with a significant negative result because the path coefficient is -0.317, the P-Value is 0.048 < 0.05, and the T statistic is 2.004 > 1.96 (from the Z $\alpha$  table value = 0.05), with a significant (negative) result. It can be concluded that workload has a direct impact on employee performance..

**Table 6. Indirect Effect (Mean, STDEV, T-Value, P-Value)**

	<b>Original sample</b>	<b>Sample mean</b>	<b>Standar deviation</b>	<b>T statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Workload_(X) -&gt; Job Burnout_(Y) -&gt; Employee Performance_(Y)</b>	-0.264	-0.258	0.103	2.557	0.012

Source: data processed (2025)

The second hypothesis (H2) states that workload has an effect on employee performance with job burnout as an intervening variable, and this hypothesis is accepted. The effect size has a value with a path coefficient of -0.264, the T-Statistic is 2.557 > 1.96 and the P-value is 0.012 < 0.05, with a significant (negative) result. Therefore, it can be concluded that there is an indirect effect of workload on employee performance through job burnout. In this study, it was found that workload affects employee performance directly or indirectly through job burnout as an intervening variable.

## Discussion

### The Effect Workload On Employee Performance Of PT. Semen Indonesia Logistik

Based on the results of the research conducted, it was found that workload has a negative impact on employee performance. This means that as workload increases, performance declines. Workload, which includes targets to be achieved, working conditions, use of working time, and work standards, can affect employee performance.

The biggest contribution to workload is represented by targets that must be achieved. Targets that must be achieved can be interpreted as an individual's view of the size of the work target given to complete their work. A view of the work results that must be completed within a certain period of time. Targets that employees must achieve, such as revenue targets, must reach a certain nominal value. Major problems often arise when setting these targets, especially revenue targets with high specific nominal values, are not balanced with the availability of adequate resources. This imbalance between targets and resource support puts heavy pressure on employees, which often increases their workload and leads to a decline in work quality.

In the context of administrative work such as in the billing and reporting unit, the findings of this study are highly relevant. This unit essentially involves work that requires high precision, full focus, and very tight deadlines, especially when it comes to completing and issuing invoices. Employees, who are mostly of working age and perform repetitive tasks, are highly susceptible to excessive mental strain when faced with a large volume of work. The physical and emotional exhaustion resulting from these continuous work demands can directly cause a decline in focus, ultimately increasing the likelihood of human error. Thus, the situation where high work demands intersect with the nature of the work and the employees' tendency to become easily fatigued due to precision requirements logically supports the research findings that increased workloads lead to decreased performance. The results of this study align with research conducted by Yulianti et al., (2022), and Rosida & Swasti (2022) found that workload has a negative and significant impact on employee performance. Another study conducted by Gardapati & Irbayuni (2023) also found that workload has a significant negative impact on employee performance.

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

Based on the results of the research conducted, it was found that workload has a negative impact on employee performance through job burnout among employees. This means that as workload increases, it will lead to increased job burnout, which will ultimately result in a decline in performance. This means that job burnout, such as physical fatigue, emotional fatigue, and low self-esteem, can also affect employee performance.

The results of the workload analysis show that the most influential factor is targets. Then, in job burnout, the most influential factor is emotional exhaustion, and in employee performance, it is work quality. This is closely related to excessive target loads, which are associated with emotional exhaustion, which ultimately leads to a decline in the quality of employee performance.

The demands of work that require high precision and strict adherence to deadlines are the main forms of workload. This workload, if continuously accepted by employees, becomes a direct trigger for job burnout. Employees who are physically and emotionally exhausted will find it difficult to concentrate, leading to an increase in errors in reporting and billing. Additionally, low self-esteem will stifle initiative, creativity, and motivation to deliver the best possible work outcomes. Thus, job burnout has proven to be a strong bridge, explaining how the high workload in this unit effectively translates into a decline in employee performance. The results of this study align with research conducted by Pujiastutik & Rini

(2023), which found that workloads have a negative and significant impact on employee performance through job burnout. Another study by Hartadi, (2020), Sholehah & Lailiyah (2023) found that burnout mediates the negative and significant impact of workloads on employee performance.

## 5. Conclusions

Based on research conducted by employees in the billing and reporting unit, there is a direct or indirect impact on performance due to workload through job burnout. Excessive workload beyond reasonable limits will affect employee performance. Excessive workload can trigger job burnout, thereby impacting employee performance in the billing and reporting unit of PT Semen Indonesia Logistik. The heavier the workload, the higher the level of job burnout experienced. If the level of job burnout increases, their performance will also decline.

To improve employee performance, companies need to review their workload distribution systems, particularly in relation to targets that must be achieved, by aligning target sizes with working hours and human resource availability. In addition, to address emotional exhaustion due to job burnout, companies need to implement emotional support systems such as peer support programs or employee counseling. Further research is expected to consider other variables such as social support, work-related stress, and leadership style to provide a more comprehensive understanding of the factors influencing performance.

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