

## **The Effect Of Workload And Job Stress On Job Satisfaction Through Burnout As A Mediation Variable In The Labor Department In Banten Province**

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### **Abstract**

Employees in government institutions play a crucial role in providing quality public services. However, heavy workloads, job-related pressures, and uncomfortable working conditions can lead to stress, burnout, and reduced job satisfaction. This study aims to examine the effect of workload and work-related stress on job satisfaction, both directly and indirectly through burnout as a mediating variable. This research employs a quantitative survey method. Data were collected from 100 employees at the Manpower Offices in Serang City, Serang Regency, and Cilegon City using a questionnaire. The analysis was conducted using Partial Least Squares - Structural Equation Modeling (PLS-SEM) with SmartPLS software version 4.1.1.4. The results indicate that workload and work-related stress have a positive and significant effect on burnout. Burnout, in turn, has a negative and significant effect on job satisfaction and serves as a mediating variable between workload, work-related stress, and job satisfaction. The study concludes by emphasizing the importance of managing workload in a balanced manner, creating a comfortable work environment, and implementing burnout prevention programs to enhance employee job satisfaction.

**Keywords:** *Workload, Job Stress, Burnout, Job Satisfaction, PLS-SEM*

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### **INTRODUCTION**

Human resource management (HRM) has an important function in improving organizational performance and effectiveness, including in government institutions. Amid increasingly dynamic work demands and global competition, organizations are expected not only to enhance employees' competencies but also to maintain their psychological well-being, such as job satisfaction, work stress, burnout, and workload management (Prasetya et al., 2021).

The association between workload, job stress, and burnout can be understood through the Job Demands-Resources (JD-R) theory, which explains that excessive job demands may drain employees' physical and emotional energy, leading to psychological pressure and eventually burnout Job Demands-Resources Theory. Research by Bakker and

Demerouti (2023) indicates that high job demands without adequate resources tend to increase stress and emotional exhaustion among employees.

Several previous studies have also revealed that workloads exceeding employees' capabilities may intensify job stress over time, which then contributes to burnout and lower levels of job satisfaction (Schaufeli et al., 2020). Job satisfaction itself is considered one of the key indicators of successful HRM because it is closely associated with employee productivity, loyalty, and organizational performance. On the other hand, low job satisfaction may reduce motivation, increase absenteeism, and encourage employee turnover (Prasetya et al., 2021). Therefore, workload and job stress become important variables that influence employees' psychological conditions and work outcomes.

Burnout refers to a psychological condition marked by emotional exhaustion, depersonalization, and declining personal accomplishment due to prolonged exposure to excessive pressure and work demands (Parashakti & Ekhsan, 2022). This condition not only affects employees individually but may also negatively impact organizations through reduced productivity and declining service quality. In addition, burnout has been identified as an important determinant of job satisfaction, where higher burnout levels generally weaken employees' positive perceptions of their work (Schaufeli, 2021).

Accordingly, examining burnout as a mediating variable in the relationship between workload, job stress, and job satisfaction becomes highly important. This issue is particularly relevant within public sector organizations, especially the Department of Manpower, which has a major responsibility in addressing labor and employment issues. In Banten Province, the relatively high number of job seekers and unemployment cases has increased employees' workloads. The Open Unemployment Rate (OUR) in Banten Province during the last five years is presented in Table 1.

Table 1. Open Unemployment Rate in Banten Province (2020–2024)

Year	Banten Province (%)	Serang Regency (%)	Serang City (%)	Cilegon City (%)
2020	10.64	12.22	9.26	12.69
2021	8.98	10.58	9.41	10.13
2022	8.09	10.61	8.17	8.10
2023	7.52	9.94	7.45	7.25
2024	6.68	9.18	7.12	6.08

**Source:** BPS Banten Province (2025, processed data)

Table 1 illustrates that, despite the downward trend in unemployment rates across Banten Province, several areas such as Serang Regency, Serang City, and Cilegon City continue to record relatively high unemployment figures. This situation creates greater demands on employees within the Department of Manpower, particularly in managing employment services, workforce training activities, and administrative responsibilities related to labor affairs. Continuous work demands of this nature may potentially trigger work pressure and eventually contribute to burnout when not balanced with effective workload management.

The findings from the preliminary survey also reveal that employees generally experience a fairly good level of job satisfaction. Nevertheless, indicators related to

appreciation, incentives, and compensation still received lower evaluations compared to other aspects of satisfaction. In addition, several employees showed indications of emotional fatigue, reflecting the possibility of burnout symptoms emerging in the workplace. These conditions emphasize the importance of organizational efforts to control workload and reduce job stress in order to sustain employee well-being and maintain optimal performance.

Previous empirical studies concerning the relationship between burnout and job satisfaction have produced varying conclusions. Some researchers reported that burnout has a significant influence on job satisfaction, whereas other studies identified no meaningful relationship between the two variables (Indra & Rialmi, 2022). Even so, burnout remains widely acknowledged as an important factor affecting employees' psychological well-being and attitudes toward work (Wilmar B. Schaufeli et al., 2020). Furthermore, most existing studies have concentrated on private-sector organizations, while research conducted within public institutions, especially regional government agencies, is still relatively limited. Earlier studies also tend to analyze workload, stress, burnout, and job satisfaction independently rather than integrating them into a comprehensive mediating model.

Considering these research gaps, this study seeks to analyze the influence of workload and job stress on job satisfaction by positioning burnout as an intervening variable among employees of the Department of Manpower in Banten Province. The results of this research are expected to enrich the development of human resource management studies, particularly in public-sector organizations, while also providing practical recommendations for improving employee welfare and organizational effectiveness.

### State of the art

Studies concerning workload, job stress, burnout, and job satisfaction have become an important topic in the field of human resource management. Earlier research demonstrates that high workloads accompanied by continuous work pressure may adversely affect employees' mental and emotional conditions, which can eventually increase burnout and lower job satisfaction levels (Prasetya et al., 2021; Anggraini & Idulfilastri, 2023). Burnout itself is commonly described as a psychological state marked by emotional fatigue, depersonalization, and declining personal achievement, which may influence various employee outcomes in the workplace.

Nevertheless, previous empirical evidence regarding the association between burnout and job satisfaction has shown mixed results. Several studies concluded that burnout has no significant effect on job satisfaction, whereas other findings revealed a significant relationship between the two variables (Caniago & Mustafa, 2023; Indra & Rialmi, 2022). Moreover, many prior studies have investigated workload, job stress, burnout, and job satisfaction independently rather than combining them within an integrated analytical framework (Prasetya et al., 2021).

In order to identify these inconsistencies more clearly and highlight the existing research gaps, a review of previous studies is summarized in Table 2.

Table 2 Research Gap in Previous Studies

No	Previous Research	Research Focus	Findings	Limitations	Identified Research Gap
1	Caniago &	Burnout	Burnout has	Does not	Need to examine

	Mustafa (2023)	and Job Satisfaction	no significant effect on job satisfaction	consider the influence of workload and job stress on burnout	burnout as a mediating variable in the relationship between workload, job stress, and job satisfaction
2	Indra & Rialmi (2022)	Burnout and Job Satisfaction	Burnout has a significant positive effect on job satisfaction	Does not include workload and job stress as antecedents of burnout	Need for an integrated model including workload, job stress, and burnout
3	Prasetya et al. (2021)	Workload, Job Stress, Burnout, and Job Satisfaction	All variables have a significant negative effect on job satisfaction	Limited to general context, not specific to public sector	Need for contextual research in local government institutions
4	Anggraini & Idulfilastri (2023)	Workload and Job Stress on Burnout	Workload and job stress significantly affect burnout	Does not examine the impact of burnout on job satisfaction	Need to test burnout as a mediating variable linking workload and job stress on job satisfaction
5	This Study	Workload, Job Stress, Burnout, and Job Satisfaction	-	-	Examines an integrated model of workload and job stress on job satisfaction through burnout in a local government context

**Source:** Caniago & Mustafa (2023); Indra & Rialmi (2022); Prasetya et al. (2021); Anggraini & Idulfilastri (2023)

Based on Table 2, several research gaps can be observed from previous studies. First, earlier findings concerning the relationship between burnout and job satisfaction remain inconclusive. Some researchers found that burnout does not significantly influence job satisfaction, whereas other studies demonstrated a significant effect between the two variables (Caniago & Mustafa, 2023; Indra & Rialmi, 2022). These differences indicate that the relationship between burnout and job satisfaction still requires further investigation.

Second, many previous studies have not positioned burnout as an intervening variable, resulting in a limited explanation of how workload and job stress indirectly affect job satisfaction (Anggraini & Idulfilastri, 2023). As a consequence, the mechanism linking these variables has not been comprehensively explored.

Third, prior research generally analyzes workload, job stress, burnout, and job satisfaction separately rather than examining them within a unified framework (Prasetya et al., 2021). Furthermore, most empirical studies were carried out in private organizations or general workplace settings, while research conducted in public sector institutions, especially within local government agencies, remains relatively scarce.

To fill these gaps, the present study develops an integrated research model that investigates the influence of workload and job stress on job satisfaction with burnout acting as a mediating variable. The study focuses on employees working in the Department of Manpower in Serang City, Serang Regency, and Cilegon City. Through this approach, the research is expected to enrich the literature in human resource management, particularly in the public sector context, as well as provide practical recommendations for enhancing employee well-being and organizational effectiveness.

### **Novelty of the study**

This research presents several distinctive contributions to the development of human resource management studies, especially in relation to employee well-being and organizational behavior.

First, the study proposes a comprehensive framework that connects workload, job stress, burnout, and job satisfaction within a single analytical model. Previous research has generally discussed these variables independently or examined only certain relationships among them. In contrast, this study positions burnout as an intervening variable that explains how workload and job stress influence job satisfaction. Although earlier studies have explored similar topics, research integrating all of these variables simultaneously is still relatively limited (Prasetya et al., 2021; Anggraini & Idulfilastri, 2023).

Second, this study attempts to provide clarification regarding inconsistent empirical findings related to the relationship between burnout and job satisfaction. Earlier studies have produced mixed conclusions, where some reported no significant influence of burnout on job satisfaction, while others identified a significant negative relationship between the two variables (Caniago & Mustafa, 2023; Indra & Rialmi, 2022). By examining burnout within a mediating framework, this research offers a broader understanding of the process through which burnout may affect employees' satisfaction toward their work.

Third, this research strengthens the literature by focusing on the public sector environment, particularly local government institutions. Existing studies are still dominated by private-sector settings and general organizational contexts, whereas empirical evidence from regional government agencies remains limited. The focus on the Department of Manpower in Serang City, Serang Regency, and Cilegon City provides contextual findings that are rarely discussed in previous human resource management research (Prasetya et al., 2021).

Fourth, this study highlights a more contextual and practical perspective by connecting broader employment issues with employee psychological conditions. The increasing workload caused by unemployment-related challenges is linked to employee stress, burnout, and job satisfaction. Through this approach, the study offers a more realistic picture of the pressures experienced by employees in public service institutions.

Accordingly, the originality of this research lies in the development of an integrated conceptual model, the effort to explain inconsistent findings from earlier studies, and the emphasis on a specific public sector setting. These contributions are expected to expand the existing body of knowledge in human resource management and provide practical recommendations for enhancing employee welfare as well as organizational performance.

### **Workload**

Workload describes the volume of duties, responsibilities, and assignments that employees are expected to complete within a particular timeframe. In an organizational context, workload reflects the extent of physical and psychological demands placed on employees while performing their jobs. Every employee is required to manage work targets,

deadlines, and operational responsibilities in order to achieve organizational objectives effectively.

In practice, workload does not only refer to the number of tasks assigned to employees, but also to the pressure involved in completing those tasks. Employees frequently face situations where they must work under strict deadlines, handle multiple responsibilities simultaneously, and adapt to changing work demands. These conditions may create pressure that influences employees' concentration, energy, and emotional stability during work activities.

Previous studies explain that workload is commonly related to several aspects, including time limitations, task complexity, and performance targets established by the organization (Sanjaya, 2021). When employees are continuously exposed to demanding workloads without adequate support or recovery time, their physical and mental conditions may gradually decline. As a result, employees can experience fatigue, reduced productivity, and psychological strain.

Furthermore, workload is generally divided into two main categories, namely quantitative workload and qualitative workload. Quantitative workload refers to the amount or volume of work that must be completed within a specific period, whereas qualitative workload is associated with the level of difficulty, skill requirements, and complexity of the tasks assigned to employees. Both forms of workload can influence employees differently depending on their capabilities, experience, and available resources.

Several empirical studies have shown that excessive workload may negatively affect employee well-being. Employees who consistently experience high work demands are more vulnerable to stress, emotional exhaustion, and burnout. Therefore, organizations need to manage workload appropriately in order to maintain employee health, improve work effectiveness, and support sustainable organizational performance.

## **Job Stress**

Job stress refers to a psychological condition that emerges when employees perceive that the demands of their work exceed their ability to manage or control them. In the workplace, employees are often required to meet deadlines, achieve performance targets, and handle various responsibilities simultaneously. When these demands continue to increase without sufficient support or coping resources, employees may begin to experience stress.

Work-related stress can be influenced by numerous organizational and individual factors. Common sources of stress include excessive work pressure, unclear job responsibilities, lack of communication, interpersonal conflict, and an unsupportive organizational climate. In some situations, employees may also experience stress due to limited career opportunities, inadequate supervision, or imbalance between work and personal life. These conditions may gradually affect employees' emotional stability and overall psychological well-being.

According to Jaafar et al. (2021), job stress arises from an imbalance between job demands and an individual's capability to respond effectively to those demands. Employees who are unable to adapt to continuous pressure are more likely to experience tension, frustration, and emotional exhaustion. As a result, stress becomes a negative reaction that can interfere with employees' ability to perform their duties optimally.

The effects of job stress may appear in different forms, including emotional, physical, and behavioral symptoms. Emotionally, employees may become anxious, irritable, or easily overwhelmed. Physically, stress can lead to fatigue, headaches, sleep disturbances, and reduced energy levels. From a behavioral perspective,

stressed employees may show decreased motivation, lower concentration, declining work performance, and difficulties in maintaining professional relationships within the workplace.

In addition, prolonged exposure to job stress can create broader organizational consequences. Employees experiencing continuous stress are more vulnerable to absenteeism, declining productivity, and reduced job satisfaction. Over time, unmanaged stress may also increase the likelihood of burnout, which can negatively influence both employee well-being and organizational effectiveness. Therefore, organizations need to create supportive work environments and implement effective stress management strategies to maintain employee performance and psychological health.

### **Burnout**

Burnout is a psychological condition that develops as a result of prolonged and unmanaged work-related stress. This condition generally emerges when employees continuously face high job demands, emotional pressure, and work responsibilities without sufficient recovery or support. Over time, continuous exposure to stressful working conditions can drain employees' emotional and mental energy, eventually leading to burnout.

In this study, burnout is measured using the dimensions introduced by Christina Maslach, which include emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion refers to feelings of fatigue and emotional depletion caused by excessive work demands. Depersonalization reflects negative attitudes, emotional distancing, or indifferent behavior toward work and other individuals in the workplace. Meanwhile, reduced personal accomplishment describes a decline in employees' confidence and feelings of competence in performing their duties effectively.

Burnout is commonly found in occupations that involve intensive interaction, high responsibility, and strong emotional engagement. Employees who work in service-oriented institutions, public organizations, healthcare, education, and administrative sectors are often more vulnerable to experiencing burnout due to continuous pressure and expectations from both the organization and society. When employees are required to maintain performance under demanding conditions for long periods, their psychological resilience may gradually weaken.

Several studies have shown that burnout is closely associated with excessive workload and ongoing job stress (Anggraini & Idulfilastri, 2023). Employees who are exposed to continuous pressure without adequate organizational support are more likely to experience emotional exhaustion and psychological fatigue. High work demands combined with stressful work environments can intensify employees' feelings of helplessness and frustration.

Furthermore, employees experiencing burnout often demonstrate declining motivation and reduced enthusiasm toward their work. They may begin to feel emotionally detached from their responsibilities, lose interest in organizational goals, and experience difficulties maintaining work quality. In many cases, burnout also contributes to lower productivity, decreased job satisfaction, and weakened organizational commitment. If not properly addressed, burnout may negatively affect both employee well-being and overall organizational performance.

### **Job Satisfaction**

Job satisfaction refers to the level of positive feelings employees have toward their job. It reflects how well employees' expectations are met by their work conditions, including

salary, work environment, career development, job responsibilities, and interpersonal relationships.

According to Soelton et al. (2022), high workload and work pressure significantly increase employee burnout, which can negatively affect employee well-being and performance.

### **Relationship Between Variables Workload and Burnout**

Workload is considered one of the primary factors that can trigger burnout among employees. Employees who continuously face excessive assignments, tight deadlines, and high work targets are more vulnerable to experiencing physical and emotional fatigue. When work demands exceed employees' capabilities and available resources, the pressure generated from these responsibilities may gradually reduce their energy and psychological resilience.

According to previous studies, high workload contributes significantly to emotional exhaustion, which is one of the core dimensions of burnout (Anggraini & Idulfilastri, 2023). Employees who are required to complete large volumes of work within limited timeframes often experience stress, fatigue, and declining motivation. If these conditions persist for a long period, employees may become emotionally drained and less enthusiastic about their work.

In addition, excessive workload may reduce employees' ability to maintain a balance between work responsibilities and personal well-being. As a result, employees may experience difficulties concentrating, reduced work effectiveness, and increased psychological pressure, all of which can intensify burnout symptoms.

### **Job Stress and Burnout**

Job stress is another important factor closely associated with burnout. Stress in the workplace emerges when employees perceive that the demands placed upon them exceed their capacity to cope effectively. Continuous exposure to stressful situations can gradually weaken employees' emotional and mental conditions.

Research conducted by Jaafar et al. (2021) explains that prolonged job stress has a positive relationship with burnout. Employees who repeatedly encounter work pressure, role conflict, unclear responsibilities, and interpersonal problems in the workplace are more likely to experience chronic stress. Over time, this ongoing stress may develop into burnout, particularly when employees do not receive sufficient organizational support.

Furthermore, employees experiencing high levels of stress may feel overwhelmed and emotionally exhausted. They often lose enthusiasm for their work and become less engaged with organizational activities. Therefore, effective stress management is necessary to prevent the emergence of burnout in the workplace.

### **Burnout and Job Satisfaction**

The relationship between burnout and job satisfaction has become an important discussion in human resource management studies. Burnout generally influences employees' emotional conditions and attitudes toward their jobs. Employees who experience emotional exhaustion and psychological fatigue are more likely to develop negative perceptions about their work environment.

Several previous studies reported that burnout has a negative effect on job satisfaction, indicating that employees with higher burnout levels tend to experience

lower satisfaction at work. However, some empirical findings still show inconsistent results regarding the strength and significance of this relationship (Caniago & Mustafa, 2023; Indra & Rialmi, 2022). These differences suggest that the relationship between burnout and job satisfaction may vary depending on organizational conditions and employee characteristics.

Despite these inconsistencies, burnout is generally recognized as a factor that can reduce employees' positive attitudes toward their work. Employees who experience burnout often lose motivation, feel emotionally detached from their responsibilities, and show lower commitment to organizational goals. Such conditions may eventually decrease overall job satisfaction.

### **Workload and Job Satisfaction**

Workload also has a close relationship with job satisfaction. Employees who are exposed to excessive workloads may feel pressured due to the large number of responsibilities and limited time available to complete their tasks. Continuous work pressure can reduce employees' comfort and satisfaction in carrying out their duties.

According to Sanjaya (2021), high workload tends to lower job satisfaction because employees may struggle to manage work demands effectively. Employees who experience excessive workloads often feel physically and emotionally exhausted, which can reduce their enjoyment and motivation at work.

In addition, unbalanced workload conditions may interfere with employees' ability to maintain harmony between work and personal life. When employees consistently face demanding work conditions, they may become dissatisfied with their jobs and less committed to the organization.

### **Job Stress and Job Satisfaction**

Job stress is widely considered one of the factors that negatively affects job satisfaction. Employees experiencing high stress levels commonly feel uncomfortable, emotionally pressured, and less motivated in their work environment. These conditions may influence how employees evaluate their jobs and organizational experiences.

Jaafar et al. (2021) state that employees exposed to prolonged stress generally report lower levels of job satisfaction. Stressful work situations may reduce employees' enthusiasm, weaken work engagement, and create negative feelings toward organizational policies and responsibilities.

Moreover, continuous stress may affect employees' emotional well-being and social relationships in the workplace. Employees who are unable to manage stress effectively may experience frustration, decreased morale, and dissatisfaction with their jobs. Therefore, organizations need to create supportive work environments to minimize stress and improve employee satisfaction.

### **Mediating Role of Burnout**

Burnout is considered an important mediating variable in explaining the relationship between workload, job stress, and job satisfaction. In this context, burnout functions as an intermediary mechanism through which excessive work demands and stress influence employees' satisfaction toward their jobs.

Previous studies explain that workload and job stress do not always directly reduce job satisfaction. Instead, these factors may first create emotional exhaustion and psychological fatigue, which then develop into burnout (Prasetya et al., 2021). Employees experiencing burnout are more likely to lose motivation, feel emotionally disconnected from their work, and experience declining job satisfaction.

Therefore, understanding the mediating role of burnout is important in explaining how workplace pressures influence employee outcomes. By identifying burnout as an intermediary factor, organizations can design more effective strategies to manage workload, reduce stress, and improve employee well-being as well as organizational performance.

## METHODOLOGY

### Types of research

This study employs a quantitative research approach with an explanatory design to examine the relationships among variables through statistical analysis. The explanatory approach is used to explain the causal relationships between independent variables (workload and job stress) and the dependent variable (job satisfaction), with burnout acting as a mediating variable.

This research is categorized as causal research, as it aims to identify and analyze the direct and indirect effects among variables. Data were collected using a survey method at a single point in time (Sugiyono, 2019).

### Population and sample

The population of this study consists of civil servants (ASN) working at the Department of Manpower in Banten Province (Serang City, Cilegon City, and Serang Regency), totaling 156 employees. The sample size was determined using the SEM-PLS approach, with a minimum of 100 respondents to ensure model stability. A proportional stratified random sampling technique was applied, resulting in 38 respondents from Serang City, 35 from Cilegon City, and 27 from Serang Regency.

### Data analysis techniques

The Data collection techniques used a questionnaire through a survey, and data analysis techniques used the SmartPLS application version 4.1.1.4. This study employed Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) for data analysis. SEM-PLS is suitable for analyzing complex relationships between variables, including mediation effects, and does not require the strict assumption of a normal data distribution (Hair et al., 2019).

To ensure that the research instrument has an adequate level of reliability and accuracy (validity), construct validity testing is carried out using the value Average Variance Extracted (AVE) and construct reliability test through the value Composite Reliability (CR). An instrument is declared valid if the AVE value is greater than 0.50, indicating that the indicator is able to adequately explain the latent variable. Meanwhile, construct reliability is met if the CR value is greater than 0.70, indicating strong and reliable internal consistency between indicators in measuring the construct. This can be explained in Table 3 below.

Table 3 AVE and CR test results

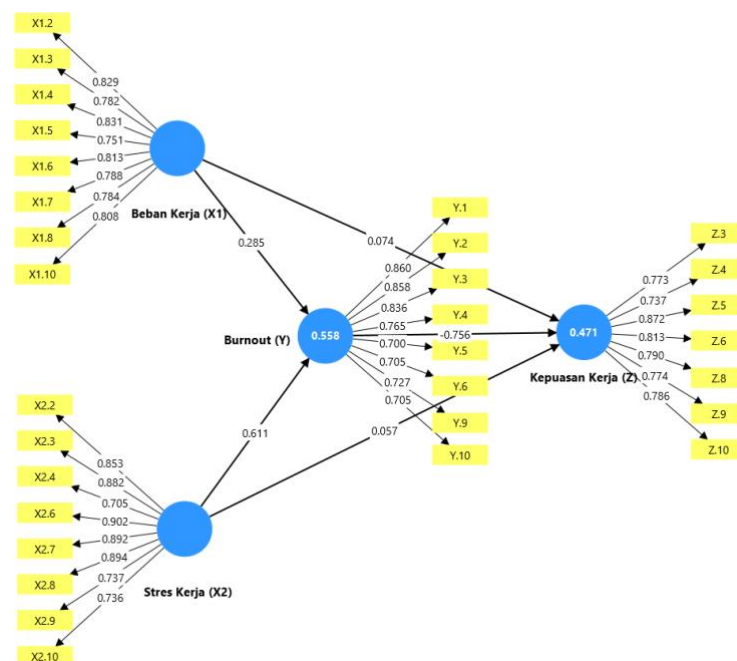
Variabel	Average Variance Extracted (AVE)	Composite Reliability (CR)
Workload (X1)	0.638	0.934
Job Stress (X2)	0.687	0.946
Burnout (Y)	0.597	0.922
Job Satisfaction (Z)	0.629	0.922

Source: Data processed using SmartPLS 4.1.1.4 (2025)

The test results in Table 3 show that all research variables have AVE values above 0.50 and Composite Reliability values above 0.70. Therefore, it can be concluded that all indicators used have met the criteria for convergent validity and have high internal consistency. Thus, this research instrument is proven valid and reliable in measuring the constructs of workload, job stress, burnout, and job satisfaction.

## RESULT AND DISCUSSION

To ensure the relationship between the indicators and the constructs under study, an outer model analysis was conducted using the SEM-PLS approach. The outer model was used to evaluate the validity and reliability of the indicators that make up each latent variable. The data processing results produced an outer model diagram as shown in Figure 1 below.



Source: SEM PLS data processing results (2025)

Figure 1 Outer Model Analysis Results (PLS Algorithm)

After the research instrument was declared valid and reliable through outer model testing, the next step was to conduct hypothesis testing to examine the relationships between the variables proposed in the research model. The hypothesis testing was carried out by evaluating the path coefficients, t-statistics, and p-values. A relationship is considered significant if the t-statistic is greater than 1.96 and the p-value is less than 0.05 (Hair et al., 2019). The results of the hypothesis testing are presented in Table 3.

Table 3 Hypothesis Test Results

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Workload → Burnout	0,285	0,294	0,071	4,029	0,000
Workload → Job Satisfaction	0,074	0,069	0,095	0,776	0,438

Burnout → Job Satisfaction	-0,756	-0,766	0,086	8,810	0,000
Job Stress → Burnout	0,611	0,606	0,075	8,192	0,000
Job Stress → Job Satisfaction	0,057	0,066	0,090	0,631	0,528
Workload → Burnout → Job Satisfaction	-0,216	-0,226	0,061	3,549	0,000
Job Stress → Burnout → Job Satisfaction	-0,462	-0,465	0,082	5,609	0,000

Source: SEM PLS data processing results (2025)

Based on the test results bootstrapping In Table 3 regarding the direct influence between variables, the following findings were obtained:

1. Workload has a positive and significant effect on Burnout ( $\beta = 0.285$ ;  $t = 4.029$ ;  $p < 0.05$ ).
2. Workload has no significant effect on Job Satisfaction ( $\beta = 0.074$ ;  $t = 0.776$ ;  $p > 0.05$ ).
3. Burnout has a negative and significant effect on Job Satisfaction ( $\beta = -0.756$ ;  $t = 8.810$ ;  $p < 0.05$ ).
4. Job Stress has a positive and significant effect on Burnout ( $\beta = 0.611$ ;  $t = 8.192$ ;  $p < 0.05$ ).
5. Job Stress has no significant effect on Job Satisfaction ( $\beta = 0.057$ ;  $t = 0.631$ ;  $p > 0.05$ ).
6. Workload has a negative and significant indirect effect on Job Satisfaction through Burnout ( $\beta = -0.216$ ;  $t = 3.549$ ;  $p < 0.05$ ).
7. Job Stress has a negative and significant indirect effect on Job Satisfaction through Burnout ( $\beta = -0.462$ ;  $t = 5.609$ ;  $p < 0.05$ ).

### Effect of Workload on Burnout (Hypothesis 1)

The findings of this study indicate that workload has a positive and significant influence on burnout ( $\beta = 0.285$ ;  $t = 4.029$ ;  $p < 0.05$ ). These results suggest that increasing workload tends to increase the level of burnout experienced by employees. Therefore, Hypothesis 1 is accepted. The result confirms that excessive work demands can create physical and emotional pressure that gradually leads to psychological exhaustion among employees.

This condition can also be understood from the characteristics of the respondents involved in the study. Most employees are within the productive age range of 26–35 years and have relatively short working experience. Employees in this category generally face strong pressure to adapt quickly to organizational demands, complete tasks efficiently, and achieve performance targets. At the same time, limited work experience may reduce their ability to manage pressure effectively, making them more susceptible to emotional fatigue and burnout.

In addition, the dominance of female employees may also influence the emergence of burnout. Female employees often face multiple responsibilities, including professional duties and family-related obligations. Balancing these dual roles may create additional

emotional and psychological pressure, particularly when workplace demands continue to increase. This situation can intensify stress and contribute to emotional exhaustion.

Another important aspect relates to the educational background of employees. Employees with higher educational qualifications usually possess greater career expectations and stronger aspirations for professional achievement. When organizational realities, workloads, or work conditions do not align with these expectations, employees may experience disappointment, frustration, and declining motivation, which can eventually increase burnout levels.

The descriptive analysis also shows that the burnout variable is categorized at a moderate level, with an index value of 65.88. Among the burnout dimensions, emotional exhaustion recorded the highest score, indicating that psychological fatigue is the most dominant effect experienced by employees. This finding demonstrates that employees are more likely to feel mentally drained, emotionally tired, and overwhelmed due to continuous work pressure and demanding responsibilities.

These results are in line with several previous studies. Research conducted by Soelton et al. (2022) concluded that excessive workload and work-related stress significantly increase the possibility of burnout among employees. Likewise, Sanjaya (2021) explained that higher work demands may reduce employee enthusiasm and motivation, ultimately contributing to increased burnout. Therefore, workload management becomes an important organizational strategy to maintain employee well-being and prevent prolonged psychological fatigue.

### **Effect of Job Stress on Burnout (Hypothesis 2)**

The results of this study reveal that job stress has a positive and significant effect on burnout ( $\beta = 0.611$ ;  $t = 8.192$ ;  $p < 0.05$ ). This means that the higher the level of job stress experienced by employees, the greater the possibility that they will experience burnout. Therefore, Hypothesis 2 is supported. These findings indicate that continuous work pressure can gradually weaken employees' emotional and psychological conditions, eventually leading to burnout.

The relationship between job stress and burnout can also be explained through the characteristics of the respondents involved in this study. Most employees are in the productive age group of 26–35 years and have relatively short working periods. Employees within this stage are generally still adapting to organizational demands and workplace responsibilities. Limited work experience may reduce their ability to cope effectively with pressure, making them more vulnerable to stress and emotional exhaustion.

In addition, the majority of respondents are female employees, which may further contribute to higher stress levels. Female employees often face multiple responsibilities, including work-related duties and family obligations. The challenge of balancing professional and personal roles may increase emotional pressure and create additional psychological burdens, particularly when work demands continue to intensify.

The descriptive analysis also shows that the job stress variable is categorized at a relatively high level, with an index value of 74.85. Among the dimensions of job stress, job demands emerged as the most dominant source of stress, while interpersonal relationships contributed less significantly. This finding suggests that excessive workloads, strict deadlines, and high-performance expectations are the primary factors causing stress among employees.

Such conditions may gradually drain employees' physical and emotional energy, ultimately contributing to burnout, especially emotional exhaustion.

Furthermore, employees who experience prolonged job stress are more likely to feel mentally fatigued, overwhelmed, and less motivated in carrying out their responsibilities. Continuous stress exposure can reduce employees' psychological resilience, making them emotionally detached from their work and less enthusiastic about organizational activities. If these conditions are not properly managed, burnout may negatively affect employee performance and overall organizational effectiveness.

The findings of this study are consistent with several previous studies. Jaafar et al. (2021) identified job stress as one of the main predictors of burnout because long-term work pressure can deplete employees' physical and psychological resources. Similarly, B. Sanjaya (2021) reported that job stress significantly contributes to emotional exhaustion and depersonalization among employees. In addition, Hair et al. (2019) emphasized that job stress and burnout are strongly interconnected both theoretically and empirically, as both represent closely related psychological processes occurring within the workplace.

### **Effect of Workload on Job Satisfaction (Hypothesis 3)**

The findings of this study show that workload does not have a significant effect on job satisfaction ( $\beta = 0.074$ ;  $t = 0.776$ ;  $p > 0.05$ ). Based on these results, Hypothesis 3 is rejected. This indicates that although employees experience relatively high workloads, such conditions do not directly decrease their level of job satisfaction. In other words, workload alone is not a determining factor influencing how satisfied employees feel with their jobs.

The descriptive analysis reveals that the workload variable is categorized at a relatively high level, with an index value of 75.40. Among the workload dimensions, target demands emerged as the most dominant aspect experienced by employees. This means that employees are required to achieve high performance targets and complete various responsibilities within organizational expectations. However, the time management aspect was perceived to be more flexible, suggesting that employees still have sufficient opportunities to organize and manage their work activities effectively. As a result, high workload conditions do not automatically create dissatisfaction among employees.

This finding can also be explained through the characteristics of the respondents involved in the study. Most employees are within the productive age range of 26–35 years, possess relatively short working experience, and have higher educational backgrounds. Employees in this category generally have better adaptability, stronger motivation, and higher capability in managing work responsibilities. Their educational background may also support problem-solving skills and time management abilities, enabling them to cope with demanding workloads without significantly affecting their job satisfaction.

In addition, younger employees are often more flexible and responsive to organizational challenges. They may perceive high workload as part of professional development and career growth rather than as a burden that decreases satisfaction. This condition may explain why workload does not directly influence employees' feelings toward their jobs.

The results of this study are consistent with previous research findings. Soelton et al. (2022) reported that workload does not always directly reduce job satisfaction. Instead, workload tends to influence employee well-being indirectly through burnout. Similarly, Jaafar

et al. (2021) found that job stress has a stronger effect on job satisfaction compared to workload itself. Therefore, factors such as stress and burnout may play a more important role in shaping employees' satisfaction levels than workload alone.

#### **Effect of Job Stress on Job Satisfaction (Hypothesis 4)**

The findings of this study reveal that job stress does not have a significant effect on job satisfaction ( $\beta = 0.057$ ;  $t = 0.631$ ;  $p > 0.05$ ). Based on these results, Hypothesis 4 is rejected. This means that although employees experience work-related stress, the stress does not directly reduce their level of job satisfaction. In other words, employees are still able to maintain positive feelings toward their jobs despite the presence of work pressure.

The descriptive analysis shows that the job stress variable is categorized at a relatively high level, with an index value of 71.82. Among the dimensions of job stress, the work environment emerged as the strongest contributing factor, while interpersonal relationships showed a lower contribution. This finding indicates that stress experienced by employees is more closely related to workplace conditions, job demands, and organizational situations rather than conflicts or communication problems with colleagues.

Even though employees experience relatively high levels of stress, they appear capable of adapting to workplace pressures effectively. Factors such as teamwork, supportive colleagues, and organizational support may help employees manage stress without significantly affecting their job satisfaction. Employees may also perceive stress as part of their professional responsibilities, particularly when they still feel appreciated and supported within the organization.

This condition can also be linked to the profile of the respondents involved in the study. Most employees are within the productive age range of 26–35 years, possess relatively short working experience, and have higher educational backgrounds. Employees in this category generally have greater adaptability, stronger learning abilities, and better problem-solving skills, enabling them to cope with stressful situations more effectively. Their educational background may also help them manage emotional pressure and maintain a positive attitude toward work.

Furthermore, younger employees often have higher enthusiasm and flexibility in dealing with organizational challenges. Although they experience stress from work demands, they may still feel motivated because the work environment provides opportunities for learning, career development, and professional growth. As a result, stress does not necessarily reduce their overall job satisfaction.

The findings of this study are supported by previous research. Sanjaya (2021) explained that the influence of job stress on job satisfaction may vary depending on individual characteristics and organizational conditions. Similarly, Jaafar et al. (2021) found that job stress can significantly affect job satisfaction under certain circumstances. These findings suggest that stress remains an important factor in shaping employee attitudes toward work, although its impact may differ across organizational contexts.

Therefore, although employees experience relatively high job stress, the stress does not significantly influence job satisfaction in this study. This indicates that other factors, such as burnout, organizational support, work environment quality, or employee coping abilities, may play a more dominant role in determining employees' satisfaction with their jobs.

### **Effect of Burnout on Job Satisfaction (Hypothesis 5)**

The results of this study demonstrate that burnout has a negative and significant effect on job satisfaction ( $\beta = -0.756$ ;  $t = 8.810$ ;  $p < 0.05$ ). Based on these findings, Hypothesis 5 is accepted. This means that increasing levels of burnout tend to reduce employees' job satisfaction. Employees who experience higher emotional and psychological exhaustion are more likely to develop negative feelings toward their work and organizational environment.

The descriptive analysis shows that the burnout variable is categorized at a moderate level, with an index value of 70.21. Among the burnout dimensions, emotional exhaustion emerged as the most dominant aspect experienced by employees. This finding indicates that employees often feel mentally and emotionally drained due to continuous work demands and pressure. On the other hand, the reduced personal accomplishment dimension recorded a lower score, suggesting that employees still attempt to maintain their performance and fulfill their responsibilities despite experiencing fatigue and stress.

Meanwhile, the job satisfaction variable is also categorized at a moderate level, with an index value of 68.45. The lowest score was found in the salary and benefits dimension, while interpersonal relationships received the highest score. This condition suggests that employees generally maintain good relationships with colleagues and the work environment, but they may still feel dissatisfied with the financial compensation provided by the organization. In this context, emotional exhaustion combined with perceptions of inadequate rewards may contribute significantly to lower job satisfaction.

These findings can also be understood through the respondent characteristics in this study. Most employees are relatively young, have short working experience, and are still in the early stages of their careers. Employees in this phase often face high expectations, adaptation pressures, and demanding workloads while simultaneously trying to establish their professional competence. Such conditions may increase the likelihood of burnout, which then affects their satisfaction with work.

In addition, employees experiencing burnout commonly lose enthusiasm, motivation, and emotional attachment to their jobs. Continuous psychological fatigue may reduce their sense of comfort and fulfillment in the workplace, making it more difficult for them to feel satisfied with their roles and responsibilities. As burnout intensifies, employees may also become less engaged and less motivated to contribute optimally to organizational goals.

The findings of this study are consistent with previous research conducted by R. D. Parashakti and M. Ekhsan (2022), which concluded that burnout significantly decreases job satisfaction. This supports the view that burnout is an important psychological factor influencing employees' attitudes and perceptions toward their work.

Therefore, burnout can be understood as a crucial variable connecting work-related pressure with job satisfaction. These findings emphasize the importance of organizational efforts to manage employee well-being, reduce emotional exhaustion, and create supportive work environments in order to maintain employee satisfaction and improve organizational performance.

### **Effect of Job Stress on Job Satisfaction through Burnout (Hypothesis 6)**

The results indicate that job stress has a significant indirect effect on job satisfaction through burnout ( $\beta = -0.462$ ;  $t = 5.609$ ;  $p < 0.05$ ), supporting Hypothesis 6. This shows that burnout significantly mediates the relationship between job stress and job satisfaction.

The burnout index is moderate (67.45), with emotional exhaustion as the highest dimension, indicating that job stress primarily triggers psychological fatigue, which in turn reduces job satisfaction.

This finding aligns with the respondent profile, where most employees are young and have relatively short tenure, making them more vulnerable to burnout when facing high work pressure. Thus, job stress does not directly reduce job satisfaction but indirectly affects it through increased burnout.

These results are supported by previous studies. Soelton et al. (2022) found that job stress significantly increases burnout among employees. In addition, Jaafar et al. (2021) reported that job stress has a significant effect on job satisfaction. These findings suggest that burnout may act as an important mechanism linking job stress to job satisfaction.

Therefore, managing burnout through effective stress management and organizational support is essential to maintain employee job satisfaction.

### **Effect of Workload on Job Satisfaction through Burnout (Hypothesis 7)**

The results indicate that workload has a significant indirect effect on job satisfaction through burnout ( $\beta = -0.216$ ;  $t = 3.549$ ;  $p < 0.05$ ), supporting Hypothesis 7. This shows that burnout significantly mediates the relationship between workload and job satisfaction.

This finding suggests that although workload does not directly affect job satisfaction, it can increase burnout, which in turn reduces job satisfaction.

This result is consistent with the respondent profile, where most employees are young, have relatively short tenure, and possess adequate educational backgrounds. Despite their adaptability, high workload can still trigger emotional exhaustion and psychological pressure, leading to burnout and decreased job satisfaction.

These findings are supported by previous studies. Parashakti and Ekhsan (2022) found that workload increases employee burnout, which can negatively impact employee performance and well-being. This indicates that burnout may act as an important mechanism linking workload to other work outcomes, including job satisfaction.

Therefore, managing workload and preventing burnout are essential to maintain employee job satisfaction, particularly through realistic task allocation and adequate organizational support.

## **CONCLUSION**

This study aims to examine the effect of workload and job stress on job satisfaction through burnout as a mediating variable in regional government agencies. The findings reveal that workload and job stress have a positive and significant effect on burnout, indicating that higher job demands increase the risk of employee emotional exhaustion. However, both workload and job stress do not have a significant direct effect on job satisfaction, suggesting that employees are able to manage job demands without immediately affecting their level of satisfaction.

Furthermore, burnout is proven to have a negative and significant effect on job satisfaction, indicating that higher levels of burnout lead to lower employee satisfaction. These results confirm that burnout plays a crucial mediating role in the relationship between workload, job stress, and job satisfaction. In other words, workload and job stress indirectly affect job satisfaction through burnout as an intervening variable.

Overall, this study highlights the importance of managing employee burnout in order to maintain job satisfaction, particularly in public sector organizations. These findings contribute to the development of organizational behavior literature by emphasizing burnout as a key mechanism linking job demands and employee outcomes, as well as providing empirical evidence in the context of regional government institutions.

### **Implications**

The findings of this study provide several important managerial implications, particularly for leaders and policymakers in regional government institutions. First, since workload has a significant impact on burnout, organizations need to ensure a balanced distribution of tasks among employees. This can be achieved through proper job design, workload evaluation, and the implementation of fair work allocation systems to prevent excessive job demands.

Second, the significant effect of job stress on burnout indicates the need for organizations to implement effective stress management strategies. Management can provide psychological support programs, improve communication between supervisors and employees, and create a supportive work environment to reduce stress levels. Regular monitoring of employee stress conditions is also essential to prevent long-term psychological strain.

Third, given that burnout has a strong negative impact on job satisfaction, organizations should prioritize burnout prevention and intervention programs. Efforts such as providing adequate rest periods, promoting work-life balance, and offering employee well-being programs can help reduce burnout levels and maintain employee satisfaction.

Finally, since burnout is proven to mediate the relationship between workload, job stress, and job satisfaction, organizations should not only focus on reducing workload and stress directly, but also address burnout as a key mechanism influencing employee outcomes. By managing burnout effectively, organizations can indirectly improve job satisfaction and overall employee performance.

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