

The Role of Burnout in Mediating the Effect of Workload on Job Satisfaction at CV. Sukses Bersama

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Abstract

Purpose – This study aims to analyze the influence of workload on employee job satisfaction, the effect of workload on burnout, and the effect of burnout on job satisfaction. In addition, this study examines the role of burnout as a mediating variable in the relationship between workload and job satisfaction in employees CV. Sukses Bersama.

Design/methodology/approach – This study uses a quantitative approach with a survey method. Data was obtained through a questionnaire distributed to all employees. CV. Sukses Bersama. The study involved 37 employees as respondents. Data analysis was conducted using Structural Equation Modeling Partial Least Squares (SEM-PLS) to test the validity and reliability of the measurement model as well as the structural relationships between variables, including the direct influence and the mediating influence.

Originality – This study makes an empirical contribution by explaining the mediating role of burnout in the relationship between workload and job satisfaction in the context of medium-scale distribution companies, which is still rarely studied in the human resource management literature.

Findings and Discussion – The results of the study show that workload has a negative and significant effect on job satisfaction, as well as a positive and significant effect on burnout. Burnout has also been shown to have a negative effect on job satisfaction and significantly mediates the relationship between workload and job satisfaction. These findings indicate that the pressure of working time use and high job demands trigger mental burnout, which further lowers employee job satisfaction levels.

Conclusion – Unbalanced workload management increases burnout and has an impact on decreasing employee job satisfaction. Therefore, organizations need to manage workload and working time more proportionately to maintain employee well-being and job satisfaction.

Keywords – Burnout, Job Satisfaction, Work Load

Introduction

A company is an organization that carries out production and service activities in a sustainable manner with the aim of generating profits and meeting the needs of the community. One of the most commonly used forms of business entities in Indonesia is Commanditaire Vennootschap (CV), which is a partnership consisting of active partners who manage the company and are fully responsible, as well as passive partners who only invest capital with limited responsibility. CV. Sukses Bersama is a building materials distribution company that was established in 2023 and operates in the Surabaya area. The company's main activities include purchasing goods directly from factories and distributing them to building material stores. In its operational implementation, the company requires intensive cross-division coordination, starting from procurement,

warehousing, sales, delivery, to billing. However, as a company that is still in the growth stage, human resource planning and the division of work have not been optimally organized. This condition creates overlapping tasks between divisions and unclear work responsibilities, which ultimately increase employee work pressure. These operational conditions have an impact on declining employee job satisfaction. Job satisfaction is an important aspect in an organization because it reflects the level of comfort, appreciation, and motivation that employees experience in their work (Safria et al., 2023). Employees who have high job satisfaction tend to demonstrate better performance and productivity, while job dissatisfaction can trigger negative behaviors such as absenteeism, decreased performance, and the intention to leave the company (Firdaus et al., 2024).

Based on information from the HRD department, CV. Sukses Bersama shows symptoms of declining job satisfaction, which are reflected in the increasing rate of employee absenteeism. The company's internal data show fluctuations in attendance in the form of leave, permission, and illness during the 2023–2024 period. In 2023, the high level of leave was influenced by the absence of enforced leave rights, while in 2024 the increase in leave and permissions still occurred even though leave rights had been granted. This condition is caused by the congestion of operational activities and the absence of a clear rest schedule. According to Robbins & Judge (2013), a high level of employee absence and permission requests is an indication of job satisfaction problems within an organization. In addition, employees experience high work pressure due to the demands of achieving targets with very low tolerance for errors, without adequate assistance from their superiors. The tasks received by employees often exceed their primary responsibilities and are not proportional to the compensation they receive. Differences in character and work experience cause the level of job satisfaction among employees to vary and directly influence the way they carry out their work (Fatmawati & Irbayuni, 2021).

The results of the pre-job satisfaction survey indicate that the majority of employees feel a lack of appreciation, positive feedback, and opportunities for self-development. In addition, communication between superiors and colleagues is perceived as not yet open, and the work environment is considered to easily create boredom. Job satisfaction is understood as an individual's emotional response to various aspects of their work, which can be either positive or negative (Firdaus et al., 2024). Factors that influence job satisfaction include the job itself, salary, promotion opportunities, relationships with coworkers, and the role of supervisors (Robbins & Judge, 2013). As a company that is still developing its management system, CV. Sukses Bersama faces the challenge of significantly increasing work targets without a corresponding increase in the number of employees. Internal data show that in 2024 there was an increase in targets across all divisions; however, the realization and achievement of these targets actually decreased. This condition indicates an increase in employee workload. Workload is defined as the total number of tasks that an employee must complete within a certain period of time according to job demands (Yuridha, 2022).

The results of the interviews show that there are additional tasks outside employees' main responsibilities, such as the billing division also delivering goods and the sales division delivering orders directly in order to maintain relationships with customers. High workloads require employees to engage in intense physical and mental activities within a limited amount of time (Arisanti & Kusumayadi, 2023). If not managed proportionally, this condition has the potential to reduce employee job satisfaction (Kusumawati & Linando, 2024). Excessive workload is also closely related to the occurrence of burnout.

Workload is categorized as a job demand that can drain employees' physical and psychological energy (Demerouti et al., 2001). Burnout is understood as a condition of physical and mental exhaustion caused by prolonged work pressure and ineffective work management (Duha & Supriyadi, 2025). The company's internal data show an increase in absenteeism due to illness in 2024, which according to HRD was influenced by increased work targets, periodic evaluations, and fatigue caused by irregular working hours. Burnout is characterized by fatigue, boredom, and decreased emotional and physical energy due to repetitive work stress (Rani et al., 2022). In the long term, burnout has the potential to reduce work focus, increase operational errors, and disrupt coordination between divisions. Work conditions characterized by strict targets and repetitive overtime practices can strengthen the perception of excessive workload and increase the risk of burnout (Rani et al., 2022). If left unaddressed, burnout not only affects employee health and performance but also significantly reduces job satisfaction levels (Agustina et al., 2023).

However, previous studies examining the relationship between workload, burnout, and job satisfaction have produced varying findings. Several studies indicate that workload has a significant influence on burnout and job satisfaction, while other studies report different levels of influence across organizational contexts. In addition, most previous studies tend to focus on the direct relationship between workload and job satisfaction, whereas empirical studies examining burnout as a mediating variable in an integrated model are still relatively limited. Furthermore, research focusing on medium-scale distribution companies is rarely discussed in the existing literature. Therefore, further research is needed to provide empirical evidence regarding the role of burnout as a mediating variable in the relationship between workload and job satisfaction. Based on these empirical conditions and supported by previous research showing that workload affects burnout and job satisfaction, with burnout acting as a mediating variable (Malino et al., 2020), this study aims to analyze the role of burnout in mediating the effect of workload on job satisfaction at CV. Sukses Bersama.

Literature Review

Workload

Workload refers to the level of involvement of individuals in completing tasks assigned by the organization. According to Uma & Swasti, (2024), workloads can be identified through several factors, namely the number of tasks to be completed, the time limits available to complete those tasks, and the individual's subjective perception of the work he or she receives. The number of tasks assigned to employees determines how much effort must be expended, while the set deadlines put additional pressure on an individual's stress levels and performance. In addition, employees' subjective perception of work also influences how they perceive the workload. Workload is an important factor that can affect worker productivity and well-being. According to Rohman & Ichsan, (2021), the imbalance between the worker's abilities and the demands of the job can have different psychological impacts. When workers' abilities are higher compared to the demands of the job, they tend to experience boredom.

On the other hand, if the demands of the job exceed the capacity of the workers, then the risk of physical and mental fatigue will be greater which will have a negative impact on the performance of the individual and the organization as a whole. According to Putri et al., (2023), Workload refers to the amount of responsibility or work that

employees have to do in carrying out their duties. This burden can affect employee performance in significant ways, both positively and negatively. If the workload is too heavy or difficult to handle, it can have a detrimental impact on employees' physical and mental health, and can even affect their safety in the workplace (Khoiriyah et al., 2025). However, workload does not always have a negative impact. If an employee is able to manage and complete his or her tasks well, then the workload can be a challenge that drives increased productivity.

Conversely, if an employee finds it difficult or unable to adjust to the job at hand, the workload can become a pressure that lowers their performance. Based on the above explanation, it can be concluded that workload is the number of responsibilities or tasks that must be completed by an employee in a certain period of time which is influenced by the number of tasks, deadlines, and individual perceptions of the work received. Workload can have a positive impact if it matches individual capacity because it can encourage productivity and work efficiency. However, if it exceeds the capacity of employees, the workload has the potential to cause stress, physical and mental fatigue, and decreased performance quality.

Burnout

Burnout is a condition in which a person experiences fatigue due to carrying out or completing their work with high demands for a long time or repeatedly. Burnout is a condition of physical, emotional, and mental fatigue that arises due to continuous work pressure without adequate recovery (Zukmarini & Rini, 2025). This condition is characterized by a decrease in work morale, loss of motivation, and feelings of helplessness in facing the demands of work. According to Amalia et al., (2025), burnout develops gradually, starting with emotional exhaustion, then continuing into depersonalization or apathy, and ultimately lowering personal achievement.

In the context of job satisfaction, these stages contribute to a decrease in job pride and erode employees' sense of self-achievement. Burnout not only affects psychological health, but also has a direct impact on an individual's physical health and performance. Dewi et al., (2022) mentioned that employees who experience burnout tend to experience sleep disturbances, physical fatigue, decreased immunity, and frustration with work. This condition leads to decreased concentration, more frequent work mistakes, and loss of enthusiasm for completing tasks.

According to Prianto & Bachtiar (2020), the imbalance between job demands and individual abilities is a major trigger for burnout, especially if the work environment is not supportive of employee well-being. The accumulation of these impacts ultimately decreases job satisfaction because employees feel unable to meet organizational and personal expectations. Rahmadani et al., (2023) added that burnout is also affected by the failure of organizations to create a balanced work system between demands and worker capacity. When organizations do not provide adequate resources and support, employee loyalty will decline, work effectiveness is disrupted, and relationships between coworkers deteriorate.

This has a direct impact on job satisfaction because employees feel a lack of appreciation, support, and fairness from management. Thus, burnout can be concluded as a condition of physical, emotional, and mental fatigue due to prolonged work pressure without adequate recovery that develops from emotional exhaustion, depersonalization, to decreased personal achievement. Burnout is not only an individual problem, but an indicator of a structural imbalance between job demands, worker capacity, organizational

support which, if not addressed, will reduce job satisfaction and employee loyalty.

Job Satisfaction

Job satisfaction is the feeling of comfort and happiness that individuals feel towards their work after evaluating various aspects that reflect employees' attitudes towards their work, both in the form of positive and negative assessments, and are influenced by the experience and working conditions experienced (Ramadhani & Kustini, 2024). According to Jasmin et al., (2023), job satisfaction relates to an individual's perception of the balance between the effort given and the reward received. The rewards are not only limited to financial aspects, such as salaries and benefits, but also include non-material aspects, such as recognition, career development opportunities, work-life balance, and the quality of relationships with colleagues and superiors.

According to Robbins, job satisfaction is an individual's general attitude toward his or her job. A person with high job satisfaction usually has a positive attitude towards their job while someone who is dissatisfied with their job usually has a negative attitude towards their job. These positive attitudes include speed of job completion, high attendance rates, labor turnover, work morale, relationships with colleagues, and other personnel issues (Wiliandari, 2021). Job satisfaction is an emotional condition that reflects an employee's excitement and sense of attachment to their work. When job satisfaction levels are high, employees tend to be more motivated, excited, and have strong loyalty to the organization. On the other hand, low job satisfaction can trigger stress, emotional exhaustion, and decreased commitment to the company (Kusumawati & Linando, 2024). The level of job satisfaction has a significant impact on productivity.

Satisfied employees tend to work more effectively, have high initiative, and are able to adapt to change. Conversely, dissatisfaction at work can increase absenteeism, decrease motivation, and encourage high turnover rates, which has the potential to hinder organizational performance. Based on this description, it can be concluded that job satisfaction is an individual's feeling of comfort and emotional attachment to his or her work which is influenced by the balance between effort and reward, both financial and non-material. High levels of satisfaction drive employee productivity, motivation, and loyalty, while dissatisfaction has the potential to increase attendance and turnover, so organizations need to create a conducive work environment and provide appreciation for employee performance.

A number of empirical studies have shown a link between workload, burnout, and job satisfaction, although with varying results. Almakhi, (2023) found that workload had a positive and significant effect on burnout, meaning an increase in workload followed by an increase in burnout rates. Subiyono et al., (2022) suggests that burnout has a significant relationship with job satisfaction. Research conducted by Ramansyah et al., (2023) proves that workload affects burnout and influences job satisfaction through burnout as an intervening variable. Malino, (2020) also found that workload has a positive and significant effect on burnout and job satisfaction, and has an indirect influence on job satisfaction through burnout. Nevertheless, Amalia et al., (2025) shows that burnout does not have a partial significant effect on job satisfaction. Meanwhile, Rani et al., (2022) found that workload and burnout have a negative and significant effect on job satisfaction. These variations in results suggest that the relationship between variables is not yet completely consistent. Although many studies have examined the direct relationship between workload and job satisfaction, as well as burnout and job satisfaction, empirical

results show directional inconsistencies and significance of influences. Some studies found positive influences, while other studies showed negative or insignificant influences. In addition, not all studies comprehensively examine burnout as a mediating variable in a single, integrated structural model.

Therefore, research is needed that simultaneously examines the direct and indirect effects of workload on job satisfaction through burnout in different organizational contexts. Based on theoretical synthesis and empirical findings, this study develops a conceptual model that places workload as an independent variable, job satisfaction as a dependent variable, and burnout as a mediating variable in one integrated structural framework. Theoretically, an increase in workload raises psychological pressure on employees, which can trigger burnout. Higher levels of burnout subsequently reduce job satisfaction through mechanisms such as emotional exhaustion, decreased motivation, and reduced positive evaluations of work.

Thus, this model explains the direct relationship between workload and job satisfaction as well as the indirect relationship through burnout as a mediation mechanism. Based on this conceptual framework, the following research hypotheses were formulated: H1 workload has a negative and significant effect on job satisfaction; H2 workload has a positive and significant effect on burnout; H3 burnout has a negative and significant effect on job satisfaction; and H4 burnout mediates the influence of workload on job satisfaction.

Methods, Data, and Analysis

This research was conducted at CV. Sukses Bersama, a building materials distributor company in Surabaya, with a population of 37 active employees spread across several operational divisions. Because the population is relatively small and can be reached thoroughly, the study uses saturated sampling techniques so that all members of the population are used as respondents to avoid sample selection bias (Sugiyono, 2019). Data were collected through a combination of primary and secondary sources. Primary data were obtained through a structured questionnaire to measure employee perceptions related to workload, burnout, and job satisfaction, and was reinforced by direct observation and limited interviews with employee and HR representatives.

Secondary data in the form of attendance records, leave data, and employee absence reports are used as support to provide an objective picture of working conditions. The study involved three main variables, namely workload as an independent variable, burnout as a mediating variable, and job satisfaction as a dependent variable. Job satisfaction is measured using indicators Wangsa & Edalmen (2022) which includes the job itself, salary or wages, supervisory supervision, as well as relationships with co-workers; Workload is measured based on indicators from Hartono & Kusuma (2020) including targets that must be achieved, working conditions, use of working time, and work standards; while burnout is measured based on Rahmadani et al (2023) which consists of emotional, physical, and mental exhaustion.

All indicators were measured using a five-point Likert scale from strongly disagree to strongly agree. Data analysis was conducted using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS version 4. The analysis began with evaluation of the measurement model (outer model) using convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. This was followed by evaluation of the structural model (inner model) by examining R-square values and

testing both direct and indirect effects through bootstrapping procedures to analyze the relationships between variables and the mediating role of burnout.

Results

Table 1. Respondent Characteristics

Category		Quantity	Total	Presentase
Gender	Male	25	37	67,57
	Women	12		32,43
Age	18 – 28	20	37	54.05
	29 – 44	11		29.73
	45 – 55	6		16.22
	Admin	6		16.22
	Finance	3		8.11
Divided	Warehouse	6	37	16.22
	HRD	2		5.41
	Billing	5		13.51
	Shipping	6		16.22
	Sales	6		16.22
	SPV	3		8.11

The respondents in this study were all employees CV. Sukses Bersama which come from various operational and administrative divisions. Respondent characteristics were analyzed descriptively to provide an overview of the respondent profile that was the source of research data. The respondents were grouped by gender, age, and division of work to ensure that the data collected is representative of the overall state of the organization.

Outer Model

Convergent Validity

Convergent validity aims to ensure that the indicators used truly reflect the constructs being measured and have a strong relationship with each other. In this study, the variables Workload (X), Burnout (Z), and Job Satisfaction (Y) were measured using reflective indicators, so that their validity was evaluated through outer loading and Average Variance Extracted (AVE) values.

Table 2. Outer Loadings

	Original Sample (O)	T Statistic (O/STDEV)	P Value
X.1 (X)	0.733	2,812	0,005
X.2 (X)	0.726	3,931	0,000
X.3 (X)	0.764	3,051	0,002
X.4 (X)	0.706	4,139	0,000
Z.1 (Z)	0.768	4,544	0,000
Z.2 (Z)	0.736	11,145	0,000
Z.3 (Z)	0.798	7,478	0,000
Y.1 (Y)	0.700	7,866	0,000

Y.2 (Y)	0.821	7,177	0,000
Y.3 (Y)	0.777	4,750	0,000
Y.4 (Y)	0.747	7,276	0,000

Based on the table above, all indicators have a loading factor value above 0.70 with a T-Statistic value greater than 1.96 and a p-value < 0.05, so that they can be considered significant and meet the criteria for convergent validity. A high loading factor indicates a strong correlation between the indicator and its latent variable, so that each indicator is able to adequately explain the measured construct. Furthermore, testing through AVE values is used to assess how much variance of the indicator can be explained by latent constructs; An AVE value above 0.50 indicates that more than 50% of the indicator's variance is able to be explained by its variable.

Thus, all variables in this study meet the convergent validity criteria and can be stated to have a good level of validity in representing the measured construct. The measurement model was then tested through Average Variance Extracted (AVE) to assess the extent to which the latent variable was able to explain the variance of its reflective indicators. AVE shows the proportion of the variance of the indicator that can be explained by the construct being measured, so the higher the value, the better the construct's ability to represent the indicator. The criterion used is an AVE value above 0.50, which means that more than 50% of the variance of the indicator can be explained by latent variables and show good validity.

Table 3. Average Variance Extracted (AVE)

<i>Average Variance Extracted (AVE)</i>	
Workload (X)	0,600
Burnout (Z)	0,544
Job Satisfaction (Y)	0,572

Based on the results of the table, the AVE value for Workload (X) is 0.600, Burnout (Z) is 0.544, and Job Satisfaction (Y) is 0.572. All of these values are above the minimum limit of 0.50, so it can be concluded that each construct in this study has an adequate level of convergent validity and the indicators used are able to accurately represent the variables measured.

Discriminant Validity

Discriminant validity aims to ensure that each construct in the model actually measures different concepts and that there is no overlap between variables, which is tested through a comparison of cross loading values. An indicator is declared to meet discriminant validity if the loading factor value in the construct it measured is higher than the loading value in other constructs.

Table 4. Cross Loading

	Workload	Job Satisfaction	Burnout
X.1	0.733	-0.555	0.313
X.2	0.726	-0.403	0.411
X.3	0.764	-0.305	0.434
X.4	0.706	-0.483	0.454
Y.1	-0.446	0.700	-0.490

Y.2	-0.547	0.821	-0.614
Y.3	-0.585	0.777	-0.558
Y.4	-0.314	0.747	-0.219
Z.1	0.450	-0.606	0.768
Z.2	0.518	-0.417	0.736
Z.3	0.448	-0.553	0.798

Based on Table 4, all Workload indicators (X.1–X.4) have the highest loading on the Workload variable compared to Job Satisfaction and Burnout, as well as the Job Satisfaction indicator (Y.1–Y.4) showing the highest value in the Job Satisfaction construct, and the Burnout indicator (Z.1–Z.3) has the highest loading on the Burnout variable. This pattern shows that each indicator is more strongly reflective of its own construct than the other, so it can be concluded that all variables in this study have met the criteria of discriminant validity and are able to be distinguished conceptually and empirically.

Composite Reliability

Composite reliability is used to assess the level of internal consistency of indicators in measuring a latent construct. A variable is declared to have good reliability if the composite reliability value is greater than 0.70, which indicates that the indicators in it have sufficient consistency in representing the construct being measured.

Table 5. Composite Reliability

	<i>Composite Reliability</i>
Workload	0,792
Job Satisfaction	0,772
Burnout	0,881

Based on the table above, the composite reliability value for Workload is 0.792, Job Satisfaction is 0.772, and Burnout is 0.881. All of these values are above the threshold of 0.70, so it can be concluded that each variable in this study has a good level of reliability and the instruments used are consistent in measuring the latent constructs studied.

Partial Least Squares (PLS) Model Analysis

In this study, the Partial Least Squares (PLS) analysis was used to test the structural relationship between Workload (X) as an independent variable and Job Satisfaction (Y) as a dependent variable, either directly or through Burnout (Z) as an intervening variable. The path diagram of SmartPLS data processing results illustrates the direction and strength of the relationship between variables through path coefficients, and shows the contribution of each indicator to the latent construct through the outer loading value.

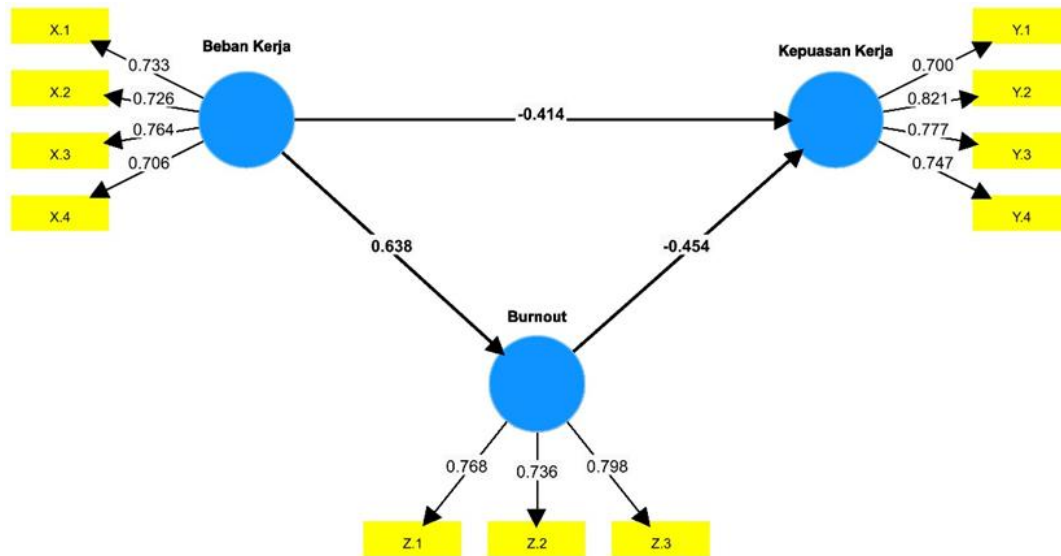


Figure 1. PLS Model

Based on the results in Figure 1, the indicator with the most dominant contribution to the Workload variable is the use of working time (X.3) with a loading factor value of 0.764, which shows that pressure and time management are the main representations in shaping the perception of workload. In the Burnout variable, the mental fatigue indicator (Z.3) has the highest loading factor value of 0.798, so that the aspect of psychological fatigue is the strongest dimension in explaining burnout.

Meanwhile, in the Job Satisfaction variable, the salary or wage indicator (Y.2) had the highest loading factor value of 0.821, which indicates that financial compensation is the dominant factor in shaping job satisfaction. In addition, the path chart also displays the R-Square value on endogenous variables, namely Burnout and Job Satisfaction, which shows the large proportion of variance that can be explained by exogenous variables in the model, so that overall the structural model is able to provide an empirical picture of the strength of causal relationships between the variables studied.

Inner Model

Structural Model Testing

Structural model testing (inner model) was carried out to assess the ability of exogenous variables to explain endogenous variables through the evaluation of R-Square values as an indicator of model goodness-of-fit. The R-Square value indicates how large the proportion of variance of dependent variables can be explained by independent variables in the model, with criteria of 0.75 categorized as strong (substantial), 0.50 moderate, and 0.25 weak.

Table 6. R-Square Test

	R-square	R-square adjusted
Job Satisfaction (Y)	0,925	0,875
Burnout (Z)	0,827	0,782

Based on Table 6, the R-Square value of Job Satisfaction (Y) was 0.925 with an adjusted R-Square of 0.875, which means that 92.5% of the variation in Job Satisfaction was explained by the variables Workload (X) and Burnout (Z) in the model, while the

remaining 7.5% was influenced by other factors outside the study. This value indicates that the model has a very strong explainability. Meanwhile, R-square value of Burnout (Z) was 0.827 with the R-Square adjusted 0.782, indicating that 82.7% of the Burnout variation could be explained by Workload (X), while 17.3% was influenced by other variables outside the model. Since the two R-Square values are well above 0.75, it can be concluded that the structural model built in this study is very strong in explaining the causal relationship between the variables studied.

Structural Model Evaluation and Hypothesis Testing

Hypothesis testing in this study was carried out using the bootstrapping method on the Partial Least Squares model to test direct effects and indirect effects through the mediation variables. A relationship is declared significant if it has a T-Statistic value greater than 1.96 and a P-value less than 0.05, so that the results obtained have an adequate level of statistical significance.

Table 7. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Workload (X) → Job Satisfaction (Y)	-0.414	-0.435	0.123	3.375	0.001
Workload (X) → Burnout (Z)	0.638	0.664	0.097	6.595	0.000
Burnout (Z) → Job Satisfaction (Y)	-0.454	-0.439	0.127	3.583	0.000
Workload (X) → Burnout (Z) → Job Satisfaction (Y)	-0.290	-0.292	0.097	2.986	0.003

Based on the table above, the effect of Workload (X) on Job Satisfaction (Y) shows a path coefficient of -0.414 with a T-Statistic of 3.375 and a P-value of 0.001, so it can be concluded that Workload has a negative and significant effect on Job Satisfaction; This means that the higher the workload, the lower the employee's job satisfaction rate. Furthermore, the Workload (X) to Burnout (Z) has a coefficient of 0.638 with a T-Statistic of 6.595 and a P-value of 0.000, which shows a positive and significant influence, so that the increase in workload significantly increases the burnout rate. Burnout (Z) to Job Satisfaction (Y) produces a coefficient of -0.454 with a T-Statistic of 3.583 and a P-value of 0.000, which means that Burnout has a negative and significant effect on Job Satisfaction. The indirect effect of Workload (X) on Job Satisfaction (Y) through Burnout (Z) has a coefficient of -0.290 with a T-Statistic of 2.986 and a P-value of 0.003, so that Burnout is proven to be able to mediate the relationship between Workload and Job Satisfaction significantly. Thus, all hypotheses proposed in this study are acceptable because they meet the criteria of statistical significance and show a consistent relationship direction with the theoretical model constructed.

Discussion

The Effect of Workload on Job Satisfaction

The findings show that workload contributes to employee job satisfaction. The workload felt by employees mainly comes from limited work completion time and the sudden appearance of additional tasks outside the work plan. This condition encourages the use of working time to become increasingly congested and less flexible, so employees often start work early or complete tasks outside of normal working hours. In the field division, time pressure is further amplified by adjustments to customer operating hours, loading and unloading queues, and unpredictable weather conditions, which ultimately limit employee rest time. Although not followed by demands for a salary increase, the accumulation of pressure lowers a sense of comfort and job satisfaction, in line with the view Uma & Swasti, (2024) as well as findings Malino et al., (2020) and Rani et al., (2022).

The Effect of Workload on Burnout

The results of the study show that workload affects employee burnout. The constant pressure of working time uses triggers mental fatigue, which is reflected in decreased focus and increased work errors. In operational practice, this condition can be seen from shipping errors, billing administration errors, stock calculation inconsistencies, and suboptimal sales decision-making. The mistake was not caused by a lack of competence, but by work carried out in a hurry and minimal recovery. This situation is exacerbated by the characteristics of the majority of employees who are at an early productive age and have dual roles as workers as well as students, so that the time for physical and mental recovery is increasingly limited. These findings are in line with the concept of burnout put forward by Zukmarini & Rini, (2025), and reinforced by Almakhi, (2023) and Ramansyah. et al., (2023).

The Effect of Burnout on Job Satisfaction

The results of the study also confirmed that burnout affects employee job satisfaction. Burnout, which is predominantly in the form of mental fatigue, causes a decrease in focus, motivation, and interest in work. This condition is reflected in the increase in applications for non-work permits, the use of leave solely to rest, and the decrease in enthusiasm in completing tasks. In a state of fatigue, work is perceived to be getting heavier even though the type of work and wage level do not change. Salary no longer functions as a source of satisfaction, but is only seen as a routine obligation of companies that are unable to keep up with the pressure and fatigue of work. These findings are consistent with Prianto & Bachtiar, (2020), and reinforced by Rahmadani et al., (2023), Subiyono et al., (2022), and Ramansyah. et al., (2023).

The Effect of Burnout in Mediating the Relationship between Workload on Job Satisfaction

The study found that burnout mediates the relationship between workload and job satisfaction. Time pressure as a major aspect of workload forces employees to work in a hurry, extend work hours, and sacrifice rest time. In the short term, this condition is still tolerable, but in the long term it develops into mental fatigue that decreases focus, precision, and a sense of self-achievement. The burnout that is formed gradually then decreases job satisfaction, because the reward for work is no longer felt in proportion to

the mental burden and the use of work time that must be beared. These findings are in line with Putri et al., (2023), Amalia et al., (2025), Malino et al., (2020), and Ramansyah. et al., (2023).

Conclusion

This study aims to analyze the influence of workload on employee job satisfaction, either directly or through the role of burnout mediation, on employees CV. Sukses Bersama. Based on the results of the study, it can be concluded that workload has an important role in shaping the employee work experience. The pressure of high working time usage and the demands of completing work in a limited time encourage employees to judge their work as a burden, thus having an impact on declining job satisfaction levels. The results of the study also show that workload contributes to the emergence of burnout, especially in the form of mental fatigue. Excessive use of work time and limited rest time lead to the accumulation of fatigue that decreases the focus and rigor of employees' work. This condition strengthens the work pressure felt in daily operational activities. Burnout has been shown to affect job satisfaction. The mental fatigue experienced by employees makes work even more difficult to enjoy, so that the compensation received is no longer perceived as a source of satisfaction, but just a routine obligation of the company. These findings show that the decline in job satisfaction is not solely caused by financial factors, but rather influenced by the psychological conditions experienced by employees. Furthermore, this study confirms that burnout plays a role as a mediating variable in the relationship between workload and job satisfaction. The limited use of working time as a major aspect of workload triggers ongoing mental burnout, which ultimately reinforces the negative impact of workload on employee job satisfaction. Thus, burnout becomes an important mechanism that explains how workload affects job satisfaction.

Limitation

This study has several limitations that need to be considered in understanding the results. The relatively small number of respondents and the research that was only conducted on one company made the results not necessarily representative of the conditions of other companies with different characteristics. In addition, this study uses a cross-sectional design so that it only describes conditions at a certain time and cannot show changes that occur in the long term. All data was also obtained through a questionnaire based on respondents' perceptions so that it relies heavily on the honesty and subjectivity of the answers. In the process of testing the instrument, there are several indicators that are actually considered important but do not meet the validity criteria so they cannot be used in the analysis, so there are certain aspects that cannot be optimally measured in this study.

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