

Workload on SOEs employee performance: Mediating effects of work stress and burnout

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Abstract

Sakernas August 2023 results also show that the quality of workers in West Kalimantan is low. State-owned enterprises (SOEs) in West Kalimantan are vulnerable to high workloads. Employees often encounter diverse pressures and challenges in performing their responsibilities, including time constraints, heavy workloads, and rising performance expectations. This study aims to analyze the impact of workload on employee performance in state-owned enterprises (SOEs) in West Kalimantan, emphasizing the mediating roles of work stress and burnout. The study includes a sample of 145 respondents and utilizes Structural Equation Modeling (SEM) and Partial Least Squares (PLS). The research findings indicate that workload hurts employee performance but positively affects work stress and burnout. Work stress positively affects burnout but does not affect employee performance. Burnout hurts employee performance. Workload through work stress does not affect employee performance but hurts employee performance through burnout. Work stress hurts employee performance through burnout.

Keywords: Burnout, Employee Performance, Workload, Work Stress.

Abstrak

Hasil Sakernas Agustus 2023 menunjukkan bahwa kualitas tenaga kerja di Kalimantan Barat masih rendah. Perusahaan BUMN (Badan Usaha Milik Negara) di Kalimantan Barat rentan terhadap beban kerja yang tinggi. Karyawan sering menghadapi berbagai tekanan dan tantangan dalam menjalankan tanggung jawabnya, termasuk keterbatasan waktu, beban kerja yang berat, dan meningkatnya ekspektasi kinerja. Penelitian ini bertujuan untuk menganalisis dampak beban kerja terhadap kinerja karyawan di badan usaha milik negara (BUMN) di Kalimantan Barat, dengan menekankan peran mediasi stres kerja dan kelelahan. Studi ini melibatkan sampel sebanyak 145 responden dan menggunakan analisis Structural Equation Modeling (SEM) dan Partial Least Squares (PLS). Temuan penelitian menunjukkan bahwa beban kerja berpengaruh negatif terhadap kinerja karyawan tetapi memiliki pengaruh positif terhadap stres kerja dan kelelahan. Stres kerja memiliki pengaruh positif terhadap kelelahan namun tidak berpengaruh terhadap kinerja karyawan. Kelelahan memiliki pengaruh negatif terhadap kinerja karyawan. Beban kerja melalui stres kerja tidak memiliki pengaruh terhadap kinerja karyawan, namun berpengaruh negatif terhadap kinerja karyawan melalui kelelahan. Stres kerja berpengaruh negatif terhadap kinerja karyawan melalui kelelahan.

Kata kunci: Kelelahan, Kinerja Karyawan, Beban Kerja, Stres Kerja

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1. Introduction

Human resources refer to the skills and abilities of individuals necessary for an organization's progress, and these can be developed during the production process. They are crucial for the company's survival and overall performance (Muktamar et al., 2024). Human resource planning is important for companies to ensure they have a competent, productive, and motivated team to achieve the company's goals. To acquire resources with high standards, companies must improve their employees' performance (Ewaldy et al., 2022). A human resource strategy focused on employees helps achieve organizational objectives by fostering relationships built on trust, transparency, and personal fulfillment, which in turn leads to improved performance (Fitria & Sulistiowati, 2024).

State-Owned Enterprises (SOEs) are institutions governed by Undang-Undang No. 19 Tahun 2023 on State-Owned Enterprises, where the majority or all of their capital is owned by the government through direct investment using state assets that have been separated. SOEs are non-profit organizations in which more than 50% of the capital or shares are owned by the Indonesian government. According to data from the Ministry of SOEs, there are 412 SOEs operating across various sectors, including the financial, energy, manufacturing, infrastructure, telecommunications and media, as well as other service sectors.

In August 2023, Sakernas (National Workforce Survey) showed that the number of people employed in West Kalimantan aged 15 and over was 2.775 million, consisting of 1.742 million men and 1.033 million women. The Sakernas results also indicated that the quality of workers in West Kalimantan is relatively low. State-owned enterprises (SOEs) in West Kalimantan are vulnerable to high workloads. There are various pressures and challenges faced by employees in carrying out their tasks, such as time pressures, high workload, and increasing performance demands. Workload is a key factor that can significantly impact employee performance (Irdhayanti et al., 2024).

A person's workload increases along with the demands of the tasks they need to complete. Employees may experience stress if they are unable to manage their excessive workload. All work performed by an individual is considered a burden to them, as the human body is subjected to various external pressures while working (Yusuftan & Fatyandri, 2024). To prevent stress caused by workload, job demands must align with the individual's performance needs. If the workload is not matched with the performance requirements, the job will lead to stress and become a threat. Work-related stress is considered a detrimental factor that directly impacts employee performance and negatively affects their physical and psychological well-being. (Ichsan et al., 2022).

Excessive stress can cause an employee to experience burnout, leading to physical and emotional exhaustion, as well as a lack of respect for their work, workplace, and themselves (Amellia et al., 2023). Burnout can cause employees in a company to feel fatigued and disengaged from their work, leading to a decrease in motivation to perform

their tasks (Aghniya & Aulia, 2022). If burnout persists in employees, their performance and work output will decline, resulting in suboptimal results and causing the company to suffer losses (Angelina Stephanie, 2022).

This study seeks to analyze the factors that lead to work stress and burnout, both of which have a direct impact on employee performance. Work stress and burnout, as mediating variables, function as intermediaries that clarify how workload impacts employee performance. If not properly managed, workload, work stress, and burnout can negatively impact employee performance and result in financial and operational losses for the company. The findings of this study provide insights for companies to develop strategies aimed at reducing work stress and minimizing its negative effects on employee performance, thereby enhancing the organization's long-term sustainability. Furthermore, this research offers a comprehensive understanding of the interplay between workload, work stress, burnout, and employee performance, specifically focusing on state-owned enterprises (SOEs).

2. Literature Review

Workload

Workload refers to the set of tasks or responsibilities that employees must complete within a designated timeframe. It can be assessed from two perspectives: personal (subjective), which reflects individual perceptions, and measurable (objective), based on quantifiable criteria (Wijaya & Manalu, 2022). Workload can be categorized into three conditions: standard workload, high workload, and low workload (Neksen et al., 2021). Excessive workload can improve employee performance if managed properly, but too many job demands can lead to lower performance. If an individual is able to adjust to their responsibilities, it will not become a workload (Dewi et al., 2023). Workload can be assessed through various factors, such as the goals to be achieved, work environment, use of working hours, and the established performance standards (Udriyah et al., 2020).

Employee Performance

Employee performance refers to the results of an individual, group, or team's work that can be attributed to the company or organization. It serves as evidence that tasks have been carried out correctly and in accordance with company policies, thus contributing to the attainment of the organization's goals, vision, and mission (Rosnani et al., 2023). Good employee performance is essential for a company that experiences high demand for a particular product or result (Neksen et al., 2021). Employee performance refers to the outcomes or accomplishments, measured in both quality and quantity, delivered by an employee within a defined period (Nabila & Syarvina, 2022). Quantity of performance, work quality, and timeliness are some of the indicators of employee performance (Maradita, 2020).

Work Stress

Work stress impacts employees' ability to fulfill their responsibilities, especially in the workplace. It is known as a physical and mental reaction to changes at work that are perceived as disruptive and harmful (Purwanti et al., 2022). Stress is a state where

external pressures impact an individual's emotions, thoughts, and overall health (Karyono, 2021). Various concerns about environmental changes, demands from the organization, and personal issues make work stress a common problem that affects everyone, regardless of their skill background (Boemiya et al., 2023). Environmental factors, organizational factors, and individual factors are three indicators of work stress (Rochman & Ichsan, 2021).

Burnout

Burnout is a chronic stress disorder in which employees feel emotionally, psychologically, and physically exhausted from their work (Dewi et al., 2023). According to the WHO, burnout is a widespread phenomenon in the workplace, often resulting from inadequately managed work-related stress (Marisa & Utami, 2021). Physical exhaustion, depersonalization, mental fatigue, reduced personal achievement, and emotional exhaustion caused by prolonged stress in a high-pressure environment are symptoms of burnout (Alam et al., 2023). Physical, mental, and emotional exhaustion, as well as low self-esteem, are indicators of burnout (Utami & Welas, 2019).

Workload and Employee Performance

Workload and employee performance are two factors that may impact the company. Therefore, companies need to understand how well their employees are performing to ensure that tasks are being carried out correctly and efficiently (Juanda & Nasution, 2024). Employee performance is affected by several factors, such as workload, low motivation, lack of discipline, limited responsibility, and insufficient training relevant to job requirements. Among these, workload stands out as a critical factor affecting employee performance (Nabila & Syarvina, 2022). Previous studies indicate that workload has a significant negative effect on employee performance (Handayani et al., 2022). where workload positively influences employee performance (Mardiati & Suhardi, 2024). Based on these results, H1: Workload influences employee performance

Workload and Work Stress

Excessive work demands in the workplace that are not properly managed can lead to workplace stress (Wijaya & Manalu, 2022). Other factors that can cause stress in the workplace include high workload, conflicts between supervisors and workers, and inappropriate leadership styles (Maliki et al., 2024). Previous studies indicate that workload significantly and positively influences work stress (Wirawan, 2022). However, another study shows different results, where workload and work stress are not significantly correlated among inpatient ward nurses (Ardiansyah & Kariyani, 2022). Based on these results, H2: Workload influences work stress

Workload and Burnout

Employee burnout is caused by workloads that deplete energy and the ability to complete tasks. Burnout is also caused by workloads that exceed limits and do not align with the workers' capabilities (Afrianty & Dewi, 2022). Too many work demands that need to be completed can lead to physical and psychological exhaustion, burnout,

and stress, as well as the feeling that the skills they possess are not sufficient to meet work demands, which will ultimately lead to burnout (Hardiani, 2021). Previous research indicates that workload has a positive and significant impact on employee burnout at the PT Erha Clinic Branch (Sulastri & Onsardi, 2020). However, another study shows different results, where workload has a positive but not significant impact on burnout among employees of PT. X (Lineuwih et al., 2023). Based on these results, H3: Workload influences burnout

Work Stress and Burnout

Stress arises when employees are unable to handle their workload and fail to achieve their goals, both individually and as a team. Employees will experience excessive physical and mental fatigue as a result of sustained stress, which ultimately leads to burnout (Indrawan et al., 2022). Excessive work-related stress can lead to burnout, characterized by feelings of boredom and physical and psychological exhaustion (Partina et al., 2023). Previous research findings show that work stress has a positive impact on employee burnout (Partina et al., 2023). However, another study shows different results, where work stress has a positive but not significant impact on burnout among medical staff at Gambiran Hospital in Kediri City (Afiansyah & Adi, 2024). Based on these results, H4: Work stress influences burnout

Work Stress and Employee Performance

Companies that want to compete through employee performance must be able to control employee behavior by managing habits and reducing work-related stress (Karyono, 2021). The challenges that work stress presents to employee performance have become a critical issue for society in the modern era (Boemiya et al., 2023). Previous research findings show that work stress has a positive and significant impact on employee performance at PT Pos Indonesia (Persero) Semarang Central Post Office (Prasetyani, 2021). However, another study shows different results, where work stress does not have a significant impact on employee performance at PT Sankei Gohsyu Industries (Karyono, 2021). Based on these results, H5: Work stress influences employee performance

Burnout and Employee Performance

Burnout is often experienced by employees due to the high demands and pressures in both personal life and work, which leads to a decline in employee performance (Narimawati & Nopiani, 2022). Burnout leads employees to experience physical and emotional exhaustion, which can result in a decline in their motivation to perform their work (Aghniya & Aulia, 2022). Previous research findings show that burnout has a significant negative impact on employee performance at PT Telkom Satellite Indonesia (Aghniya & Aulia, 2022). However, another study shows different results, where burnout has a positive impact on employee performance (Almaududi, 2019). Based on these results, H6: Burnout influences employee performance

Workload and Employee Performance Mediated by Work Stress

Employees experience an increase in work-related stress levels that corresponds to their workload. Employee performance and productivity for the organization are

positively correlated with the level of stress they experience at work (Hermanto et al., 2022). Employees may experience stress due to the demands of their individual tasks, and to prevent this, it is crucial to focus more on the environment that influences their mental and psychological well-being (Lubis & Siregar, 2023). Previous research indicates that workload has an indirect impact on employee performance through work stress (Utami & Welas, 2019). However, another study presents different findings, indicating that work stress mediates the relationship between workload and employee performance, although the mediation effect is not significant (Budiasa et al., 2021). Based on these results, H7: Work stress can serve as a mediator in the relationship between workload and employee performance.

Workload and Employee Performance Mediated by Burnout

Employees who believe in their ability to balance job demands with their skills or performance levels tend not to experience prolonged burnout (Sholehah & Lailiyah, 2023). Burnout is a common workplace issue that organizations need to address, as it can significantly reduce employee performance (Habibullah & Sarianti, 2023). Previous research findings show that burnout can mediate the indirect effect of workload on employee performance, specifically in contexts such as nurses or similar professions (Witari et al., 2023). However, another study shows different results, where workload has an insignificant effect on employee performance with burnout as a mediator (Yusuftan & Fatyandri, 2024). Based on these results, H8: Burnout can serve as a mediator in the relationship between workload and employee performance.

Work Stress and Employee Performance Mediated by Burnout

Stress can impact employee performance. As stress levels in the workplace rise, employee performance tends to decrease. Therefore, to enhance employee performance, companies must find ways to reduce the stress employees experience (Maliki et al., 2024). Addressing burnout is also crucial for a company to enhance employee performance (Budiyaniti & Haeruddin, 2023). Previous research findings show that work stress has a significant negative impact on employee performance through burnout, particularly in healthcare workers at the Puskesmas Kecamatan Tikung (Purwanti et al., 2022). However, another study shows different results, where work stress and performance have a positive but insignificant effect on burnout (Parashakti & Ekhsan, 2022). Based on these results, H9: Burnout can serve as a mediator in the relationship between work stress and employee performance.

3. Research Method

This research is a quantitative study employing a causal associative design. Data is collected through a questionnaire distributed to respondents via Google Forms who meet the established criteria. The questionnaire uses a Likert scale ranging from 1 to 5. The sampling method applied is purposive sampling, based on the following criteria: 1) Employees currently working in state-owned enterprises (SOEs) in West Kalimantan; 2) Employees aged 18-58 years; 3) Employees have worked at a state-owned enterprise (SOE) for at least 6 months. The population in this study consists of employees working at state-owned enterprises (SOEs) in West Kalimantan. As the

population size is unknown, the sample size for this study is determined using the Cochran formula $n = \frac{Z^2 pq}{e^2}$. Based on this, 145 respondents are required for the study (Sugiyono, 2011). The data will be analyzed using Structural Equation Modeling (SEM) and Partial Least Squares (PLS) through the SmartPLS 4.0 application (Ghozali, 2021).

The research model suggested by the researcher is illustrated in Figure 1 below:

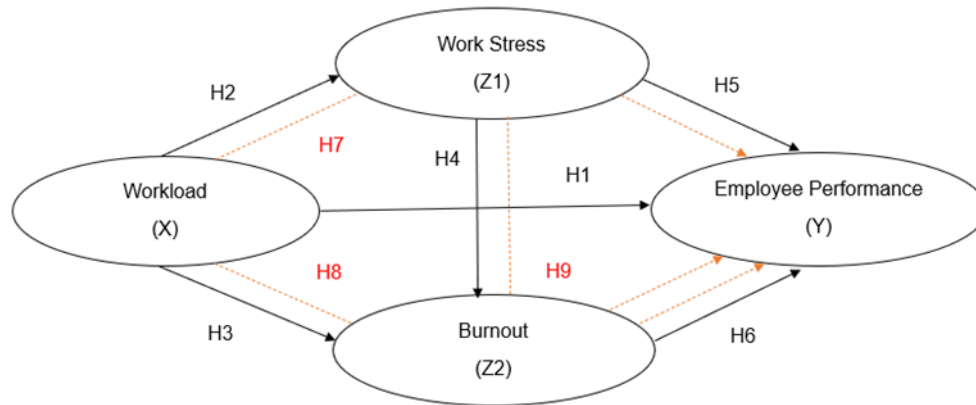


Figure 1. Research Model

The operational definitions for each variable in this study are as follows:

Table 1. Operational Definitions

No	Variable	Definition	Indicator
1	Workload	Workload refers to the set of tasks or responsibilities that employees must complete within a designated timeframe (Wijaya & Manalu, 2022).	Objectives to be met, work conditions, utilization of working hours, established work standards (Udriyah et al., 2020).
2	Employee Performance	Employee performance refers to the results of an individual, group, or team's work that can be attributed to the company or organization (Rosnani et al., 2023).	Quantity of performance, work quality, timeliness (Maradita, 2020).
3	Work Stress	Work stress is known as a physical and mental reaction to changes in the workplace that are perceived as disruptive and harmful (Purwanti et al., 2022).	Environmental factors, organizational factors, individual factors (Rochman & Ichsan, 2021).
4	Burnout	Burnout is a chronic stress disorder in which employees feel emotionally, psychologically, and physically exhausted from their work (Dewi et al., 2023).	Physical exhaustion, mental exhaustion, emotional exhaustion, low self-esteem (Utami & Welas, 2019).

4. Result and Discussion

4.1. Result

Based on the collected data, validity and reliability tests are performed through the evaluation of the outer model using PLS-SEM. The outer model evaluation involves

examining Convergent Validity, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability (CR) values, with the following criteria: outer loading > 0.6; AVE > 0.5; Cronbach's Alpha > 0.7; and CR > 0.7 (Hair et al., 2021).

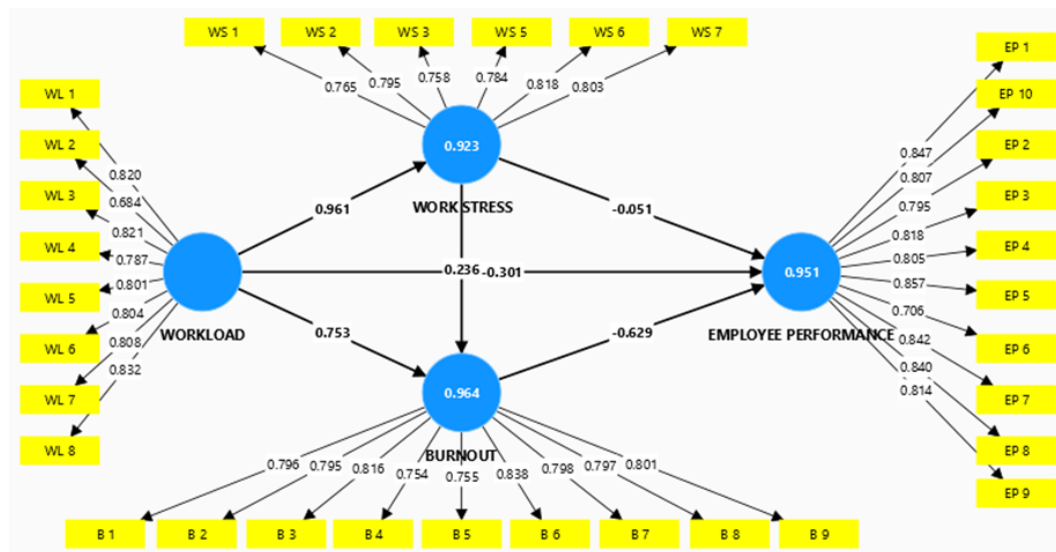


Figure 2. Outer Model Validity Test

Based on the analysis results, the AVE values for each variable are greater than 0.50, indicating that all items are valid.

Table 2. Discriminant Validity and Reliability Test

Variable	Cross Loadings				CA	CR	AVE
	B	EP	WS	WL			
Burnout_(B)					0.927	0.939	0.632
B_1	0.796	-0.767	0.756	0.775			
B_2	0.795	-0.769	0.762	0.804			
B_3	0.816	-0.783	0.810	0.801			
B_4	0.754	-0.752	0.709	0.740			
B_5	0.755	-0.744	0.750	0.739			
B_6	0.838	-0.804	0.826	0.829			
B_7	0.798	-0.768	0.748	0.775			
B_8	0.797	-0.789	0.743	0.771			
B_9	0.801	-0.781	0.752	0.770			
Employee Performance_(EP)					0.943	0.951	0.663
EP_1	-0.844	0.847	-0.826	-0.858			
EP_2	-0.766	0.795	-0.748	-0.767			
EP_3	-0.826	0.818	-0.794	-0.805			
EP_4	-0.762	0.805	-0.736	-0.761			
EP_5	-0.826	0.857	-0.790	-0.810			
EP_6	-0.697	0.706	-0.683	-0.676			
EP_7	-0.819	0.842	-0.790	-0.808			
EP_8	-0.800	0.840	-0.781	-0.799			
EP_9	-0.786	0.814	-0.768	-0.793			
EP_10	-0.781	0.807	-0.755	-0.774			

Workload_(WL)					0.917	0.932	0.633
WL_1	0.802	-0.788	0.787	0.820			
WL_2	0.677	-0.652	0.678	0.684			
WL_3	0.816	-0.804	0.795	0.821			
WL_4	0.767	-0.758	0.733	0.787			
WL_5	0.784	-0.776	0.792	0.801			
WL_6	0.797	-0.788	0.789	0.804			
WL_7	0.787	-0.776	0.738	0.808			
WL_8	0.798	-0.796	0.796	0.832			
Work Stress_(WS)					0.877	0.907	0.620
WS_1	0.731	-0.726	0.765	0.736			
WS_2	0.751	-0.731	0.795	0.754			
WS_3	0.725	-0.709	0.758	0.714			
WS_5	0.761	-0.751	0.784	0.749			
WS_6	0.803	-0.793	0.818	0.809			
WS_7	0.758	-0.742	0.803	0.77			

The Cronbach's Alpha (CA) and Composite Reliability (CR) values for the four variables exceed the required threshold of > 0.70 . Furthermore, the Average Variance Extracted (AVE) values for each variable are greater than 0.50. These results indicate that the research instrument is both valid and reliable in measuring the intended constructs.

Table 3. Fit Model

	Saturated Model	Estimated Model
SRMR	0.047	0.047
NFI	0.785	0.785

Table 3. shows that the model fit criteria have been met, and the model fit can be considered good. The SRMR value of < 0.08 and the NFI value approaching 1 indicate a better model fit (Hair et al., 2021).

Table 4. R-Square

	R-square	R-square adjusted
Burnout	0.964	0.963
Employee Performance	0.951	0.950
Work Stress	0.923	0.922

From Table 4, it can be observed that the R-Square value for the workload model on burnout is 0.963, indicating that burnout is influenced by workload by 96.3%, with the remaining 3.7% affected by other factors. The adjusted R-Square value for the workload model on employee performance is 0.950, meaning that employee performance is influenced by workload by 95%, with the remaining 5% influenced by other variables. The adjusted R-Square value for the workload model on work stress is 0.922, suggesting that work stress is influenced by workload by 92.2%, with the remaining 7.8% influenced by other factors.

Subsequently, the bootstrapping test (for direct and indirect effects) can be conducted after the outer model test is completed.

Table 5. The Bootstrapping Test for Direct and Indirect Effects

Hypotheses	Variable	Original Sample	T-Statistic	P-Values	Description
H1	WL → EP	-0.301	2.789	0.005	***
H2	WL → WS	0.961	104.155	0.000	***
H3	WL → B	0.753	11.390	0.000	***
H4	WS → B	0.236	3.517	0.000	***
H5	WS → EP	-0.051	0.557	0.578	Rejected
H6	B → EP	-0.629	4.897	0.000	***
H7	WL → WS → EP	-0.049	0.559	0.576	Rejected
H8	WL → B → EP	-0.473	4.584	0.000	***
H9	WS → B → EP	-0.148	2.744	0.000	***

Note: *** significant

4.2. Discussion

Workload and Employee Performance

The results of the first hypothesis indicate that workload significantly negatively affects employee performance. This indicates that as the workload increases, employee performance is likely to decline. These findings are consistent with previous research, which also shows that workload has a significant negative impact on employee performance (Handayani et al., 2022). The high workload experienced by employees can affect their ability to work optimally. When employees feel that the workload they are facing is too much and difficult to manage, they will feel overwhelmed, which leads to a decline in the quality of their work. In a company, a high workload can directly impact the performance of the organization. When employees are unable to complete tasks on time or with the expected quality, it can result in losses for the company.

Workload and Work Stress

The results of the second hypothesis indicate that workload significantly positively affects work stress. This means that as the workload an employee handles increases, their level of stress also escalates. These findings are consistent with previous research, which also shows that workload has a positive and significant effect on work stress (Wirawan, 2022). An excessive workload that is poorly managed can create a pressured work environment. When workload levels rise, employees may frequently feel overburdened, leading to heightened anxiety, persistent frustration, and long-term stress.

Workload and Burnout

The results of the third hypothesis indicate that workload significantly positively affects burnout. This means that as employees' workload increases, the level of burnout they experience also rises. High workloads, if not properly managed, can be one of the main causes of employee burnout. The pressure to continuously work under highly demanding conditions without adequate rest can exacerbate stress levels and trigger burnout. These findings are consistent with previous research, which also shows that workload has a positive and significant impact on employee burnout at PT Erha Clinic Branch (Sulastri & Onsardi, 2020). The study also revealed that stressful working

conditions caused by disproportionate workloads are a key factor contributing to employee exhaustion.

Work Stress and Burnout

The results of the fourth hypothesis indicate that work stress significantly positively affects burnout. This means that as work stress levels rise, the likelihood of employees experiencing burnout also increases. These findings are consistent with previous research, which also shows that work stress has a positive impact on employee burnout (Partina et al., 2023). Work stress often arises from persistent pressure and excessive work demands. When employees are faced with high-pressure work situations without adequate resolution or coping mechanisms, they are more likely to experience fatigue leading to burnout. Poorly managed work stress increases levels of anxiety, frustration, and emotional strain among employees.

Work Stress and Employee Performance

The results of the fifth hypothesis indicate that work stress has a negative but not significantly affects employee performance. This means that although work stress levels increase, they do not have a substantial effect on employee performance. These findings are consistent with previous research, which also shows that work stress does not significantly impact on employee performance at PT Sankei Gohsyu Industries (Karyono, 2021). This result indicates that although excessive stress is generally believed to reduce employee performance, in some cases, employees may still maintain their performance despite experiencing stress.

Burnout and Employee Performance

The results of the sixth hypothesis indicate that burnout has a significantly negatively effects on employee performance. This means that as the level of burnout increases, employee performance is likely to decrease. These findings are consistent with previous research, which showed that burnout has a significant negative impact on employee performance at PT Telkom Satellite Indonesia (Aghniya & Aulia, 2022). Burnout, characterized by physical, emotional, and mental exhaustion caused by stress and excessive work, can significantly impair an employee's ability to complete tasks efficiently. When employees experience high levels of burnout, they may find it difficult to maintain focus and productivity, ultimately leading to a decrease in their overall performance.

Workload and Employee Performance Mediated by Work Stress

The results of the seventh hypothesis indicate that the indirect effect of workload on employee performance through work stress is not significant. These findings suggest that workload has a negative but non-significant impact on employee performance through work stress. In other words, work stress does not have a significant mediating effect on the relationship between workload and employee performance. These results are consistent with previous research, which showed that work stress mediates the effect of workload on employee performance, but the mediation effect is not significant (Budiasa et al., 2021).

Workload and Employee Performance Mediated by Burnout

The results of the eighth hypothesis indicate that the indirect effect of workload on employee performance through burnout is significant. These findings suggest that workload has a significant negative effect on employee performance through burnout. In other words, as workload decreases, the level of burnout also decreases, which in turn leads to an improvement in employee performance. These results are consistent with previous research, which showed that burnout can mediate the indirect effect of workload on employee performance, specifically in contexts such as nurses or similar professions (Witari et al., 2023).

Work Stress and Employee Performance Mediated by Burnout

The results of the ninth hypothesis indicate that the indirect effect of work stress on employee performance through burnout is significant. These findings suggest that work stress has a significant negative effect on employee performance through burnout. In other words, employees who can manage their stress effectively and prevent it from disrupting their work routine are likely to experience lower levels of burnout, which can result in improved employee performance. These results are consistent with previous research, which showed that work stress has a significant negative impact on employee performance through burnout, particularly in healthcare workers at the Puskesmas Kecamatan Tikung (Purwanti et al., 2022).

5. Conclusion

The workload has a significant negative impact on employee performance, indicating that as the workload increases, employee performance tends to decrease. The heavy workload experienced by employees of SOEs in West Kalimantan is anticipated to result in lower performance levels. Workload also has a significant positive impact on work stress, indicating that as workload increases, work stress also rises. The high workload faced by SOE employees in West Kalimantan contributes to greater stress levels. Additionally, workload significantly positively affects burnout, meaning that an increase in workload leads to higher levels of burnout. The elevated workload experienced by SOE employees in West Kalimantan is likely to cause increased burnout. Work stress, in turn, has a significant positive impact on burnout, suggesting that as work stress intensifies, burnout increases. Poorly managed work stress will result in higher burnout levels among SOE employees in West Kalimantan. However, work stress has a negative but non-significant effect on employee performance, implying that increasing work stress does not directly impact performance. Thus, high work stress among employees of SOEs in West Kalimantan does not significantly affect their performance. Finally, burnout significantly negatively affects employee performance, meaning that as burnout rises, employee performance declines. High burnout levels among SOE employees in West Kalimantan will lead to a reduction in their performance.

This study has limitations in terms of location, the objects studied, and the variables examined. There are many other variables that could be explored further to improve employee performance, such as employee training and development, regular

performance evaluations, and reward and punishment systems. The subject of the study is also different from employees of state-owned enterprises (SOEs).

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