

Determinants of Burnout and Job Satisfaction as Mediating Variables in Employees of PT. Multi International Logistic



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ABSTRACT: This study's goal is to examine how motivation and workload affect burnout in PT. Multi International Logistic employees, to analyze the effect of workload and motivation on job satisfaction in employees of PT. Multi International Logistic, to analyze the effect of job satisfaction on burnout in employees of PT. Multi International Logistic, to analyze job satisfaction as mediating variable between the effect of workload and motivation on burnout in employee of PT Multi International Logistic. The participants in this research are PT Multi International Logistic employees, and census sampling methods were employed. According to the study's findings, workload has a positive and significant impact on job satisfaction, and motivation and workload variables have a positive and significant impact on burnout. Additionally, job satisfaction is positively and significantly impacted by burnout. The results of the mediation imply that work satisfaction may both mediate the relationship between motivation and burnout and the relationship between workload and burnout in a positive and significant way.

KEYWORDS: Workload, Motivation, Job Satisfaction, Burnout

I. INTRODUCTION

These days, burnout is a very common term. Chronic stress can lead to burnout, a condition characterized by extreme emotional, mental, and physical exhaustion (Leither and Maslach, 2005). According to Maslach & Schaufeli (Schaufeli, 2008) A negative self-concept, difficulty focusing, and a bad work attitude can arise as a result of burnout, which is a medical and psychological condition. There are some researchers who reveal that burnout is a type of job stress and some other researchers consider it as a number of components (Luthans, 2006). The findings of studies carried out by (Evianty & Satiadarma, 2005) show that the profession that ranks first with the highest risk dependents experiencing burnout is a profession experienced by a person in the service sector, which is around 43 percent.

Drawing from a few of the aforementioned definitions, burnout can be defined as a state of physical, mental, and emotional exhaustion brought on by prolonged stress in situations requiring a high degree of emotional investment (Employees et al., 2020). The higher the stress that occurs in employees, the more vulnerable they are to causing burnout symptoms. Burnout will arise if employee have job pressures such as tasks then relationships with coworkers and superiors and also because of the salary factor that does not match what they do (Employees et al., 2020). Many workers who experience burnout become less energized and have less interest in doing a job (Rajan et al, 2015). Burnout occurs due to excessive work intensity so that it becomes a separate workload for employees.

Effective workload provision can provide clarity for employees to be able to carry out according to the workload that is accounted for to each employee and prevent shifting responsibilities if difficulties occur (Irfad et al, 2021). A very excessive workload can be in the form of a quantitative aspect, namely the amount of work and from a qualitative aspect, namely the difficulty in doing the work that must be done (Melati, et al, 2015). Menpan (1997) characterizes workload as the quantity or range of tasks that a position holder or organizational unit must finish in a specific amount of time. That way workload can cause potential employees to feel high emotional tension so that it can lead to behavior to push themselves psychologically and avoid getting involved (Ari and Dovi, 2014). For employees who cannot meet targets and cannot overcome them both individually and in teams, this stress will continue to increase and will have a very good impact on physical and mental fatigue for employees which will eventually lead to burnout conditions. Therefore, workload must be balanced with high work motivation both from employees and organizations, thereby reducing work stress levels.

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Wiramihardja (2005) defines motivation as a psychological need that has a direction and purpose that exists in every individual employee and must be fulfilled so that his soul and life are maintained, namely always in a comfortable balanced state (homeostatis, equilibrium). According to Suharti Ningsih (2017) among other causes that can affect the motivation of an employee are: 1) work load, 2) work saturation, 3) and work conflicts. From the above opinion, it can be concluded that workload and job saturation are one of the triggers that can cause a decrease in work motivation. An employee's need occurs when there is no balance between what is owned and what an employee expects, encouragement is one of the mental forces oriented towards fulfilling expectations and achieving the goals and objectives that a person wants to achieve (Individual et al., 2020). If the encouragement from within the employee is well formed, the employee does his job well which causes job satisfaction in the employee.

A positive appraisal of the job's attributes that comes from within an employee is known as job satisfaction (Robins 2008). Job satisfaction is related to the level of attendance of an employee (absenteeism), which implies that employees who are less satisfied tend to have a high level of absence (Dan et al., 2022). Positive sentiments regarding one's work are associated with high job satisfaction, and negative feelings are associated with low job satisfaction (Robbins, et al. 2012). Workload is correlated with job satisfaction, so low employee workload is correlated with high job satisfaction. Conversely, a high workload indicates that a large number of unsatisfied workers

Astianto and Suprihadi's (2014) earlier research indicates that workload significantly affects how well employees progress in their jobs. This research is supported by Kusumaningrum, et al (2016) who when their research uses the basis on the path of proof that there are some positive effects of workload on nurse performance. This strongly proves that the existence of such a high workload can also lead to an increase in employee performance. However, some previous research results show contradictory results. Prior studies that supported the hypothesis that workload has an indirect impact on performance through burnout have demonstrated the detrimental impact of workload on employee performance through burnout mediation (Kusumaningrum et al., 2016). If the workload is high, it will improve nurse performance if there is a change in burnout towards a more positive or better direction.

II. LITERATURE REVIEW

A. WORKLOAD

Employee workload refers to the tasks assigned to them that they must finish by a specific time, utilizing their individual talents and capabilities (Munandar 2011). Indicators as follows: 1) Goals that need to be accomplished. 2) Work conditions. 3) Job standards.

B. MOTIVATION

Motivation is a stimulus contained within each employee or from outside that is very useful for doing and completing a job (Uno, 2017). The indicators are as follows: 1) The spirit to excel. 2) Target achievement. 3) Responsibility for tasks

C. BURNOUT

Physical, mental, and emotional exhaustion are the hallmarks of burnout, this is a form of psychological strain or tension brought on by ongoing stress that a person encounters on a daily basis. It is also stated that issues will arise when stress is sustained for an extended length of time at a sufficiently high intensity. The term "burnout" refers to this state of exhaustion, which is psychological, mental, and emotional, brought on by prolonged stress in situations requiring a high degree of emotional engagement (Tawale et.al, 2011). The indicators are as follows: 1) Physical fatigue. 2) Emotional exhaustion. 3) Mental fatigue. 4) Low self-esteem.

D. JOB SATISFACTION

Job satisfaction will be achieved if the organization can encourage strong motivation to achieve better performance (Evanda, 2017). The indicators are as follows: 1) Salary. 2) Appraisal. 3) Incentives.

E. THEORITICAL FRAMEWORK

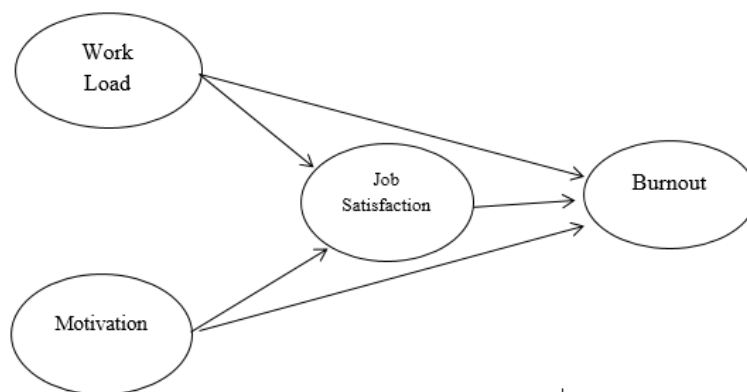


Image 1. Theoretical Framework

Job satisfaction acts as a mediator in this study's description of the relationship between workload, motivation, and burnout. This research was conducted on employees of PT Multi International Logistic through the distribution of questionnaires.

F. HYPOTHESIS

1. The effect of work load on employee burnout

The high work stress that employees have to face can cause symptoms of workload (Purba et al., 2007). The work load that employees feel causes conflict and can only waste a person's time and energy and can cause someone to feel threatened and then negative behavior will emerge at work (Laeque, 2014). The same thing was proven by Ari and Dovi (2014) that high and low workloads have an influence on employee burnout. Rajan et al. (2015) proves the same thing that workload has an influence on burnout. Aaron (2015) states that workload has an influence on burnout in employees. Confirmed by Dita and Muryantinah (2014) high workload has an influence on employee burnout.

H₁ : Work load have positive effect on Employee Burnout in PT Multi International Logistic

2. The effect of motivation on employee burnout

Robbin (2002) When an individual's needs are met through an effort, motivation is the drive to work toward and readiness to put in a significant amount of effort toward achieving organizational goals. According to Maslach & Schaufeli (Schaufeli, 2008) burnout is a state of extreme physical and emotional tiredness that results in a negative self-perception, difficulty focusing, and unfavorable work attitudes. There is a link between employee burnout and motivation, as demonstrated by the findings of research by Low et al (2001). Employee burnout can be lessened by motivation, as evidenced by the positive correlation found between the two variables.

H₂ : Motivation has a positive effect on employee burnout.

3. The effect of work load on job satisfaction

Workload is the work given by the company and must be done by an employee. If workload is measured quantitatively, it can be based on the time worked, whereas if qualitatively workload can trigger mental stress in employees. An excessive workload can be harmful to the company and its employees because it will take longer for the company to complete tasks if employees are unable to meet deadlines (Putra Sulistyowati, 2017). Workload demonstrates that the independent variable, namely job satisfaction, has a positive and significant impact on employee job satisfaction, in line with the results of previous research.

H₃ : Workload has a positive effect on employee job satisfaction

4. The effect of motivation on job satisfaction

The results of Sanger research (2013) corroborate this assertion. The study's findings demonstrate that work motivation significantly affects employees' job satisfaction. Based on the research findings and support from the expert opinions above, work motivation has a relationship with job satisfaction.

H₄ : Motivation has a positive effect on employee job satisfaction

5. The effect of job satisfaction on burnout

Riyanto, M (2017) claimed in his study that a worker's job satisfaction will improve when they experience burnout symptoms, the consequences will cause the individual to lose orientation in carrying out work. Meanwhile, Agusthina et al (2011) in their research found that burnout had a significant influence.

H₅ : Job satisfaction has a positive effect on employee burnout

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6. The effect of work load on burnout through job satisfaction as mediating variable

According to Maslach & Schaufeli (Schaufeli, 2008) Physical and mental tiredness that leads to unfavorable work attitudes, a low self-esteem, and trouble concentrating is called burnout. Additional evidence for this comes from earlier studies done by Johari et al. (2018), Paramitadewi (2017), Herra et al. (2016) and Sutoyo (2016) studied the impact of workload on worker productivity. Workload significantly and favorably affects an employee's performance variable, according to study findings

H₆: Workload has a positive and significant effect on workload mediated by employee burnout.

7. The role of job satisfaction as a mediating variable in the relationship between motivation and burnout

Research by Fajrani and Septiari (2015) indicates that burnout partially mediates the impact of workload on performance. Excessive workload will cause individuals to become burnt out, which will ultimately reduce performance.

H₇: Motivation has a positive and significant effect on burnout mediated by job satisfaction.

III. RESEARCH METHODOLOGY

In this study, quantitative data from questionnaires given to respondents PT Multi International Logistics employees directly obtained is used. In this study, 68 employees made up the population, and 68 respondents made up the sample. While the sampling technique uses a census where the census is taken based on many employees of PT Multi International Logistics. Variables that are independent of other variables are called independent variables. Independent variables are those that alter the dependent variable, according to Sugiyono (2017).

IV. RESEARCH METHODS

A. Research Results

An illustration of the PLS program model that was tested is shown below:

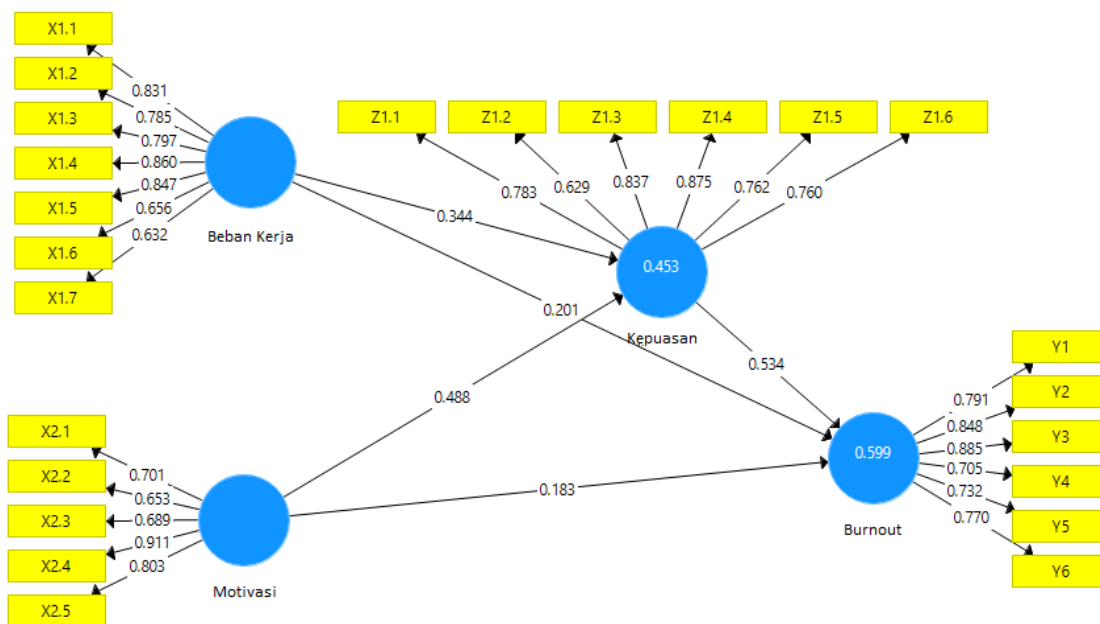


Image 2. Outer Model

At this stage it is explained about the validity test, reliability test and multicollinearity test.

B. Validity Results Analysis

The test used in this research is a measurement of how well each questionnaire question captures the variable being investigated. There are two methods for measuring validity when using Smart PLS, and the outcomes of the analysis that has been done are:

1. Convergent Validity

The value of convergent validity is the factor loading on the latent variable along with its indicators. Individual reflexivity measures are used to assess the validity of each indicator in a variable. If they correlate more than 0.7 with the construct to be measured, the indicator is considered valid for measuring the construct that was created. However, a loading value of greater than 0.5 is deemed adequate for the measurement scale development stage, meaning it is qualified.

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Table 1. Convergent Validity Analysis Result

	Satisfaction	Burnout	Motivation	Workload	Description
X1.1				0.831	Valid
X1.2				0.785	Valid
X1.3				0.797	Valid
X1.4				0.860	Valid
X1.5				0.847	Valid
X1.6				0.656	Valid
X1.7				0.632	Valid
X2.1			0.701		Valid
X2.2			0.653		Valid
X2.3			0.689		Valid
X2.4			0.911		Valid
X2.5			0.803		Valid
Y1		0.791			Valid
Y2		0.848			Valid
Y3		0.885			Valid
Y4		0.705			Valid
Y5		0.732			Valid
Y6		0.770			Valid
Z1.1	0.783				Valid
Z1.2	0.629				Valid
Z1.3	0.837				Valid
Z1.4	0.875				Valid

Four variables are used: workload, motivation, satisfaction, and burnout, as shown by the results in table 1 above. A cross loading measurement scale with a range of 0.5 to 0.6 is thought to be adequate to satisfy the requirements of converging validity, according to Ghozali in Rifai (2015). Based on the aforementioned data, all the variable indicators are deemed suitable for research purposes and can be utilized for additional analysis. No variable indicator has an outer loading value less than 0.5.

2. Discriminant Validity

Measures of discriminant validity include the cross loading value and the average variance extracted (AVE) value.

Table 2. Average Variance Extruded (AVE) Analysis Result

Variables	Average Variance Extracted (AVE)	Description
Satisfaction	0,606	Valid
Burnout	0,626	Valid
Motivation	0,573	Valid
Work load	0,604	Valid

The AVE values for the workload, motivation, burnout, and satisfaction variables are > 0.5 or 0.604, > 0.5 or 0.573, and > 0.5 or 0.606, respectively, according to the table above. This demonstrates the strong discriminant validity of each variable.

Table 3. Cross Loading Analysis Result

	Satisfaction	Burnout	Motivation	Work load
X1.1	0.469	0.417	0.237	0.831
X1.2	0.208	0.290	0.101	0.785
X1.3	0.286	0.431	0.108	0.797
X1.4	0.391	0.361	0.163	0.860
X1.5	0.397	0.403	0.124	0.847
X1.6	0.381	0.372	0.350	0.656
X1.7	0.405	0.448	0.412	0.632
X2.1	0.395	0.310	0.701	0.327
X2.2	0.340	0.373	0.653	0.354
X2.3	0.439	0.425	0.689	-0.003
X2.4	0.518	0.469	0.911	0.201
X2.5	0.502	0.491	0.803	0.263
Y1	0.626	0.791	0.444	0.362
Y2	0.593	0.848	0.446	0.379
Y3	0.605	0.885	0.472	0.357
Y4	0.459	0.705	0.431	0.165
Y5	0.524	0.732	0.394	0.494
Y6	0.658	0.770	0.442	0.596
Z1.1	0.783	0.540	0.576	0.496
Z1.2	0.629	0.298	0.395	0.156
Z1.3	0.837	0.487	0.471	0.371
Z1.4	0.875	0.637	0.544	0.387
Z1.5	0.762	0.622	0.321	0.384
Z1.6	0.760	0.751	0.415	0.386

According to the results above, when comparing the variables on the questions that were used to represent burnout, workload, motivation, and satisfaction, each question item's value results in a cross loading value < large.

C. Reliability Results Analysis

In this test there are 2 ways to use in this study which are:

1. Composite Reliability

A construct is considered reliable if its composite reliability value is greater than 0.7, which indicates high reliability, though 0.6 is still acceptable. The element that is utilized to evaluate the dependability of variable indicators is called composite reliability. The display in Table 4 below:

Variabel	Composite Reliability	Description
Satisfaction	0,901	Reliabel
Burnout	0,909	Reliabel
Motivation	0,869	Reliabel
Work load	0,913	Reliabel

Table 4. Composite Reliability Analysis Result

Workload, motivation, burnout, and satisfaction are the four variables on which the composite reliability value is generated. The workload variable's composite reliability value is 0.913, the motivation variable's is 0.869, the burnout variable's is 0.909, and the satisfaction variable's is 0.901. With a Composite Reliability value of more than 0.7 for each of the four variables, it is possible to draw the conclusion that they are all reliable.

2. Cronbach's Alpha

Table 5 with each variable's Cronbach's alpha value is presented below:

Variable	Composite Reliability	Description
Satisfaction	0,868	Reliable
Burnout	0,879	Reliable
Motivation	0,810	Reliable
Work load	0,888	Reliable

Table 5. Cronbach Alpha Result Analysis

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Based on the table above, results for the Cronbach's Alpha workload variable are as follows: 0.888 for workload, 0.810 for motivation, 0.810 for burnout, and 0.868 for satisfaction. Since these findings show that every research variable meets the requirements for Cronbach's Alpha value, all of the variables have a high degree of reliability.

D. Multicollinearity Results Analysis

The multicollinearity test results are shown below:

Table 6. Multicollinearity Test Result (VIF)

Variable	Satisfaction	Burnout	Description
Satisfaction		1,828	multikolinearitiy not occurring
Burnout			
Motivation	1,091	1,526	multikolinearitiy not occurring
Work load	1,091	1,307	multikolinearitiy not occurring

According to Table 6 above, the inner values of the workload variable on satisfaction and motivation variable on burnout are 1.091 and 1.091, respectively, and the work load satisfaction on burnout is 1.307, while the motivation variable on burnout is 1.526 and the satisfaction on burnout is 1.828. These results indicate the multicollinearity test. In smart PLS < 5, all variables with a VIF < 5 pass the multicollinearity assumption test, indicating that there is no correlation between the variables.

E. Structural Model Analysis

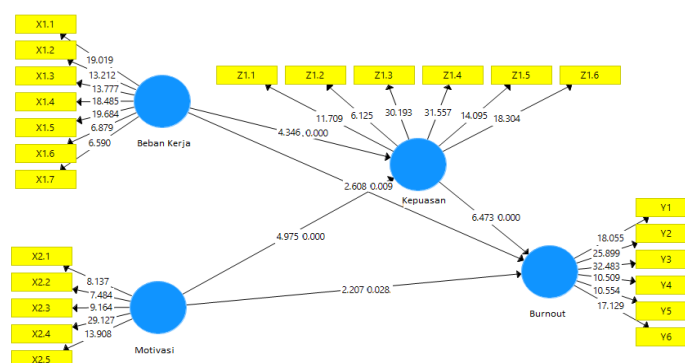


Image 3. Inner Model

The strength of the estimate between latent variables or constructs is displayed in the inner model. The findings of the path coefficient test, the goodness of fit test, and the hypothesis test will all be explained in this study. There are various methods for using PLS to evaluate the structural model.

F. Goodness of Fit Analysis

This test looks at the findings of the research to see if the created model is appropriate for research or not:

Model	R Square	R Square Adjusted
Satisfaction	0,453	0,440
Burnout	0,599	0,585

Table 7. R Square Test

The aforementioned R-Square is used to show how workload and motivation factors affect satisfaction as well as how much of an impact they have on burnout. The information in the above table indicates that the variables related to workload and motivation have an impact on satisfaction of 0.440, or 44.0%, and burnout of 0.585, or 58.5%, depending on the variables.

Next, use the calculation to determine the goodness of fit using Q-square:

$$\begin{aligned}
 \text{Q square} &= 1 - [(1-R^2_1) \times (1-R^2_2)] \\
 &= 1 - [(1-0,440) \times (1-0,585)] \\
 &= 1 - (0,560 \times 0,415) \\
 &= 1 - 0,2324 \\
 &= 0,7676
 \end{aligned}$$

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76.8% of the dependent variable's variance can be accounted for by the independent variables, with the remaining 23.2% being susceptible to external influences, as indicated by the Q square value of 0.7676 for the analysis. The findings show that this research model has a good goodness of fit.

	Saturated Model	Estimated Model
SRMR	0.133	0.133
d _{ULS}	5.319	5.319
d _G	2.718	2.718
Chi-Square	1066.524	1066.524
NFI	0.507	0.507

Table 8. NFI Analysis Result

According to the above result, the model fit indicator indicates that the value of NFI > 0,1 or higher than the model, which can be interpreted as superior.

G. Path Coefficient Test

The bootstrapping test table, which is displayed below, displays the test results:

1. Direct Effect Testing

It will be clear from this path coefficient test how much the independent variable influences the dependent variable. Drawing from the path coefficient table and the displayed inner model scheme, it can present the influences in descending order.

Table 9. Direct Effect Testing Result (Path Coefficient)

Model	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Satisfaction -> Burnout	0,534	6,473	0,000	Positive & Significant
Motivation -> Satisfaction	0,488	4,975	0,000	Positive & Significant
Motivation -> Burnout	0,183	2,207	0,028	Positive & Significant
Work load -> Satisfaction	0,344	4,346	0,000	Positive & Significant
Work load -> Burnout	0,201	2,608	0,009	Positive & Significant

The p value in Table 9 indicates whether or not the analysis results are significant: (t table value 1.984 according to Ghozali, 2012).

a. Model 1 (Effect of Independent Variables on Satisfaction)

a. A value of 4.346 is obtained from the workload variable on satisfaction, with a p-value of 0.000. The t statistical value of 4.346 > t table 1.984 or the p value of 0.000 < 0.05 can account for a portion of this value, Therefore, whether statistically H₀ is rejected or H_a is accepted, the workload variable significantly affects satisfaction.

b. Either the t statistical value of 4.975 > t table 1.984 or the p value 0.000 < 0.05 can partially explain the value obtained for the satisfaction motivation variable with a statistic of 4.975 and a p value of 0.000. Stated differently, H_a or H₀ is accepted if the motivation variable affects satisfaction in a way that is statistically significant.

b. Model 2 (Effect of Independent Variables on Burnout)

a. The workload variable on burnout yields a value of 2.608, with a p value of 0.009. This value can be partially explained by the t statistical value of 2.608 > t table 1.984 or the p value 0.009 < 0.05, because of this, statistically speaking, H₀ is rejected or H_a is accepted, indicating that the workload variable significantly influences burnout.

b. The statistical t value of 2.207 > t table 1.984 or the p value 0.028 < 0.05 can account for the value produced on the motivation variable on burnout with a statistical t of 2.207 and a p value of 0.028, according to statistics, either H₀ is rejected or H_a is accepted, indicating that the motivation factor significantly influences burnout.

c. The burnout satisfaction variable yielded a value of 6.473 with a p value of 0.000. This value can be explained by the fact that the p value of 0.000 is less than 0.05 or the t statistical value of 6.473 > t table 1.984, rhus, the satisfaction variable significantly influences burnout if either H₀ is statistically rejected or H_a is accepted.

2. Indirect Effect Testing

The result of the analysis are presented below:

Table 10. Indirect Effect Testing Result

Variable	Original Sample (O)	TStatistics (O/STDEV)	P Values	Description
Motivation → Satisfaction → Burnout	0,261	3,405	0,001	Positive & Significant
Work load → Satisfaction → Burnout	0,184	3,682	0,000	Positive & Significant

The results of Table 10 above demonstrate that satisfaction can mediate workload and burnout in a positive and significant way. The statistical t value is 3.682 > t table 1.984 or p value 0.000 < 0.05, and the coefficient shows a positive direction of 0.184. These findings indicate that workload and burnout are mediated by satisfaction. Given that satisfaction is the mediator between motivation and burnout, satisfaction can positively and significantly mediate the relationship between the two. This is indicated by the statistical t value of 3.405, p value 0.001, and coefficient 0.261 on motivation on burnout mediated by satisfaction.

Variable	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Work load → Satisfaction	0,344	4,346	0,000	Positive & Significant
Work load → Burnout	0,201	2,608	0,009	Positive & Significant
Satisfaction → Burnout	0,534	5,473	0,000	Positive & Significant

Table 11. Analysis Result

Table 11 indicates that the relationship between workload and burnout through satisfaction is the subject of a mediation analysis, in which the independent variable has a direct and significant impact on the dependent variable without the need for involving or going through its mediator (Full Mediation).

Variable	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Motivation → Satisfaction	0,488	4,975	0,000	Positive & Significant
Motivation → Burnout	0,183	2,207	0,028	Positive & Significant
Satisfaction → Burnout	0,534	6,473	0,000	Positive & Significant

Table 12. Analysis Result

Table 12 indicates that there is a mediation analysis of the relationship between motivation and burnout through satisfaction, wherein the independent variable has a direct and significant impact on the dependent variable without the need for its mediator to be involved (partial mediation).

V. RESULTS REVIEW

8. The effect of work load on job satisfaction

The findings indicate that workload significantly and favorably affects satisfaction. This is consistent with the hypothesis test results, which are 4.621 with a magnitude of influence of 0.269 and P Values < 0.05 of 0.000, greater than the t table (1.984). Therefore, workload has a favorable and noteworthy impact on satisfaction.

The study's findings run counter to research by Andri Irfad, Fauji Sanusi, et al. (2015), which found no relationship between workload management and job satisfaction. In this instance, the workload management sample value was not statistically significant enough to raise employee job satisfaction. A worker's positive or negative opinion about their work is known as job satisfaction. Consequently, this study supports a number of other studies that demonstrate that workload positively affects workers' job satisfaction (Yo & Surya, 2015).

9. The effect of motivation on job satisfaction

The findings indicate that motivation significantly and favorably affects satisfaction. This matches the results of the hypothesis test, which indicate that the value of 12.627, with a magnitude of influence of 0.648 and P Values > 0.05 of 0.000, is greater than the t table (1.984). Therefore, it can be said that motivation significantly and favorably affects satisfaction.

The research findings from Yandra Rivaldo and Sri Langgeng Ratnasari (2020), which indicate that motivation directly and significantly affects job satisfaction, corroborate the findings of the aforementioned study.

10. The effect of work load on burnout

The findings indicate that workload significantly and favorably affects burnout. This is consistent with the hypothesis testing results, which are 2.872 with a magnitude of influence of 0.265 and P Values <0.05 of 0.000, greater than the t table (1.984). Thus, it can be said that workload significantly and favorably affects burnout.

Workload has a positive and significant impact on burnout, according to research by Nana Suardiningsih and Ida Bagus Ketut Surya (2021), which supports the findings of this study. This implies that burnout increases with perceived workload level. This is consistent with the attribution theory, which holds that external factors like workload are what lead to nurse burnout.

11. The effect of motivation on burnout

The results show a significant and positive relationship between motivation and burnout. In line with the results of the hypothesis test, this is greater than the t table (1.984), or 2.440 with a magnitude of influence of 0.383 and P values <0.05 of 0.000. Consequently, motivation has a positive and substantial impact on burnout.

Studies by Ni Putu Raka Wirati, Ni Made Nopita Wati, et al. (2020) corroborate the findings of this study, stating that there is a connection between burnout and work motivation and that it is important to pay attention to the psychological and physical complaints experienced. The beginning of these complaints will have an impact on employee motivation at work, and as burnout increases, it will lessen employee motivation, which will have an impact on service delivery performance.

12. The effect of job satisfaction on burnout

The findings indicate that burnout is positively and significantly impacted by satisfaction. According to the results of the hypothesis test, this is 6.587 with a magnitude of influence of 0.888 and P Values <0.05 of 0.000, which is greater than the t table (1.984). Thus, it can be said that burnout is positively and significantly impacted by satisfaction.

Research by Friane Livi Pangemanan, Riane Johnly Pio, et al. (2017) that found burnout had no discernible impact on job satisfaction is in conflict with the findings of this study. According to the negative tcount value, job satisfaction and burnout are inversely or unidirectionally correlated—that is, the lower the burnout, the higher the job satisfaction. On the other hand, research by Dewi Sartika Dg. Malino, Jusuf Radja, et al. (2020) indicates that the results of burnout demonstrate that the independent variable job satisfaction has a positive and significant impact on commitment, which corroborates the findings of the aforementioned study.

13. The effect of work load on burnout through job satisfaction as mediating variable

As a mediating variable, satisfaction has a positive effect on burnout through workload, according to the hypothesis testing results, which have a statistical t value of 3.928 or > 1.984 and a P Value of 0.000 or <0.05. This implies that workload has a significant and positive impact on burnout through satisfaction as a mediating variable.

Research by Dewi Sartika Dg. Malino, Jusuf Radja, et al. (2020) provides evidence in support of the study's findings, indicating that workload has a positive and significant impact on job satisfaction when burnout is addressed.

14. Job satisfaction as a mediating variable: the impact of motivation on burnout

According to the findings of the hypothesis test, motivation has a positive and significant effect on burnout because satisfaction functions as a mediating variable. P Value of 0.000 or less than 0.05 and a statistical t value of 5.421 or greater than 1.984 both support this.

Research from Andri Irfad, Fauji Sanusi, et al. (2021) indicates that employee performance is positively and significantly impacted by satisfaction, which is consistent with the findings of this study. These findings corroborate the assertion made by Luthans (2015) that gratifying needs or desires at work constitutes a job well-done. In order to meet these needs and promote job satisfaction, which in turn improves employee performance within the organization. The results of this study are in line with those of Vincenthius's (2017) investigation, which found that workers who are adequately content with their positions contribute to high employee performance.

VI. CONCLUSION & SUGGESTION

a. CONCLUSION

The following conclusions can be drawn by researchers based on the findings of the study that was previously discussed in this chapter:

1. Due to the positive and significant impact that workload variables have on satisfaction, the first hypothesis can be accepted.

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2. The second hypothesis can be deemed acceptable since motivation factors have a noteworthy impact on satisfaction.
3. Given that the third hypothesis that motivation factors have a substantial impact on burnout, the fourth one can be accepted.
4. Burnout is positively and significantly impacted by satisfaction variables, so the fifth hypothesis can be deemed plausible.
5. The results of the mediation show that the relationship between work load and satisfaction and burnout is positive and significant. The sixth hypothesis is then admitted.
6. The mediation results indicate that the relationship between motivation and burnout can be positively and significantly mediated by satisfaction. It is accepted that the seventh theory.

b. SUGGESTION

1. PT Multi International Logistics should post notices about everything, both tangible and intangible, that may affect employees ability to complete all tasks assigned to them and potentially lead to depression due to feelings of powerlessness.
2. To keep an eye out for anything that may affect the employee's ability to perform all of the tasks that have been assigned to him, both physically and nonphysically, so as to prevent depression in the task caused by feelings of helplessness, which can also impair a person's ability to perform the tasks assigned or obligations.

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