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HOW WORKLOAD AND ROLE CONFLICT AFFECT EMPLOYEE PERFORMANCE THROUGH BURNOUT: A MEDIATION ANALYSIS



SINTA 2

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ABSTRACT

Burnout syndrome, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, often arises from excessive workload and unresolved role conflict. This study examines the impact of workload and role conflict on employee performance, with burnout as a mediating variable. A quantitative approach was employed, using questionnaires distributed to service sector employees, and data were analyzed through Structural Equation Modeling (SEM). Results reveal that workload and role conflict significantly and negatively affect employee performance. Both factors also positively contribute to burnout, which in turn reduces performance. The findings confirm that burnout mediates the relationship between workload and role conflict with employee performance. This study highlights the importance of managing workload proportionally and addressing role conflict to prevent burnout. Theoretical contributions enrich human resource management literature, while practical implications provide organizations with strategic insights to design interventions that enhance workplace well-being and sustain optimal employee performance.

Keywords: burnout; employee performance; mediation; role conflict; workload.

INTRODUCTION

In many private companies engaged in management consulting, research, and multimedia rental, work patterns are generally similar to those found in other organizations. Working and operating hours typically start at 08.00 WIB and end at 16.30 WIB. However, this schedule does not always apply to employees in the multimedia rental division, who often need to work overtime when equipment must be prepared and installed at event locations, including devices such as laptops, LED TVs, and related items. A key issue is that overtime is not consistently included in formal overtime criteria, except under certain agreements. This situation can make employees feel very tired because they start work in the morning and at night may still be required to remain on standby at the event location. As a result, employees may become less focused and less attentive, which can lead to cases of lost goods or fines imposed by event organizers due to employee negligence. Worse, when such incidents occur, responsibility is often placed entirely on the employee. This context highlights the importance of examining work arrangements and overtime policies in order to reduce operational risks and improve employee performance and accountability. For the various problems above, most

of which are related to the psychology of human resources, this study is supported by the theory of psychological contract (Joel et al., 2022).

Nafei and Abdelaal (2022) stating that organizations and companies that do not have psychological contracts with their employees may not be effective and will not be considered a company. If the organization or company does not have a psychological contract with the employee who is a member of the joint committee, either verbally or in writing, this can be considered a weakness of the psychological contract (Aybar & Cark, 2023). Violation of unintended implications of various negative, unexpected, unintended consequences (Ismail et al., 2022). Workers who perceive a breach of psychological contract can develop depression, anxiety, perceived injustice, and emotional exhaustion (Firdaus, Sakinah, & Anisah, 2021). Feelings of depression, emotional exhaustion and other burnout syndrome occurs, which are different from stress. Workers who suffer from burnout syndrome will feel demotivated and hopeless (Edú-Valsania, Laguía, & Moriano, 2022).

This research focuses on the relationship between workload and role conflicts in relation to employee burnout and performance. Previous research by Hidayat et al. (2024) found that workload has a positive impact on burnout but not significantly. However, another study conducted by Mumtaz and Purwanto (2024) Putri et al. (2024) and Saputro et al. (2020) found that workload also has a positive and significant effect on burnout. Further research by Herdiana and Sary (2023) and Syihabudhin et al. (2020) found that workload negatively impacts employee performance. However, this opinion contradicts the findings of research conducted by Wulantika et al. (2023), which found that workload has a significant positive influence on employee performance.

In addition to being influenced by workload, burnout is also indicated to be influenced by role conflict. This is supported by research conducted by Sagita (2023) and Zulhapiz (2023b) which states that role conflict has a positive and significant influence on burnout. However, the opinions of the two researchers are different from the research findings presented by Kristina et al., (2020) who in their research found that role conflict has a positive but not significant effect on burnout. Role conflict in addition to influencing burnout, is empirically also proven to have an influence on employee performance. The empirical study that supports this connection is research conducted by Sijabat & Martanto (2024) and Wahyuni et al. (2020) which states that role conflict has a negative and significant influence on employee performance. This contradicts the research conducted by Fahmi et al. (2019) where in their research it was found that role conflict has a positive and significant influence on employee performance.

In the context of contemporary work dynamics, workload and role conflict have become increasingly prominent phenomena and have a significant impact on employee performance (Kundi et al., 2021; Shifana & Sathyamoorthi, 2025; Wahana et al., 2024). Recent studies show that excessive work pressure not only has a direct effect on decreased productivity, but also triggers the emergence of burnout as a chronic fatigue condition that is multidimensional in nature (Conceoc & Palma-moreira, 2025; Gaspar et al., 2025; Schaufeli, 2020). However, the mechanisms that explain the relationship between workload, role conflicts, and performance through burnout as mediator variables are still not fully revealed, especially in the context of organizations in Indonesia (Frederica & Wahyuningtyas, 2025; Hidayat et al., 2024a; Purwanti et al., 2022).

Although a number of studies have confirmed the influence of workload and role conflicts on employee performance through burnout as mediating variables, the mechanism of these relationships is still not fully revealed in the organizational context in Indonesia. The

limitations of previous research lie mainly in the lack of empirical evidence highlighting the dynamics of the collectivist work culture, as well as the lack of the application of rigorous mediation analysis in local studies. This shows that there is a research space that needs to be filled to strengthen theoretical understanding while making a practical contribution to the development of human resource management policies in Indonesia. Then it can also be explained the empirical gap in the effect of burnout on employee performance. In a study developed by Imaningtyas et al. (2024), Prasetya et al. (2021) and Setyanti et al. (2022) which stated that burnout has a negative and significant influence on employee performance. This contradicts the research conducted by Sarah & Eryandra (2024) where in her research it was found that burnout has a positive and significant influence on employee performance.

This research was conducted at PT. Gift of Mandiri Consultant with the main objective of analyzing the direct influence of workload and role conflicts on employee performance through a survey-based quantitative approach. The analysis is directed at sectors that have a high level of work stress, so that the results of the research are expected to be able to provide an empirical picture that is relevant to the organizational context in Indonesia. Furthermore, this study examines the role of burnout as a mediating variable using path modeling through Partial Least Squares Structural Equation Modeling (PLS-SEM), including the assessment of the specific dimensions of burnout based on the Maslach Burnout Inventory (MBI) instrument that has been validated across cultures. From a theoretical perspective, this study contributes to the development of the Job Demands-Resources (JD-R) and Conservation of Resources (COR) models by presenting empirical evidence from non-Western contexts, as well as answering methodological criticisms in work stress mediation research. Practically, this study produces evidence-based recommendations for human resource management, in the form of psychological intervention strategies and job redesign that are in accordance with the characteristics of Indonesia's work culture and in line with the principles of decent work.

This study contributes to organizational behavior and human resource management by addressing three critical gaps. First, it enriches the theoretical discourse by clarifying the mediating mechanism of burnout within a collectivist work culture, offering insights into how cultural context shapes employee responses to workload and role conflict. Second, it advances methodological rigor through the application of Structural Equation Modeling (SEM) for mediation analysis, thereby strengthening empirical evidence in Indonesian organizational research. Third, it provides practical implications by informing the design of workplace well-being policies that are contextually relevant to the Indonesian service sector. These contributions are particularly significant in the post-pandemic era, where organizations face heightened challenges in sustaining employee performance and resilience. Collectively, the study bridges theoretical, methodological, and practical perspectives, positioning burnout management as a strategic priority for organizational sustainability.

The proposed model was developed based on several theories and concepts, which are described as follows: First, Psychological Contract. Psychological contracts are the understanding or understanding of a person's actions and responsibilities towards a company, which can be influenced by the consequences or consequences of two legal principles that are developed implicitly or explicitly (Joel et al., 2022; Tomprou & Lee, 2022). Second, Employee Performance; is a continuous process in the assignment of tasks and work organized by an organization, focusing on how employees carry out their duties and work performance, in accordance with company policies (Harsono & Syahrinullah, 2023; V. M. Putri & Simatupang, 2023). The dimensions of Employee Performance in this study are as follows (Riana & Anatan, 2023; D. P. Saputra & Noor, 2022): a) Work Performance. Work

performance refers to the ability to perform tasks effectively, influenced by factors such as differences in individual performance, knowledge, skills, and abilities. Work performance indicators include (Riana & Anatan, 2023; Yudithia et al., 2019): Clear task specifications and Ability to perform tasks outside of work. b). Contextual Performance. Contextual performance is the behavior that shapes the organizational, social, and psychological to carry out performance activities and processes in tasks, has emerged as an important aspect of overall job performance (Riana & Anatan, 2023). Indicators of the performance of this task include: Follow organizational rules or procedures and Dedication to the job.

Third, Counterproductive Work Behavior, employee behavior that is contrary to the formal interest of the agency being worked, which is defined as intentional or unintentional activities on the part of individuals and other people to the organization, which include (Riana & Anatan, 2023): Misuse of company goods for personal gain and Work is not in accordance with the specified working hours. Fourth, Burnout. Beer et al. (2022) define burnout as emotional distress, depersonalization, and decreased personal performance that can occur between individuals. Burnout affects employee performance because of its relationship with his or her organization. Freudenberger, a psychologist, first described burnout in 1974. This leads to intense work, stress, and worry, leaving employees feeling overwhelmed and in need of motivation (Edú-Valsania et al., 2022). Yeboah et al. (2022) also define burnout as a common factor that affects employee performance. The burnout indicators in this study refer to the research of Beer et al. (2022), Which consist of emotional fatigue, Depersonalization, and A decline in personal achievement. Emotional fatigue refers to feeling tired and disappointed during work. This can be measured by a person experiencing high levels of emotional fatigue due to work and physical fatigue that is not easy to control. Depersonalization is the development of a person's sense of self and lack of self-perception in their work environment. It is a psychological process that helps individuals maintain their identity and reduce their reluctance to work. It is measured by the fact that a person views their work as a job and believes that some work makes them feel like they are being targeted by certain problems. Lastly, decline in personal achievement is a feeling of dissatisfaction with oneself, work and life. Maslach (in Beer et al., 2022) states that the decline in personal achievement is caused by feelings of guilt for doing others around him negatively.

Fifth, Workload, an important aspect for every organization because it affects employee performance (Asteya, 2023). Workload analysis uses standard tools to identify personal needs and differences between capacity and employability. According to Radinka & Kustini (2023), workload is a group or activity that must be chosen by an organization at a certain time and will affect employee performance. Xi et al. (2023) use physical and mental work habits as indicators, with physical demands including physical demands and effort, and mental demands including mental demands, temporal demands, frustration, and performance, using NASA-TLX in the study of Saputra & Herwanto (2023) as follows. Physical demand refers to physical activities that are necessary for work, such as control, direction, and other tasks. The question asks whether the work is stable, fast, or slow? Effort is the physical and mental effort required to achieve the desired level of performance. The instructions used in this context include a variety of mental and physical actions for optimal results. Mental demands refer to the mental and perceptual activities necessary to work, such as preparing, working, and regulating the pace of work, whether easy or difficult, long or short, or quiet. Temporal demand refers to the amount of work done over a period of time, such as the speed and efficiency of the job, or the duration of the work. The level of frustration, which includes insecurity, hopelessness, stuck, disrupted, is a measure of a worker's workload when

experiencing insecurity, hopelessness, mistakes, stress, and upset. Performance refers to a person's significant success in their work and the areas in which they excel. The question is, which areas of a worker perform well in their work?

Sixth, Role Conflict. Role chaos occurs when the overall expectation of the role does not state the tasks. This occurs due to a set of behaviors expected of a person occupying a specific position within an organization or group, including the task or job itself, the description of the task, and rules and standards (Sagita, 2023). Sijabat & Martanto (2024) and Noviansyah et al. (2022) face role conflict is a situation in which individuals are faced with different role expectations. Enderwita et al. (2022) mention role conflicts in individuals that occur when an individual faces uncertainty about the work he or she expects to perform, various job requests contradict each other. The role conflict in this study has four dimensions, according to Rizzo et al. (1970) in Ahmad et al., (2021) which are considered as fundamental aspects are as follows: Person-role conflict is a form of conflict that arises when differences of opinion impact the values, interests, and needs of the individual in a conflict, with indicators indicating whether the parts should be different and whether the work is done according to agreed norms. Inter-role conflict is a form of conflict that arises when a person has to follow rules or procedures to perform a task, or perform a task without permission from another worker to perform it Intersender conflict is a form of conflict that arises when one of the parties has to deal with a different individual, the indicator of which is the existence of a dispute between two or more people in a company, or a dispute in a certain field. Intrasender conflict is a form of conflict that arises as a result of information disambiguation, the indicators of which are a) lack of resources and materials necessary to carry out tasks; and b) failure to perform duties.

Based on the explanation above, it can be explained that the analysis model formed is as follows:

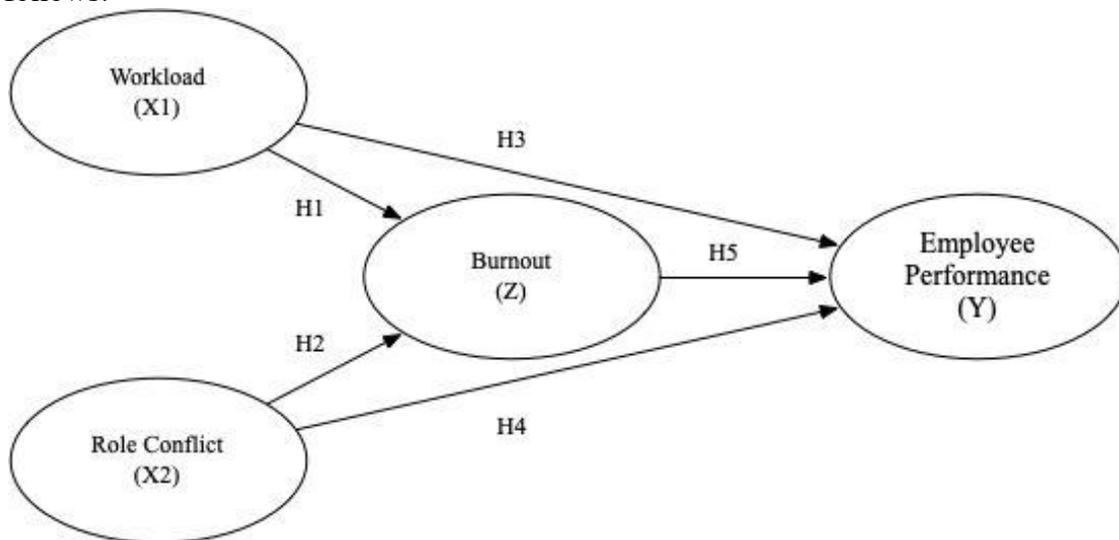


Figure 1. Analysis Model

Source: Authors, 2025

Hypotheses:

H1: Workload is positively related to burnout.

H2: Role conflict is positively related to burnout.

H3: Burnout is negatively related to employee performance.

H4: Burnout mediates the relationship between workload and employee performance.

H5: Burnout mediates the relationship between role conflict and employee performance.

METHODS

This study uses a quantitative approach with the object of PT. Karunia Mandiri Consultan. The sampling technique is total sampling (census) so that the entire population of 187 employees is used as respondents. Primary data was obtained through an online questionnaire distributed by the company's HRD department. The research instruments consisted of: (1) workload and role conflicts adapted from scales tested in organizational psychology, (2) burnout measured by the Maslach Burnout Inventory (MBI), and (3) employee performance measured by the Individual Work Performance Questionnaire (IWPQ). Instrument validation was carried out through an expert judgment, limited trial, and Confirmatory Factor Analysis (CFA) analysis. Reliability is tested with Cronbach's alpha and composite reliability, with all constructs meeting the minimum recommended limits.

Data analysis using covariance-based Structural Equation Modeling (SEM) with the AMOS program, is suitable for theoretical testing and model confirmation. The hypothesis test was carried out with a Critical Ratio (CR) and a probability value compared to the set critical value. Model feasibility is evaluated through several suitability indices, such as Chi-square/df, RMSEA, CFI, and TLI.

RESULT AND DISCUSSION

The structural model was evaluated using covariance-based structural equation modeling (CB-SEM). Based on the data analysis, the resulting path diagram and standardized estimates are presented in Figure 2

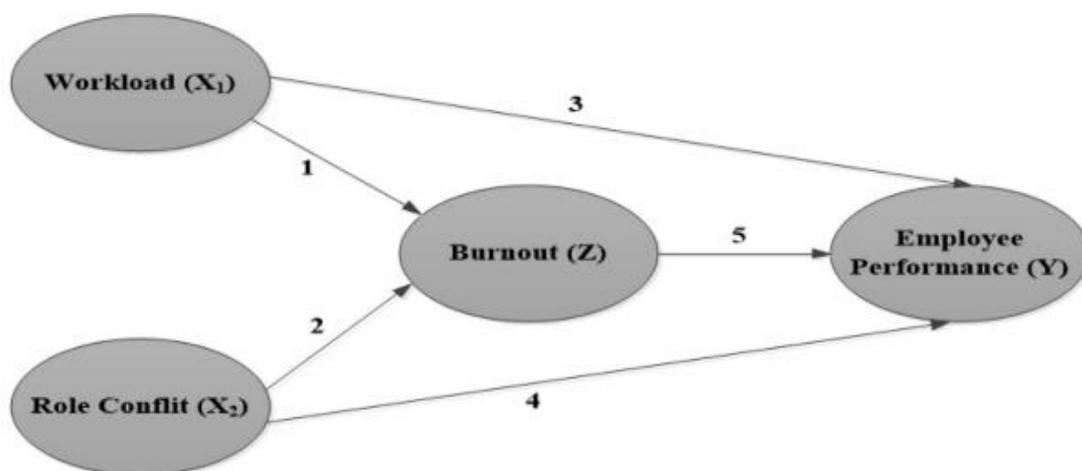


Figure 2. Analysis Model

Source: Data processed, 2025

Based on the test results, the results are summarized in each connection between the pathways and presented in table 1 as follows:

Table 1. SEM-AMOS Test Results

			Estimate	S.E	C.R	P
Workload	⇒	Burnout	.130	.063	7.162	.000
Role Conflict	⇒	Burnout	.166	.091	11.930	.000
Workload	⇒	Employee Performance	-.027	.072	8.513	.004
Role Conflict	⇒	Employee Performance	-.047	.040	13.672	.002
Burnout	⇒	Employee Performance	-.234	.378	9.646	.006

Source: Data processed, 2025

Based on tables 1 and 2, it can be seen that all hypotheses proposed can be proven to be true where the analysis carried out will be shown as follows: The results of the study found that workload has a positive and significant influence on burnout, because it is a difference in work capacity or ability to perform work tasks. The workload, a group or activity chosen by an organization, also affects employee performance (Radinka & Kustini, 2023).

Table 2. Summary of Hypothesis Test Results

	Hipotesis		Predicted Sign	Standardize Regression Coefficient	Conclusion	
H ₁	Workload	⇒	burnout	+	.230	Accepted
H ₂	Role conflict	⇒	burnout	+	.352	Accepted
H ₃	Workload	⇒	employee performance	-	.434	Accepted
H ₄	Role conflict	⇒	employee performance	-	.521	Accepted
H ₅	Burnout	⇒	employee performance	-	.344	Accepted

Sumber: Data processed, 2025

Burnout is a psychological condition characterized by emotional distress, depersonalization, and decreased performance, thereby increasing stress and demotivation at work (Firdaus et al., 2021; Mumtaz & Purwanto, 2024). In contrast to stress, which requires motivation and effort, and can be triggered by various factors (Edú-Valsania et al., 2022). Workloads that increase the capacity and effectiveness of employees who work for long periods of time can make them physically and mentally tired, causing fatigue and decreased motivation at work. Burnout is a common factor that influences the decision to leave an organization (Yeboah, Arboh, & Quainoo, 2022). The negative impact of workload on burnout is the result of the company's inability to manage its workload. The study of Hidayat et al. (2024) is different from the findings of Mumtaz & Purwanto, (2024); Putri et al. (2024) & Saputro et al. (2020) show that workload has a positive impact on burnout but not significantly.

Role conflicts have a positive and significant impact on burnout because it is a psychological problem faced by employees, causing a negative work environment and professional motivation (Ahmad et al., 2021). Research by Sagita (2023) and Zulhapiz

(2023b) found that role conflicts have a positive impact on burnout, but in contrast to Kristina et al., (2020) who found that role conflicts do not have a significant effect on burnout.

Workload has a significant negative influence on employee performance, because it is different from the capacity or ability to work with the required working time. Workload, a group or activity that an organization must allocate over a period of time, also affects employee performance (Radinka & Kustini, 2023). Mental and physical workloads are different which allows for excessive energy and work stress. Workload can be seen from both physical and mental workloads. An employee who is overweight or has weak physical abilities will certainly result in an obstacle in work, and the employee will feel sick because of a job (Sweden, 2023). Budiarto et al. (2023) completed work due to too many workloads that had to be completed and then limited time, capacity, and ability of employees were not in accordance with the demands of the workload that had to be done.

Individual performance is the output of a worker, both qualitatively and quantitatively, based on his or her work standards (Simatupang & Safitri, 2023). Modern organizations must understand the role and process of work in understanding psychological contracts and the role of legal norms (De Clercq, 2024). Joel et al. (2022) explain that psychological contracts are individual attitudes towards legal obligations that can be fulfilled, based on a perspective or misunderstanding of legal principles. If a company can treat its employees like their own and provide jobs according to their job description, then they can also work totally. Herdiana & Sary (2023), Wijaya & Eppang, (2021) and Syihabudhin et al. (2020) found that workload has a negative impact on employee performance, while Wulantika et al. (2023) found that workload has a positive effect on employee performance. However, there are conflicting findings.

Role conflicts have a significant negative influence on employee performance as shown by a Standardized Regression Coefficient of 0.521 and a probability of 0.006 and a negative significance. Ahmad et al. (2021) explained that this conflict occurs when management provides inappropriate guidance to employees due to time and resource limitations. The company also avoids the process of growth and development in product production, thus leading to employee experimentation based on their experience to improve the company's performance.

Psychological contract theory states that organizations face challenges in implementing directives or committees, either implicitly or explicitly. This can lead to negative consequences such as counterproductive work, lack of commitment, and potential negative impacts on the organization, especially employee performance (Ismail et al., 2022). Research by Sijabat & Martanto (2024) and Wahyuni et al. (2020) found that role conflicts have a negative impact on employee performance, while Fahmi et al. (2019) found that role conflicts have a positive impact on employee performance. Both studies highlight the importance of understanding the relationship between role conflict and performance.

Burnout, a psychological problem that causes emotional and physical stress, negatively impacts employee performance, with a Standardize Regression Coefficient of 0.344 and a probability of 0.004 indicating a significant and negative influence on employee performance. The impact on working hours, productivity, and personal confidence is significant (Edú-Valsania et al., 2022).

When a worker is given a position in a company because of his authority and position, they can work more effectively and feel belonged. However, if they are not held accountable for their actions, they could experience burnout' syndrome. Burnout syndrome is a negative process resulting from negative changes in behavior and work stress during stressful periods

(Ozturk, 2020). This can lead to feelings of anger, pessimism, and difficulty at work, as well as a lack of creativity (Jeikawati et al., 2022). This can also trigger other work-related problems that cause similar problems. Therefore, it is very important for individuals to manage fatigue effectively. Research by Imaningtyas et al. (2024), Prasetya et al. (2021) and Setyanti et al. (2022) suggests that burnout has a negative impact on employee performance, while Sarah & Eryandra (2024) refutes this by stating that burnout has a positive impact on employee performance.

Then in testing the role of burnout in mediating the influence of workload on employee performance, it is calculated through a sobel test calculator. By looking at the one sided probability value (0.002) and the two-sided probability (0.005) which are all smaller than the required critical value, which is 0.05, it can be concluded that the burnout variable is proven to be a mediating variable in the effect of workload on employee performance. Furthermore, burnout in mediating the influence of role conflict on employee performance. By looking at the one sided probability (0.009) and the two sided probability (0.018), which are all smaller than the required critical value, which is 0.05, it can be concluded that the burnout variable is proven to be a mediating variable in the influence of role conflict on employee performance.

CONCLUSIONS

The results of the study show that workload and role conflicts have a significant negative effect on employee performance. Burnout has been shown to play a mediator role explaining how excessive work demands and conflicting roles not only degrade performance directly, but also indirectly through increased psychological fatigue. These findings strengthen the theoretical framework of Job Demands Resources (JDR) and Conservation of Resources (COR) with empirical evidence from the context of collectivist culture in Indonesia. In practical terms, the results of the study confirm the importance of organizations to manage workloads proportionately, clarify roles and responsibilities, and provide adequate psychological resources to prevent burnout. These efforts not only maintain employee well-being, but also support the productivity and sustainability of the organization in a competitive work environment. The limitations of this study include cross sectional design that limits causal inference, the use of self report data that has the potential to cause bias, and the scope of the sample that is limited to one sector. Future research is suggested using longitudinal designs, involving multi-source data, as well as expanding cross industry and cultural contexts. In addition, the exploration of moderation variables such as social support, leadership style, and personal resilience can provide a more comprehensive understanding of the mechanisms of work stress.

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