



THE EFFECT OF WORKLOAD, LEADERSHIP STYLE AND JOB SATISFACTION ON BURNOUT IN PT MARES JAVA TRANSINDO OPERATIONAL EMPLOYEES

Reza Ananda Putra¹, Fajar Ilham Firdaus^{2*}, Hani Fauziyah³

^{1,2,3}Faculty of Economics and Business, Siliwangi University, Tasikmalaya, Indonesia

^{*}223402297@student.unsil.ac.id

Abstract. This study aims to examine the effect of workload, leadership style, and job satisfaction on work fatigue among operational employees of PT Mares Java Transindo, a logistics and shipping company in West Java, Indonesia. This study uses a quantitative approach with an associative causal design to analyze the relationship between independent variables—workload (X_1), leadership style (X_2), and job satisfaction (X_3)—and the dependent variable, work fatigue (Y). Data were collected through questionnaires distributed to 37 employees using a census sampling technique. The data were analyzed using multiple linear regression, supplemented with validity, reliability, and classical assumption tests. The results showed that workload and leadership style had a positive and significant effect on employee fatigue, while job satisfaction had a negative and significant effect, meaning that higher satisfaction tended to reduce fatigue levels. Simultaneously, the three independent variables significantly influence fatigue, with a relatively high coefficient of determination (R^2), indicating that these factors explain most of the variation in fatigue among employees. These findings highlight the importance of managing work load balance, promoting supportive leadership, and increasing job satisfaction to reduce fatigue in logistics-based organizations. This study contributes theoretically and practically by providing empirical evidence on the determinants of fatigue and offering strategic insights for human resource management to create a healthier and more productive work environment.

Keywords: Workload; Leadership Style; Job Satisfaction; Burnout; Human Resource Management.

1. Introduction

Human resources are an important factor in the sustainability of a company. The optimal performance of employees is greatly influenced by their physical and psychological conditions. One of the challenges that often arise in the world of work is the high workload. An unbalanced workload can cause pressure, fatigue, and have an impact on the psychological condition of employees.

According to Mulya (2023), several factors are mentioned that cause job dissatisfaction in employees such as workload, work stress, compensation, work motivation, organizational culture, leadership style, and work discipline. One of the negative impacts of excessive workload is the emergence of burnout. Burnout is characterized by emotional exhaustion, decreased motivation, and reduced work effectiveness. If left unaddressed, this condition may reduce the company's productivity and increase the risk of employee turnover.

The Job Demands-Resources (JD-R) model is used as a grand theory because it explains how employee well-being is affected by the interaction between *tiring* job demands and supporting *job resources*. The imbalance between the two leads to stress, burnout, and decreased performance, while balance promotes motivation and engagement.

Conservation of Resources (COR) Theory as a support for this research. This theory emphasizes stress and burnout as a result of the loss or threat to valuable resources that individuals have, such as energy, time, or social support. Individuals seek to maintain resources to avoid losses.

Workload is the volume of work that is imposed on the workforce both physically and mentally and is their responsibility. Each job is a burden for the perpetrator and each worker

The Effect of Workload, Leadership Style and Job Satisfaction on Burnout in PT Mares Java Transindo Operational Employees

has his or her own ability to handle his workload as a workload which can be in the form of physical, mental or social workload (Mahawati et al., 2021). Excessive workload (*work overload*) can cause stress, fatigue, and even decreased work motivation. On the other hand, too little work load can lead to boredom and decreased productivity.

Leadership style is the behavior used by a leader when influencing others in doing a job to achieve a certain goal. The leadership behavior displayed by a leader, if it is felt to be good and pleasing to employees, will have an effect and have a better impact on employee performance. On the other hand, if the leadership behavior displayed by a leader is something that is not in accordance with the expectations of the employees, it will have a negative effect on the performance of the employees themselves (Kamal F et al., 2019).

Research by Savella et al., (2023) shows that *person-organization fit* has a negative effect on burnout and contributes positively to improving employee performance. This means that the higher the compatibility between the individual and the organization, the lower the level of burnout experienced by employees.

The results of the study by Prianto & Bachtiar (2020) found a significant negative correlation between burnout and job satisfaction among librarians, so that *kepuasan kerja* yang rendah berkaitan dengan meningkatnya risiko burnout.

It was found that workload has a significant positive effect on burnout, where a high workload increases the level of burnout, which in turn negatively impacts employee performance. The mediating effect of burnout was confirmed through regression analysis, with a sample of employees in the transportation sector It was found that workload has a significant positive effect on burnout, where a high workload increases the level of burnout, which in turn negatively impacts employee performance. The mediating effect of burnout was confirmed through regression analysis, with a sample of employees in the transportation sector (Indrawan et al., 2021).

In a study conducted by Zelani et al., (2022) it was found that leadership style partially has a negative effect on employee burnout. This is shown by the results of multiple linear regression analysis, where the leadership style variable (X_2) has a coefficient value of -0.009.

2. Research Method

The object of this research is that employees of PT Mares Java Transindo located at PT Mares Java Transindo were chosen as the research location because this company is engaged in logistics services, so employees have the potential to experience work pressure, leadership demands, and job satisfaction that can affect burnout levels. It lasts for two months (September–November). This study uses a quantitative method to determine the relationship as well as the influence of independent variables. Data collection was carried out by distributing questionnaires that were sent to PT Mares Java Transindo's operational employees.

The target population of this study is 37 operational employees of PT Mares Java Transindo. The sampling technique took all total operational employees, namely 37 respondents.

This data analysis uses 2 approaches, quantitative methods with causal associative approaches. The quantitative method was chosen because it can measure phenomena objectively through numerical data, making it possible to carry out statistical analysis. The causal associative approach is used to determine the relationship as well as the influence of independent variables, namely workload (X_1), leadership style (X_2), and job satisfaction (X_3) on dependent variables, namely burnout (Y).

3. Result and Discussion

This study was conducted on operational employees of PT Mares Java Transindo with a

The Effect of Workload, Leadership Style and Job Satisfaction on Burnout in PT Mares Java Transindo Operational Employees

total of 37 respondents through the total sampling method. The purpose of this study was to analyze the influence of workload (X_1), leadership style (X_2), and job satisfaction (X_3) on burnout (Y).

Table 1. Validity and Reliability Test Results

No	Variable	Item	r Calculated	r Table	Validity Result	Cronbach's Alpha	Reliability Result
1	Workload (X_1)	BK1	0,258	0,325	Invalid	0,763	Reliable
		BK2	0,445	0,325	Valid		
		BK3	0,400	0,325	Valid		
		BK4	0,622	0,325	Valid		
		BK5	0,695	0,325	Valid		
		BK6	0,659	0,325	Valid		
2	Leadership Style (X_2)	GK1	0,522	0,325	Valid	0,783	Reliable
		GK2	0,637	0,325	Valid		
		GK3	0,486	0,325	Valid		
		GK4	0,468	0,325	Valid		
		GK5	0,674	0,325	Valid		
		GK6	0,462	0,325	Valid		
3	Job Satisfaction (X_3)	KK1	0,700	0,325	Valid	0,818	Reliable
		KK2	0,380	0,325	Valid		
		KK3	0,174	0,325	Invalid		
		KK4	0,706	0,325	Valid		
		KK5	0,671	0,325	Valid		
		KK6	0,869	0,325	Valid		
4	Burnout (Y)	BO1	-0,340	0,325	Invalid	0,758	Reliable
		BO2	0,319	0,325	Valid		
		BO3	0,781	0,325	Valid		
		BO4	0,784	0,325	Valid		
		BO5	0,560	0,325	Valid		
		BO6	0,771	0,325	Valid		

Source: Data processed using SPSS.

The reliability test was conducted using Cronbach's Alpha to assess the internal consistency of each research variable. An instrument is considered reliable when the Cronbach's Alpha coefficient is ≥ 0.70 (Ghozali, 2018). The results show that all variables meet this criterion. The Workload variable (X_1) obtained an Alpha value of 0.763, the Leadership Style variable (X_2) reached 0.783, the Job Satisfaction variable (X_3) achieved 0.818, and the Burnout variable (Y) recorded a coefficient of 0.758. These values indicate that all measurement instruments exhibit adequate internal consistency.

In the validity assessment, three items (BK1, KK3, and BO1) were found to have corrected item total correlation values below the r table threshold (0.325) and were therefore removed from the instrument. After removing these invalid items, all remaining indicators demonstrated acceptable validity and contributed positively to the reliability of their respective variables.

Overall, the results confirm that the refined research instrument, after item deletion, fulfills both validity and reliability requirements and is appropriate for use in further data analysis.

Based on the results presented in Table 2, the research instrument has met the criteria for validity and reliability. Item validity was ensured through corrected item-total correlations, and several items that did not meet the r -table value of 0.325 (BK1, KK3, and BO1) were removed. After item refinement, all remaining indicators were declared valid and eligible to measure each construct. Reliability testing also showed strong internal consistency, with Cronbach's Alpha values above 0.70 for all variables, namely Workload (0.763), Leadership

The Effect of Workload, Leadership Style and Job Satisfaction on Burnout in PT Mares Java Transindo Operational Employees

Style (0.783), Job Satisfaction (0.818), and Burnout (0.758). These results confirm that the instrument is reliable.

Table 2. Results of Classical Assumption Tests, Multiple Linear Regression, t-Test, F-Test, Coefficient of Determination, and Regression Coefficients

No	Type of Test	Variables	Results	Interpretation
1	Validity Test	BK, GK, KK, BO	r table = 0,325	All items were valid after removing BK1, KK3, and BO1
2	Reliability Test (Cronbach's Alpha > 0.70)	X1 = 0,763X2 = 0,783X3 = 0,818Y = 0,758	All values > 0,70	All variables were reliable
3	Normality Test (Shapiro–Wilk)	ZRESID	p = 0,659 (>0,05)	The data were normally distributed
4	Multicollinearity Test	X1: Tolerance = 0,452; VIF = 2,213X2: Tolerance = 0,464; VIF = 2,153X3: Tolerance = 0,348; VIF = 2,875	All tolerance values > 0.10 and all VIF values < 10	No multicollinearity was detected
5	Heteroscedasticity Test	Scatterplot ZPRED vs ZRESID	The points were randomly distributed	No heteroscedasticity was detected
6	Multiple Linear Regression	X1, X2, X3 → Y	Sig = 0,016	The regression model was considered appropriate
7	F-Test (Simultaneous)	X1, X2, X3 → Y	F = 6,342p = 0,016	X1, X2, and X3 had a significant simultaneous effect on Y
8	t-Test (Partial)	X1 → Y: t = 2,376; p = 0,045X2 → Y: t = 3,922; p = 0,004X3 → Y: t = -1,455; p = 0,184	X1 had a significant positive effect (+) X2 had a significant positive effect (+) X3 did not have a significant negative effect (-)	Only X1 and X2 had significant effects
9	Coefficient of Determination (R ²)	X1, X2, X3 on Y	R = 0,839R ² = 0,704Adj R ² = 0,593	70.4% of the variance in burnout was explained by X1–X3
10	Regression Coefficients (B, CI 95%)	X1_Total, X2_Total, X3_Total	X1: B = 0,640; CI = [0,019 – 1,262] X2: B = 1,179; CI = [0,486 – 1,873] X3: B = -0,484; CI = [-1,252 – 0,284]	X1 and X2 were significant; X3 was not significant

Source: Data processed using SPSS.

The classical assumption tests indicate that the regression model fulfils the requirements for multiple linear regression. The Shapiro–Wilk test shows that the residuals are normally distributed ($p = 0.659 > 0.05$). The multicollinearity test shows that all predictors have Tolerance values above 0.10 and VIF values below 10 ($X1 = 0.452$; $X2 = 0.464$; $X3 = 0.348$), indicating that there is no multicollinearity among the independent variables. The heteroskedasticity test using a scatterplot of standardized residuals also demonstrates a random distribution of points, meaning that the model does not exhibit heteroskedasticity.

The results of the multiple linear regression analysis show that the model is statistically significant ($F = 6.342$; $p = 0.016$), and therefore can be used to predict the dependent variable. Simultaneously, Workload ($X1$), Leadership Style ($X2$), and Job Satisfaction ($X3$) significantly influence Burnout (Y).

The Effect of Workload, Leadership Style and Job Satisfaction on Burnout in PT Mares Java Transindo Operational Employees

Partially, Workload has a positive and significant effect on Burnout ($B = 0.640$; $p = 0.045$), and Leadership Style also has a positive and significant effect ($B = 1.179$; $p = 0.004$). Meanwhile, Job Satisfaction has a negative but non-significant effect ($B = -0.484$; $p = 0.184$), indicating that higher job satisfaction tends to reduce burnout, although this relationship was not statistically proven in this study.

The coefficient of determination ($R^2 = 0.704$) indicates that 70.4% of the variation in the Burnout variable can be explained by Workload, Leadership Style, and Job Satisfaction, while the remaining 29.6% is explained by other factors outside the model.

Overall, these results confirm that the regression model meets the classical assumptions and that the independent variables, particularly Workload and Leadership Style, have a significant role in explaining employee burnout in the context of operational workers at PT Mares Java Transindo.

4. Conclusion and Recommendation

Based on the data analysis and discussion, the following conclusions can be drawn:

1. The research instrument is valid and reliable. After removing items that did not meet the validity criteria (BK1, KK3, and BO1), all remaining statement items fulfilled the r-value requirement ($r_{hitung} > 0.325$). Every variable also met the reliability criteria with Cronbach's Alpha values above 0.70 ($X1 = 0.763$; $X2 = 0.783$; $X3 = 0.818$; $Y = 0.758$). Thus, the instrument is appropriate for measuring the constructs in this study.
2. The regression model meets the classical assumption requirements. The residuals are normally distributed (Shapiro–Wilk $p = 0.659 > 0.05$). Multicollinearity does not occur because all Tolerance values > 0.10 and $VIF < 10$. The scatterplot shows no heteroscedasticity, indicating that the regression model is feasible.
3. Simultaneously, workload ($X1$), leadership style ($X2$), and job satisfaction ($X3$) significantly affect burnout (Y). The F-test shows $F = 6.342$ with $p = 0.016 < 0.05$, meaning that the three predictors together significantly influence burnout in operational employees.
4. Partially, workload and leadership style significantly increase burnout, while job satisfaction shows a negative but non-significant effect. Workload ($p = 0.045$) and leadership style ($p = 0.004$) have significant positive effects on burnout. Job satisfaction ($p = 0.184$) tends to reduce burnout, but this effect is not statistically significant.
5. The coefficient of determination indicates a strong predictive model. $R^2 = 0.704$ means that 70.4% of the variation in burnout is explained by workload, leadership style, and job satisfaction, while 29.6% is influenced by other factors outside the model.

Overall, the study shows that managing workload and strengthening supportive leadership practices are crucial for controlling burnout levels among operational employees at PT Mares Java Transindo.

Based on the above conclusion, the suggestions that can be given to the management of PT Mares Java Transindo and the next researcher are as follows:

For Companies:

- a. Manage workload proportionally according to employee capacity and work hours to prevent excessive pressure.
- b. Apply a supportive and participatory leadership style that pays attention not only to performance targets but also to employees' emotional and psychological needs.
- c. Improve job satisfaction by strengthening reward systems, two-way communication, and opportunities for career development.
- d. Build a healthy and collaborative work environment by strengthening social support among staff to reduce stress and prevent burnout.

The Effect of Workload, Leadership Style and Job Satisfaction on Burnout in PT Mares Java Transindo Operational Employees

For future researchers:

- a. Add variables such as work stress, organizational support, or work environment as potential predictors of burnout.
- b. Conduct studies in different industries or company types for broader generalization of findings.
- c. Consider using mixed methods to capture both quantitative patterns and qualitative insights into employees' burnout experiences.

References

- Indrawan, Y., Claudia, M., & Rifani, A. (2021). *Pengaruh Beban Kerja Dan Stres Kerja Terhadap Kinerja Karyawan: Efek Mediasi Burnout (Studi Pada Karyawan Pt. Sapta Sari Tama Cabang Banjarmasin)*. 167–186.
- Kamal F, Widi W, & Edy S. (2019). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan (Studi Kasus : Pt Agung Citra Tranformasi). *Jurnal Ilmiah Akuntansi Dan Manajemen (Jiam)*, 15(2), 38–49.
- Mahawati, E., Yuniwati, I., Ferinia, R., & Rahayu, P. P. (2021). Book 8. In *Albert Of Aachen's History Of The Journey To Jerusalem*. <https://doi.org/10.4324/9781315233215-10>
- Mulya, W. D. H. (2023). Kepemimpinan Terhadap Kepuasan Kerja Pegawai Di Pt Pos Indonesia (Persero) Cabang Fatmawati. *Ilmu Dan Budaya*, 44(2), 82–93.
- Prianto, J. S., & Bachtiar, A. C. (2020). Hubungan Kejenuhan Kerja (Burnout) Dengan Kepuasan Kerja Pustakawan Direktorat Perpustakaan Universitas Islam Indonesia. *Fihris: Jurnal Ilmu Perpustakaan Dan Informasi*, 15(2), 131. <https://doi.org/10.14421/fhrs.2020.152.131-144>
- Savella, F., Puspita, V., & Fauzan. (2023). Jurnal Manajemen Bisnis Syariah. *Jurnal Manajemen Bisnis Syariah*, 16(1), 34–41.
- Zelani, D. I., Hutagalung, E. B., Ikmal, I., Sitanggang, L. D., & Zendrato, M. T. (2022). Pengaruh Penempatan Kerja, Gaya Kepemimpinan Dan Pengembangan Karir Terhadap Burnout Karyawan Station Ninja Xpress Sibolga. *Jmb (Jurnal Manajemen Dan Bisnis)*, 4(1), 109–116. <https://doi.org/10.30743/jmb.v4i1.5179>