

## The Influence of Workload and Burnout on Employee Performance through Job Satisfaction at PT. Putra Grup Agribisnis

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### ABSTRACT

Employee performance at PT Putra Grup Agribisnis has shown a decline in recent years. This is evident in the decreasing number of employees with excellent performance and the increasing number of employees with poor performance. The pre-survey results also indicate that some employees have not been able to achieve work targets, complete work on time, and work effectively and productively. This condition is reinforced by the increasing levels of absenteeism, tardiness, and sick leave in recent years. This study aims to analyze the effect of workload and burnout on employee performance through job satisfaction at PT Putra Grup Agribisnis. This study uses a quantitative approach with an associative method. The research sample consisted of 50 employees selected using a saturated sampling technique. Data were collected through questionnaires, interviews, and documentation, then analyzed using the PLS-SEM method. The results show that workload has a positive but insignificant effect on employee performance. Burnout has a positive but insignificant effect on employee performance. Job satisfaction has a positive but insignificant effect on employee performance. Furthermore, workload has no significant effect on job satisfaction, while burnout has a positive and significant effect on job satisfaction with a t-statistic value. In addition, job satisfaction is not able to mediate the influence of workload or burnout on employee performance.

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## INTRODUCTION

Human resources are the primary factor determining an organization's success in achieving its goals. Employee performance is a crucial indicator because it reflects an individual's ability to complete tasks according to assigned targets, standards, and responsibilities. Optimal performance is essential for a company to compete and maintain its business continuity. At PT Putra Grup Agribisnis, which operates in the oil palm nursery and other agricultural commodities sector, employees play a crucial role in supporting the company's growing operations.

However, in recent years, employee performance at PT Putra Grup Agribisnis has shown a downward trend. This is evident in the decreasing percentage of employees with excellent performance and an increase in those with fair and poor performance. Pre-survey results also indicate that some employees still experience difficulties in achieving work targets, completing work on time, and working effectively and productively. These conditions indicate that employee performance is not yet optimal and requires attention from company management.

One factor suspected of influencing employee performance is workload. Pre-survey results indicate that most employees feel they are overloaded, have to complete tasks within a limited timeframe, and face high work targets. Furthermore, company data shows an increase in employee resignations, with the primary reasons being high workloads, work pressure, and long working hours. These conditions have the potential to cause work stress, which can reduce employee effectiveness and productivity.

Besides workload, burnout is also a factor that needs to be considered. Increasing rates of absenteeism, tardiness, and sick leave indicate burnout among employees. Pre-survey results revealed that most employees frequently feel physically exhausted, bored with their work, and stressed due to work demands. Long-term burnout can reduce employee motivation, work engagement, and performance quality.

Another factor suspected of influencing performance is job satisfaction. Company data shows a decline in employee job satisfaction levels year over year, marked by a decrease in the percentage of high-satisfaction employees and an increase in low-satisfaction employees. Pre-survey results also indicate that some employees remain dissatisfied with their jobs, company rewards, and the work environment. Therefore, this study was conducted to analyze the influence of workload and burnout on employee performance through job satisfaction as an intervening variable at PT Putra Grup Agribisnis.

## LITERATURE REVIEW

### *Job Demands-Resources Theory*

The job demands-resources theory was developed by Bakker and Demerouti (2007). The job demands-resources theory explains that each job has specific risk factors related to work stress, which are divided into two major factors: demands and resources. Job demands and job resources are two major factors that determine the achievement of organizational outcomes.

### ***Workload***

According to Menpan (1997), workload is a collection or number of activities that must be completed by an organizational unit or 30 position holders within a certain period of time. Meanwhile, Komaruddin (1996) stated that workload analysis is a process to determine the number of working hours of people used or needed to complete a job within a certain time, or in other words, workload analysis aims to determine how many personnel and how much responsibility or workload is appropriate to be delegated to an officer. Meanwhile, according to Permendagri No. 12/2008, workload is the amount of work that must be borne by a position or organizational unit and is the result of the multiplication of work volume and time norms.

### ***Burnout***

Burnout is described as a syndrome caused by chronic, unmanageable workplace stress, characterized by several things: energy depletion or exhaustion, negative feelings or cynicism about work, and decreased professional performance. Burnout is also defined as a condition where someone experiences emotional and mental exhaustion, often leading to physical exhaustion, resulting from prolonged stress (Psychology Today, 2019).

### ***Job Satisfaction***

Job satisfaction is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors (Sutrisno, 2009). Job satisfaction is a pleasant or unpleasant emotional state for employees regarding their work (Handoko 1992 in Sutrisno, 2009).

### ***Employee Performance***

A company certainly wants qualified employees. This can be achieved by paying attention to several factors related to employee performance. Performance is the work results achieved by an individual or group within an organization, within their authority and responsibility, to achieve the organization's goals in a legitimate, legal, and morally or ethical manner (Pranata, 2020).

### ***Hypothesis***

- H1. Workload has a negative and significant effect on employee performance at PT. Putra Grup Agribisnis.
- H2. Burnout has a negative and significant impact on employee performance at PT. Putra Grup Agribisnis.
- H3. Job satisfaction has a positive and significant effect on employee performance at PT. Putra Grup Agribisnis.
- H4. Workload has a negative and significant effect on job satisfaction at PT. Putra Grup Agribisnis.
- H5. Burnout has a negative and significant effect on job satisfaction at PT. Putra Grup Agribisnis.

- H6. Workload has a negative and significant effect on employee performance through job satisfaction at PT. Putra Grup Agribisnis.
- H7. Burnout has a negative and significant effect on employee performance through job satisfaction at PT. Putra Grup Agribisnis.

## METHODOLOGY

This study uses a quantitative approach with an associative method, which aims to analyze the influence of workload and burnout on employee performance through job satisfaction as an intervening variable at PT Putra Grup Agribisnis. The study population consisted of 50 employees, and the entire population was sampled using a saturated sampling technique (census).

Research data was collected through questionnaires, interviews, and documentation. The variables studied included workload and burnout as independent variables, job satisfaction as an intervening variable, and employee performance as a dependent variable. Data were measured using a Likert scale, which was then tested for validity and reliability to ensure the quality of the research instrument.

Data analysis was conducted using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method. The analysis stages include descriptive statistical analysis, outer model evaluation to test construct validity and reliability, inner model evaluation to measure relationships between variables, and hypothesis testing using t-statistics and p-values. This method is used to determine the direct and indirect influences between the variables studied.

## RESEARCH RESULT

### *Measurement Model Test (Outer model)*

#### *Convergent Validity Test*

Table 1. First Outer Loading Factor

| Item | Workload (X1) | Burnout (X2) | Job Satisfaction (Z) | Employee Performance (Y) |
|------|---------------|--------------|----------------------|--------------------------|
| BK1  | 0.847         |              |                      |                          |
| BK2  | 0.778         |              |                      |                          |
| BK3  | 0.819         |              |                      |                          |
| BK4  | 0.893         |              |                      |                          |
| BK5  | 0.901         |              |                      |                          |
| BK6  | 0.877         |              |                      |                          |
| BK7  | 0.763         |              |                      |                          |
| BK8  | 0.873         |              |                      |                          |
| BK9  | 0.829         |              |                      |                          |
| BK10 | 0.842         |              |                      |                          |
| BK11 | 0.813         |              |                      |                          |
| BK12 | 0.771         |              |                      |                          |
| BK13 | 0.822         |              |                      |                          |
| BK14 | 0.901         |              |                      |                          |
| BK15 | 0.888         |              |                      |                          |
| BK16 | 0.911         |              |                      |                          |
| BK17 | 0.768         |              |                      |                          |
| BK18 | 0.857         |              |                      |                          |
| BO1  |               | 0.793        |                      |                          |
| BO2  |               | 0.800        |                      |                          |

| Item        | Workload (X1) | Burnout (X2) | Job Satisfaction (Z) | Employee Performance (Y) |
|-------------|---------------|--------------|----------------------|--------------------------|
| BO3         |               | 0.831        |                      |                          |
| BO4         |               | 0.775        |                      |                          |
| <b>BO5</b>  |               | <b>0.677</b> |                      |                          |
| BO6         |               | 0.790        |                      |                          |
| BO7         |               | 0.854        |                      |                          |
| BO8         |               | 0.773        |                      |                          |
| <b>BO9</b>  |               | <b>0.407</b> |                      |                          |
| BO10        |               | 0.916        |                      |                          |
| BO11        |               | 0.897        |                      |                          |
| BO12        |               | 0.913        |                      |                          |
| BO13        |               | 0.918        |                      |                          |
| BO14        |               | 0.811        |                      |                          |
| BO15        |               | 0.859        |                      |                          |
| BO16        |               | 0.735        |                      |                          |
| <b>KP1</b>  |               |              | <b>0.578</b>         |                          |
| KP2         |               |              | 0.858                |                          |
| KP3         |               |              | 0.886                |                          |
| KP4         |               |              | 0.883                |                          |
| KP5         |               |              | 0.890                |                          |
| KP6         |               |              | 0.835                |                          |
| KP7         |               |              | 0.844                |                          |
| KP8         |               |              | 0.853                |                          |
| KP9         |               |              | 0.813                |                          |
| KP10        |               |              | 0.866                |                          |
| KP11        |               |              | 0.851                |                          |
| KP12        |               |              | 0.806                |                          |
| KP13        |               |              | 0.850                |                          |
| KP14        |               |              | 0.797                |                          |
| KP15        |               |              | 0.816                |                          |
| KP16        |               |              | 0.892                |                          |
| KP17        |               |              | 0.784                |                          |
| <b>KP18</b> |               |              | <b>0.683</b>         |                          |
| <b>KP19</b> |               |              | <b>0.300</b>         |                          |
| <b>KP20</b> |               |              | <b>0.346</b>         |                          |
| <b>KP21</b> |               |              | <b>0.304</b>         |                          |
| KP22        |               |              | 0.773                |                          |
| KP23        |               |              | 0.812                |                          |
| KP24        |               |              | 0.714                |                          |
| KK1         |               |              |                      | 0.715                    |
| KK2         |               |              |                      | 0.800                    |
| KK3         |               |              |                      | 0.936                    |
| KK4         |               |              |                      | 0.909                    |
| KK5         |               |              |                      | 0.892                    |
| KK6         |               |              |                      | 0.866                    |
| KK7         |               |              |                      | 0.874                    |
| KK8         |               |              |                      | 0.936                    |

Source: PLS Output Results, 2026.

The results of the first outer loading factor in Table 4.9 show that there are invalid construct indicators in several research variables. In the Burnout variable (X2), there are invalid construct items, namely in statement items BO5 and BO9. In the Job Satisfaction variable (Z), there are invalid construct items, namely in statement items KP1, KP18, KP19, KP20, and KP21. Meanwhile, in the Workload

variable (X1), all construct items are declared valid, and in the Employee Performance variable (Y), all construct items are also declared valid because they have outer loading values above 0.70.

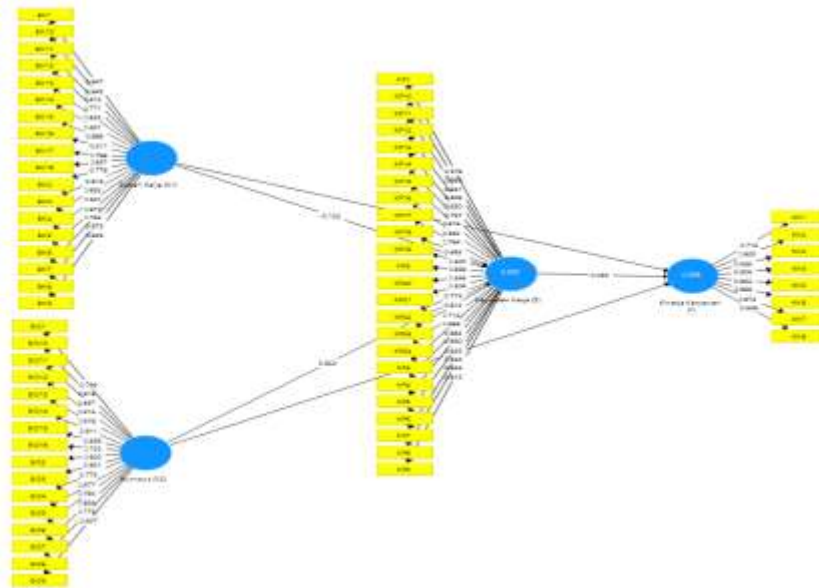


Figure 1. First Outer Loading Factor  
 Source: PLS Output Results, 2026

The results of the convergent validity analysis based on the outer loading factor values in the figure above show that there are still several indicators that have not met the convergent validity criteria because they have loading factor values below 0.70. Indicators that do not meet these criteria are in the Burnout variable (X2), namely statement items BO5 and BO9, and in the Job Satisfaction variable (Z), namely statement items KP1, KP18, KP19, KP20, and KP21. Meanwhile, all indicators in the Workload (X1) and Employee Performance (Y) variables have met the convergent validity criteria because they have outer loading values greater than 0.70.

Table 2. Second Outer Loading Factor

| Item | Workload (X1) | Burnout (X2) | Job Satisfaction (Z) | Employee Performance (Y) |
|------|---------------|--------------|----------------------|--------------------------|
| BK1  | 0.847         |              |                      |                          |
| BK2  | 0.777         |              |                      |                          |
| BK3  | 0.820         |              |                      |                          |
| BK4  | 0.893         |              |                      |                          |
| BK5  | 0.901         |              |                      |                          |
| BK6  | 0.877         |              |                      |                          |
| BK7  | 0.762         |              |                      |                          |
| BK8  | 0.874         |              |                      |                          |
| BK9  | 0.829         |              |                      |                          |
| BK10 | 0.842         |              |                      |                          |
| BK11 | 0.814         |              |                      |                          |
| BK12 | 0.770         |              |                      |                          |
| BK13 | 0.823         |              |                      |                          |
| BK14 | 0.901         |              |                      |                          |
| BK15 | 0.888         |              |                      |                          |
| BK16 | 0.911         |              |                      |                          |
| BK17 | 0.767         |              |                      |                          |

| Items | Workload (X1) | Burnout (X2) | Job Satisfaction (Z) | Employee Performance (Y) |
|-------|---------------|--------------|----------------------|--------------------------|
| BK18  | 0.858         |              |                      |                          |
| BO1   |               | 0.782        |                      |                          |
| BO2   |               | 0.795        |                      |                          |
| BO3   |               | 0.849        |                      |                          |
| BO4   |               | 0.794        |                      |                          |
| BO6   |               | 0.771        |                      |                          |
| BO7   |               | 0.843        |                      |                          |
| BO8   |               | 0.767        |                      |                          |
| BO10  |               | 0.923        |                      |                          |
| BO11  |               | 0.908        |                      |                          |
| BO12  |               | 0.921        |                      |                          |
| BO13  |               | 0.926        |                      |                          |
| BO14  |               | 0.820        |                      |                          |
| BO15  |               | 0.852        |                      |                          |
| BO16  |               | 0.723        |                      |                          |
| KP2   |               |              | 0.858                |                          |
| KP3   |               |              | 0.886                |                          |
| KP4   |               |              | 0.893                |                          |
| KP5   |               |              | 0.896                |                          |
| KP6   |               |              | 0.827                |                          |
| KP7   |               |              | 0.849                |                          |
| KP8   |               |              | 0.854                |                          |
| KP9   |               |              | 0.811                |                          |
| KP10  |               |              | 0.866                |                          |
| KP11  |               |              | 0.857                |                          |
| KP12  |               |              | 0.819                |                          |
| KP13  |               |              | 0.848                |                          |
| KP14  |               |              | 0.801                |                          |
| KP15  |               |              | 0.827                |                          |
| KP16  |               |              | 0.889                |                          |
| KP17  |               |              | 0.785                |                          |
| KP22  |               |              | 0.762                |                          |
| KP23  |               |              | 0.810                |                          |
| KP24  |               |              | 0.715                |                          |
| KK1   |               |              |                      | 0.713                    |
| KK2   |               |              |                      | 0.800                    |
| KK3   |               |              |                      | 0.937                    |
| KK4   |               |              |                      | 0.909                    |
| KK5   |               |              |                      | 0.892                    |
| KK6   |               |              |                      | 0.866                    |
| KK7   |               |              |                      | 0.874                    |
| KK8   |               |              |                      | 0.936                    |

Source: PLS Output Results, 2026.

Based on the results of the convergent validity evaluation through the second outer loading factor on each construct indicator contained in each variable through the loading factor presented in Table 4.10, it is known that each construct indicator has a value above 0.70, so it is declared valid, the results of the second outer loading factor can be shown in the following figure:

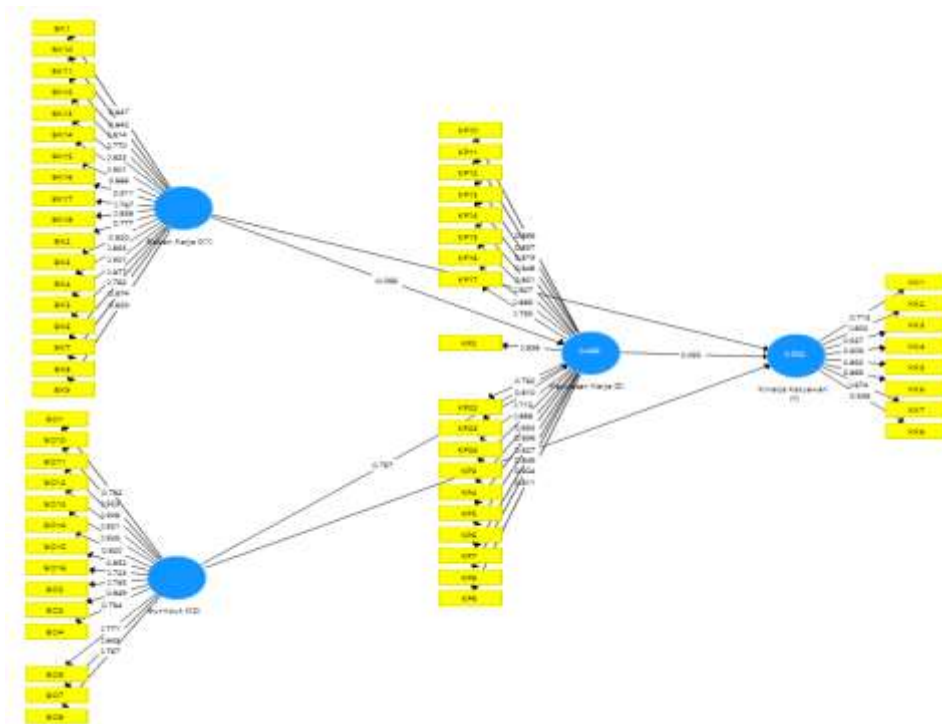


Figure 2. Second Outer Loading Factor  
 Source: PLS Output Results, 2026

**Discriminant Validity Test**

Table 3. Discriminant Validity Test Results

| Variables                | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|--------------------------|------------------|-------|-----------------------|----------------------------------|
| Workload (X1)            | 0.976            | 0.979 | 0.978                 | 0.711                            |
| Burnout (X2)             | 0.967            | 0.971 | 0.970                 | 0.700                            |
| Job Satisfaction (Z)     | 0.976            | 0.979 | 0.978                 | 0.698                            |
| Employee Performance (Y) | 0.952            | 0.957 | 0.961                 | 0.755                            |

Source: PLS Output Results, 2026

1. Workload Variable (X1)The Average Variance Extracted (AVE) value was 0.711, greater than 0.50 ( $0.711 > 0.50$ ). Therefore, it can be concluded that the Workload variable (X1) meets the Average Variance Extracted (AVE) criteria.
2. Burnout Variable (X2)The Average Variance Extracted (AVE) value was 0.700, greater than 0.50 ( $0.700 > 0.50$ ). Therefore, it can be concluded that the Burnout variable (X2) meets the Average Variance Extracted (AVE) criteria.
3. Job Satisfaction Variable (Z)The Average Variance Extracted (AVE) value was 0.698, greater than 0.50 ( $0.698 > 0.50$ ). Therefore, it can be concluded that the Job Satisfaction (Z) variable meets the Average Variance Extracted (AVE) criteria.
4. Employee Performance Variable (Y)The Average Variance Extracted (AVE) value was 0.755, greater than 0.50 ( $0.755 > 0.50$ ). Therefore, it can be

concluded that the Employee Performance (Y) variable meets the Average Variance Extracted (AVE) criteria.

**Composite Reliability Test**

Table 4. Composite reliability test results

| Variables                | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|--------------------------|------------------|-------|-----------------------|----------------------------------|
| Workload (X1)            | 0.976            | 0.979 | 0.978                 | 0.711                            |
| Burnout (X2)             | 0.967            | 0.971 | 0.970                 | 0.700                            |
| Job Satisfaction (Z)     | 0.976            | 0.979 | 0.978                 | 0.698                            |
| Employee Performance (Y) | 0.952            | 0.957 | 0.961                 | 0.755                            |

Source: PLS Output Results, 2026

1. Workload Variable (X1)The Composite Reliability value obtained was 0.978, which is greater than 0.70 ( $0.978 > 0.70$ ) and the Cronbach's Alpha value was 0.976, which is greater than 0.70 ( $0.976 > 0.70$ ), so it can be concluded that the Workload variable (X1) is declared reliable.
2. Burnout Variable (X2)The Composite Reliability value obtained was 0.970, which is greater than 0.70 ( $0.970 > 0.70$ ) and the Cronbach's Alpha value was 0.967, which is greater than 0.70 ( $0.967 > 0.70$ ), so it can be concluded that the Burnout variable (X2) is declared reliable.
3. Job Satisfaction Variable (Z)The Composite Reliability value obtained was 0.978, which is greater than 0.70 ( $0.978 > 0.70$ ) and the Cronbach's Alpha value was 0.976, which is greater than 0.70 ( $0.976 > 0.70$ ), so it can be concluded that the Job Satisfaction variable (Z) is declared reliable.
4. Employee Performance Variable (Y)The Composite Reliability value obtained was 0.961, which was greater than 0.70 ( $0.961 > 0.70$ ) and the Cronbach's Alpha value was 0.952, which was greater than 0.70 ( $0.952 > 0.70$ ), so it can be concluded that the Employee Performance variable (Y) is declared reliable.

**Structural Model (Inner Model)**

**R Square**

Table 5. R Square

| Variables                | R Square | R Square Adjusted |
|--------------------------|----------|-------------------|
| Job Satisfaction (Z)     | 0.498    | 0.476             |
| Employee Performance (Y) | 0.552    | 0.523             |

Source: PLS Output Results, 2026

Based on the results of the R Square test in Table 4.13, it is known that the Job Satisfaction (Z) variable has an R Square value of 0.498 and an Adjusted R Square of 0.476. These values indicate that the Workload (X1) and Burnout (X2) variables are able to explain 49.8% of the variation in Job Satisfaction (Z), while the remaining 50.2% is explained by other variables outside the research model. Referring to the criteria of Hair et al. (2022), the R Square value of 0.498 is included in the substantial influence category because it is above 0.35.

Furthermore, the Employee Performance (Y) variable has an R Square value of 0.552 and an Adjusted R Square of 0.523. These values indicate that the Workload (X1), Burnout (X2), and Job Satisfaction (Z) variables are able to explain 55.2% of the variation in Employee Performance (Y), while the remaining 44.8% is influenced by other factors not included in the research model. Based on the criteria of Hair et al. (2022), the R Square value of 0.552 is also included in the substantial influence category because it exceeds the value of 0.35.

**Q-Square Test**

Table 6. Q Square

|                          | Q <sup>2</sup> (=1-SSE/SSO) |
|--------------------------|-----------------------------|
| Job Satisfaction (Z)     | 0.330                       |
| Employee Performance (Y) | 0.398                       |

Source: Results Output PLS, 2026

Based on the results of the Q Square (Q<sup>2</sup>) test in Table 4.14, it is known that the Job Satisfaction (Z) variable has a Q<sup>2</sup> value of 0.330, while the Employee Performance (Y) variable has a Q<sup>2</sup> value of 0.398. The Q<sup>2</sup> value is used to measure the predictive relevance or predictive ability of the model towards endogenous variables. According to Ghozali and Kusumadewi (2023), a model has good predictive ability if the Q<sup>2</sup> value is greater than 0.

The Q<sup>2</sup> value of 0.330 for the Job Satisfaction (Z) variable indicates that the model has good predictive ability in explaining the Job Satisfaction variable based on the exogenous variables used in the study. Meanwhile, the Q<sup>2</sup> value of 0.398 for the Employee Performance (Y) variable indicates that the model also has good predictive ability in explaining variations in Employee Performance.

**F Square Test**

Table 7. F Square

|                          | Workload (X1) | Burnout (X2) | Job Satisfaction (Z) | Employee Performance (Y) |
|--------------------------|---------------|--------------|----------------------|--------------------------|
| Workload (X1)            |               |              | 0.002                | 0.014                    |
| Burnout (X2)             |               |              | 0.151                | 0.047                    |
| Job Satisfaction (Z)     |               |              |                      | 0.010                    |
| Employee Performance (Y) |               |              |                      |                          |

Source: PLS Output Results, 2026

1. Workload Variable (X1) on Job Satisfaction (Z). The F-square value obtained was 0.002, which means it is below 0.02. Therefore, it can be concluded that the effect of Workload (X1) on Job Satisfaction (Z) is included in the very small or negligible category.
2. Workload Variable (X1) on Employee Performance (Y) The F-square value obtained was 0.014, which means it is below 0.02. Therefore, it can be concluded that the influence of Workload (X1) on Employee Performance (Y) is included in the very small or negligible category.

3. Burnout Variable (X2) on Job Satisfaction (Z) The F-square value obtained was 0.151, which means it is greater than 0.15 ( $0.151 > 0.15$ ). Therefore, it can be concluded that the effect of Burnout (X2) on Job Satisfaction (Z) is included in the medium category (medium effect).
4. Burnout Variable (X2) on Employee Performance (Y) The F-square value obtained was 0.047, which means it is between 0.02 and 0.15. Therefore, it can be concluded that the effect of Burnout (X2) on Employee Performance (Y) is included in the small effect category.
5. Job Satisfaction Variable (Z) on Employee Performance (Y) The F-square value obtained was 0.010, which means it is below 0.02. Therefore, it can be concluded that the influence of Job Satisfaction (Z) on Employee Performance (Y) is included in the very small or negligible category.

### *T-statistic Significance Test*

Table 8. T-Statistic Significance Test Results

| Hypothesis  | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|------------------------|----------|
| Workload (X1) -> Employee Performance (Y)                         | 0.232               | 0.222           | 0.243                      | 0.956                  | 0.344    |
| Burnout (X2) -> Employee Performance (Y)                          | 0.452               | 0.479           | 0.249                      | 1,817                  | 0.075    |
| Job Satisfaction (Z) -> Employee Performance (Y)                  | 0.095               | 0.110           | 0.143                      | 0.663                  | 0.510    |
| Workload (X1) -> Job Satisfaction (Z)                             | -0.098              | 0.012           | 0.280                      | 0.350                  | 0.728    |
| Burnout (X2) -> Job Satisfaction (Z)                              | 0.797               | 0.708           | 0.274                      | 2,905                  | 0.005    |
| Workload (X1) -> Job Satisfaction (Z) -> Employee Performance (Y) | -0.009              | -0.001          | 0.061                      | 0.151                  | 0.880    |
| Burnout (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)  | 0.075               | 0.077           | 0.115                      | 0.653                  | 0.517    |

Source: PLS Output Results, 2026

1. Workload Variable (X1) on Employee Performance (Y) shows that the t-statistic value obtained is 0.956 smaller than 2.00324 (t-statistic  $0.956 < t$ -table 2.00324) and the P-value is 0.344 greater than 0.05 ( $0.344 > 0.05$ ), with a coefficient value of 0.232 with a positive direction. This shows that the Workload variable (X1) has a positive but insignificant effect on Employee Performance (Y). Thus, the H1 hypothesis in this study which states that "Workload has a negative and significant effect on Employee Performance at PT. Putra Grup Agribisnis" is rejected ( $H_a$  is rejected).
2. Burnout Variable (X2) on Employee Performance (Y) shows that the t-statistic value obtained is 1.817 smaller than 2.00324 (t-statistic  $1.817 < t$ -table 2.00324) and the P-value is 0.075 greater than 0.05 ( $0.075 > 0.05$ ), with a coefficient value of 0.452 with a positive direction. This shows that the Burnout variable (X2) has a positive but insignificant effect on Employee Performance (Y). Thus, the H2 hypothesis in this study which states that

- "Burnout has a negative and significant effect on Employee Performance at PT. Putra Grup Agribisnis" is rejected ( $H_a$  is rejected).
3. Job Satisfaction Variable (Z) on Employee Performance (Y) shows that the t-statistic value obtained is 0.663 smaller than 2.00324 (t-statistic  $0.663 < t\text{-table } 2.00324$ ) and the P-value is 0.510 greater than 0.05 ( $0.510 > 0.05$ ), with a coefficient value of 0.095 with a positive direction. This shows that the Job Satisfaction variable (Z) has a positive but insignificant effect on Employee Performance (Y). Thus, the H3 hypothesis in this study which states that "Job Satisfaction has a positive and significant effect on Employee Performance at PT. Putra Grup Agribisnis" is rejected ( $H_a$  is rejected).
  4. Workload Variable (X1) on Job Satisfaction (Z) shows that the t-statistic value obtained is 0.350 smaller than 2.00324 (t-statistic  $0.350 < t\text{-table } 2.00324$ ) and the P-value is 0.728 greater than 0.05 ( $0.728 > 0.05$ ), with a coefficient value of -0.098 with a negative direction. This shows that the Workload variable (X1) has a negative but not significant effect on Job Satisfaction (Z). Thus, the H4 hypothesis in this study which states that "Workload has a negative and significant effect on Job Satisfaction at PT. Putra Grup Agribisnis" is rejected ( $H_a$  is rejected).
  5. Burnout Variable (X2) on Job Satisfaction (Z) shows that the t-statistic value obtained is 2.905 greater than 2.00324 (t-statistic  $2.905 > t\text{-table } 2.00324$ ) and the P-value is 0.005 smaller than 0.05 ( $0.005 < 0.05$ ), with a coefficient value of 0.797 with a positive direction. This shows that the Burnout variable (X2) has a positive and significant effect on Job Satisfaction (Z). Thus, the H5 hypothesis in this study which states that "Burnout has a negative and significant effect on Job Satisfaction at PT. Putra Grup Agribisnis" is rejected ( $H_a$  is rejected) because the direction of the relationship obtained is positive and does not correspond to the proposed hypothesis.
  6. Workload Variable (X1) on Employee Performance (Y) through Job Satisfaction (Z) shows that the t-statistic value obtained is 0.151 smaller than 2.00324 (t-statistic  $0.151 < t\text{-table } 2.00324$ ) and the P-value is 0.880 greater than 0.05 ( $0.880 > 0.05$ ), with a coefficient value of -0.009 with a negative direction. This shows that Job Satisfaction (Z) is not able to mediate the effect of Workload (X1) on Employee Performance (Y). Thus, the H6 hypothesis in this study which states that "Workload has a negative and significant effect on Employee Performance through Job Satisfaction at PT. Putra Grup Agribisnis" is rejected ( $H_a$  is rejected).
  7. Burnout Variable (X2) on Employee Performance (Y) through Job Satisfaction (Z) shows that the t-statistic value is 0.653 smaller than 2.00324 (t-statistic  $0.653 < t\text{-table } 2.00324$ ) and the P-value is 0.517 greater than 0.05 ( $0.517 > 0.05$ ), with a coefficient value of 0.075 with a positive direction. This shows that Job Satisfaction (Z) is not able to mediate the effect of Burnout (X2) on Employee Performance (Y). Thus, the H7 hypothesis in this study which states that "Burnout has a negative and significant effect on Employee Performance through Job Satisfaction at PT. Putra Grup Agribisnis" is rejected ( $H_a$  is rejected).

Table 9. Research Hypothesis Results

| No | Hypothesis   | Results                              |
|----|--|--------------------------------------|
| H1 | The Effect of Workload (X1) on Employee Performance (Y)                                | Positive and insignificant influence |
| H2 | The Effect of Burnout (X2) on Employee Performance (Y)                                 | Positive and insignificant influence |
| H3 | The Influence of Job Satisfaction (Z) on Employee Performance (Y)                      | Positive and insignificant influence |
| H4 | Effect of Workload (X1) on Job Satisfaction (Z)  | Negative and insignificant impact    |
| H5 | The Effect of Burnout (X2) on Job Satisfaction (Z)                                     | Positive and significant impact      |
| H6 | The Effect of Workload (X1) on Employee Performance (Y) through Job Satisfaction (Z)   | Negative and insignificant impact    |
| H7 | The Influence of Burnout (X2) on Employee Performance (Y) through Job Satisfaction (Z) | Positive and insignificant influence |

Source: PLS Output Results, 2026.

Based on Table 9, it can be seen that of the seven hypotheses tested, only one hypothesis has an effect, namely H5 regarding the effect of Burnout (X2) on Job Satisfaction (Z). Meanwhile, hypothesis H1 regarding the effect of Workload (X1) on Employee Performance (Y), H2 regarding the effect of Burnout (X2) on Employee Performance (Y), H3 regarding the effect of Job Satisfaction (Z) on Employee Performance (Y), H4 regarding the effect of Workload (X1) on Job Satisfaction (Z), H6 regarding the effect of Workload (X1) on Employee Performance (Y) through Job Satisfaction (Z), and H7 regarding the effect of Burnout (X2) on Employee Performance (Y) through Job Satisfaction (Z) show no effect.

## DISCUSSION

### *The Effect of Workload on Employee Performance*

Based on the results of research conducted on employees of PT. Putra Grup Agribisnis, it was found that workload has a positive but insignificant effect on employee performance. This result indicates that an increase in workload tends to be followed by an increase in employee performance, but this effect is not statistically strong enough. In other words, workload is not a primary factor determining the high or low performance of employees at PT. Putra Grup Agribisnis. This condition indicates that employees are still able to manage the demands of the work given, so that an increase in workload does not directly affect their performance significantly.

The results of the descriptive analysis show that the highest average value for the workload variable is found in the statement "The targets given by the company make me have to work more optimally" with an average value of 3.10. This indicates that the targets given by the company are able to motivate employees to increase their efforts and work productivity. Meanwhile, the lowest average value is found in the statement "Delays in completing work are not allowed in my job" with an average value of 2.78. This finding indicates that some employees believe that the demands for punctuality have not been felt absolutely in the implementation of their work.

In the employee performance variable, the highest average value of 3.18 is found in the statements "I try to maintain the quality of work to meet organizational standards," "I always complete work on time," and "I am able to manage work time so that all tasks are completed on schedule." This indicates that employees have quite good abilities in maintaining work quality and managing work time. The lowest average value of 3.06 is found in the statements "I always ensure that the results of my work are in accordance with company regulations" and "I can complete a lot of work within the specified time." However, all performance indicators are still in the moderate category, indicating that employee performance is quite good.

### ***The Effect of Burnout on Employee Performance***

Based on the results of research conducted on employees of PT. Putra Grup Agribisnis, it was found that burnout has a positive but insignificant effect on employee performance. These results indicate that increases in burnout tend to be followed by increases in employee performance, but the relationship is not statistically significant. This finding indicates that employee burnout has not yet reached a level that significantly impacts performance. Employees can still carry out their duties and responsibilities well despite experiencing symptoms of burnout in their daily work activities.

The results of the descriptive analysis showed that the highest average value for the burnout variable was found in the statement "I often doubt my ability to complete tasks" with an average value of 3.04. This indicates that some respondents still experience doubts about their abilities to complete their work. This condition reflects the aspect of low self-esteem which is one dimension of burnout. Meanwhile, the lowest average value was found in the statement "I often experience emotional disturbances at work" with an average value of 2.74. This finding indicates that emotional disturbances experienced by employees are relatively low compared to other dimensions of burnout.

### ***The Influence of Job Satisfaction on Employee Performance***

Based on the descriptive analysis, the Job Satisfaction variable obtained an average score of 2.98, which is in the moderate category. The highest average score was found for the statement "I find my work interesting," with a score of 3.28. This indicates that most employees feel their work is quite interesting and provides a positive work experience. Interest in work can increase employee comfort and enthusiasm in carrying out daily tasks.

Meanwhile, the lowest average score was found for the statement "My coworkers help each other complete work," with a score of 2.70. This indicates that cooperation and support among coworkers are still suboptimal. Low social support in the workplace can impact employee job satisfaction and reduce the effectiveness of teamwork in achieving organizational goals.

On the other hand, the Employee Performance variable obtained an average score of 3.13, which is in the moderate category. The highest average scores were found for the statements "I strive to maintain the quality of work to meet organizational standards," "I always complete work on time," and "I am able

to manage my work time so that all tasks are completed on schedule" with a score of 3.18. These results indicate that employees have a fairly good commitment to maintaining work quality and completing tasks according to the targets set by the company.

### ***The Influence of Workload on Employee Job Satisfaction***

Based on the descriptive analysis, the Workload variable obtained an average score of 2.98, which is in the moderate category. The highest average score was found for the statement "The targets given by the company make me have to work more optimally," with a score of 3.10. This indicates that the work targets given by the company are seen as motivating employees to perform better and increase their work productivity. Thus, work targets are not always perceived as pressure that can reduce job satisfaction.

Conversely, the lowest average score was found for the statement "Delays in completing work are not allowed in my job," with a score of 2.78. This indicates that some employees believe the demands for punctuality in completing work are not yet felt strictly. This condition indicates that the time pressure felt by employees is still relatively moderate and does not lead to significant dissatisfaction at work.

For the Job Satisfaction variable, the overall average score of 2.98 is also in the moderate category. The highest average score was for the statement "I find my work interesting," with a score of 3.28. These results indicate that most employees find their work quite interesting and provide a positive work experience. Interest in their work can be a factor that keeps employees satisfied despite facing certain job demands.

Meanwhile, the lowest average score was found for the statement "My coworkers help each other complete work," with a score of 2.70. This indicates that coworker relationships still need improvement. Low levels of cooperation among coworkers can impact job satisfaction, but in this study, this factor appeared to be more dominant than the workload perceived by employees.

### ***The Effect of Burnout on Employee Job Satisfaction***

Based on the descriptive analysis, the Burnout variable obtained an average score of 2.90, which is in the moderate category. The highest average score was found for the statement "I often doubt my ability to complete tasks," with a score of 3.04. This indicates that some employees still experience doubts about their ability to complete their work. This doubt is a form of low self-esteem, which is part of the burnout dimension.

Meanwhile, the lowest average score was found for the statement "I often experience emotional distress at work," with a score of 2.74. This result indicates that the emotional distress experienced by employees is relatively low compared to other aspects of burnout. Therefore, the emotional exhaustion experienced by employees remains within manageable limits and has not significantly disrupted work activities.

For the Job Satisfaction variable, the overall average score was 2.98, which falls into the moderate category. The highest average score was for the statement

"I find my work interesting," with a score of 3.28. This indicates that most employees find their work quite interesting and provides a positive work experience. Interest in work can be a factor in maintaining job satisfaction levels despite employees facing various job demands.

Conversely, the lowest average score was for the statement "My coworkers help each other complete work," with a score of 2.70. This result indicates that the relationship between coworkers still needs improvement. Despite this, employees generally remain quite satisfied with their jobs, promotion opportunities, supervision, and work facilities available at the company.

### ***The Influence of Workload on Employee Performance Through Employee Job Satisfaction***

Based on the descriptive analysis, the Workload variable obtained an average score of 2.98, which falls into the moderate category. This indicates that employees perceive moderate job demands that are still manageable. The company's work targets, time allocation, and work standards do not create excessive stress for most employees.

On the other hand, the Job Satisfaction variable also achieved an average score of 2.98, which is in the moderate category. This indicates that employee job satisfaction is quite good, but not yet high. Employees are quite satisfied with their work, promotion opportunities, supervision, and available work facilities, although several aspects still need improvement, particularly in coworker relationships and perceptions of compensation fairness.

Meanwhile, the Employee Performance variable achieved an average score of 3.13, which falls into the moderate category. This indicates that employees have performed their jobs quite well, particularly in maintaining quality, completing work on time, and managing work time effectively. However, there is still room to improve productivity and work quality to achieve more optimal levels.

The insignificant mediating effect of job satisfaction in this study could be due to several factors. One is that employees' perceived workload is still at a moderate level, making it insufficient to significantly influence job satisfaction. Furthermore, employee performance is likely more influenced by other factors such as individual ability, work experience, work discipline, motivation, supervisory systems, and organizational culture than by their level of job satisfaction.

### ***The Influence of Job Burnout on Employee Performance Through Employee Job Satisfaction***

Based on the descriptive analysis, the Burnout variable obtained an average value of 2.90, which is in the moderate category. This indicates that the level of burnout experienced by PT. Putra Grup Agribisnis employees is still considered moderate. Employees experience work fatigue, indicated by aspects of physical, emotional, and mental exhaustion, and low self-esteem. However, these conditions are not yet at a high level and therefore do not significantly disrupt work activities.

The highest average score for the Burnout variable was found in the statement "I often doubt my ability to complete tasks," with a score of 3.04. This indicates that some employees still experience doubts about their ability to complete their work. Meanwhile, the lowest average score was found in the statement "I often experience emotional disturbances at work," with a score of 2.74. These findings indicate that emotional disturbances experienced by employees are still relatively low and within manageable limits.

The Job Satisfaction variable obtained an average score of 2.98, which falls into the moderate category. This indicates that employees are quite satisfied with their work, although there are still several aspects that need improvement. Moderate job satisfaction indicates that employees are able to maintain a positive perception of their jobs despite facing various job demands.

Meanwhile, the Employee Performance variable achieved an average score of 3.13, also in the moderate category. This indicates that employees have been able to carry out their duties and responsibilities quite well. Employees demonstrated the ability to maintain work quality, complete tasks on time, and manage their work time effectively to achieve company targets.

The insignificant mediation role of job satisfaction in this study indicates that the relationship between burnout and employee performance does not occur through job satisfaction. Although previous testing results indicated that burnout had a positive and significant effect on job satisfaction, the effect of job satisfaction on employee performance was not proven significant. Consequently, the mediation pathway formed was unable to significantly explain the relationship between burnout and employee performance.

## CONCLUSIONS

1. Workload (X1) has a positive and insignificant effect on Employee Performance (Y) at PT Putra Grup Agribisnis.
2. Burnout (X2) has a positive and insignificant effect on Employee Performance (Y) at PT Putra Grup Agribisnis.
3. Job Satisfaction (Z) has a positive and insignificant effect on Employee Performance (Y) at PT Putra Grup Agribisnis.
4. Workload (X1) has a negative and insignificant effect on Job Satisfaction (Z) at PT Putra Grup Agribisnis.
5. Burnout (X2) has a positive and significant effect on Job Satisfaction (Z) at PT Putra Grup Agribisnis.
6. Workload (X1) has a negative and insignificant effect on Employee Performance (Y) through Job Satisfaction (Z) at PT Putra Grup Agribisnis.
7. Burnout (X2) has a positive and insignificant effect on Employee Performance (Y) through Job Satisfaction (Z) at PT Putra Grup Agribisnis.

## RECOMMENDATIONS

1. The management of PT Putra Grup Agribisnis is advised to evaluate the distribution of employee workloads to make them more proportional, so that there is no accumulation of tasks that can trigger work fatigue.

2. Companies need to address employee burnout, as it has been shown to significantly impact job satisfaction. Efforts can include restructuring workloads and hours, as well as providing adequate rest periods to maintain employee physical and mental well-being.
3. Even though workload does not significantly affect performance, companies are still advised to manage workload effectively so that it does not develop into work pressure that has long-term impacts.
4. Employee job satisfaction needs to be continuously improved through improving relationships between coworkers, fair compensation, and increasing the comfort of the work environment, although in this study it did not have a significant effect on performance.
5. Management is advised to improve communication between leaders and employees in conveying work targets so as not to create a perception of excessive pressure and can reduce the risk of burnout.
6. Companies need to provide human resource development programs such as training and career development on a regular basis to improve employee capabilities and readiness to work.

#### ADVANCED RESEARCH

Further researchers are advised to add other variables such as work motivation, work environment, or leadership style and expand the research objects so that the results obtained are more comprehensive and can be generalized.

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