



The Influence of Job Demand on Employee Performance with Job Burnout and Job Satisfaction as the Mediating Variables (A Study on Employees of The Western Java Region of PT Pertamina Patra Niaga Supply & Distribution)

Ahmad Zaeni^{1*}, Noermijati², Christin Susilowati³

Brawijaya University

Corresponding Author: Ahmad Zaeni; zaeni243171@gmail.com

ARTICLE INFO

Keywords: Job Demand, Job Burnout, Job Satisfaction, Employee Performance

Received: 2 February

Revised : 21 March

Accepted: 22 April

©2025 Zaeni, Noermijati, Susilowati:
This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to examine the effect of job demand on employee performance through job burnout and job satisfaction. From the population of employees of the Western Java Region of PT Pertamina Patra Niaga Supply & Distribution, all 112 employees were involved as respondents using a census sampling technique. The collected data were analyzed using Partial Least Squares – Structural Equation Modeling (PLS-SEM) in Smart-PLS. The study finds that job demand does not affect employee performance, positively influences job burnout, and affects job satisfaction. Furthermore, job satisfaction positively influences employee performance, while job burnout also affects employee performance. Additionally, job satisfaction and job burnout mediate the relationship between job demand and employee performance

INTRODUCTION

The challenges of globalization make the progress of science and technology unavoidable. To face these challenges and overcome the changes that occur due to globalization, in order to realize its vision and mission, organizations are required to always be able to adapt and be responsive to every environmental change that occurs by utilizing the resources they have, such as: capital, technology and human resources (HR). According to Kreitner & Kinicki (2014) the need for change is influenced by two factors, external factors and internal factors. External factors include demographic characteristics, technological progress, market changes, and social and political pressures. Meanwhile, internal factors include human resource problems/prospects and managerial behavior/decisions.

The phenomenon that occurs in work, especially in the management of Western Java Region of PT Pertamina Patra Niaga Supply & Distribution requires workers to focus, be accurate and responsible according to the job description of each worker, especially in the Receiving, Storage & Distribution (RSD) and Loading Master sections. This section is the main series in the Fuel & Gas management process in a Fuel Terminal or Gas Terminal. The tasks and responsibilities carried out in this section have the potential to cause stress, fatigue and dissatisfaction in workers which have an impact on the performance of the employee, so it is necessary to measure this phenomenon in real terms in the company.

Based on internal data from the employee performance assessment of Western Java Region of PT Pertamina Patra Niaga Supply & Distribution from 2020 to 2022, it shows that the employee performance of Western Java Region of PT Pertamina Patra Niaga Supply & Distribution decreased in 2021. The decrease in the results of the employee performance assessment of Western Java Region of PT Pertamina Patra Niaga Supply & Distribution was due to several targets for each department that were not achieved optimally. Western Java Region of PT Pertamina Patra Niaga Supply & Distribution tried to find the cause of the decrease in employee performance by reviewing the performance assessment procedures and the job demand given to each employee.

Factors that influence employee performance such as individual factors consisting of ability and expertise, background, and demographics; psychological factors that include recognition, attitude, personality, learning, and motivation; organizational factors consisting of resources, leadership, rewards, and structure. The organizational factors referred to this study include how much job demand gives to employees, so that special attention is needed.

Job demand-Resources (JD-R) theory states that high job demand can cause stress and fatigue, which in turn affects employee performance. Job demands include factors such as workload, emotional demands, and task complexity. Stress resulting from job demands can reduce motivation and work effectiveness. Supporting this, job demand is a condition that is spread through physical, psychological, social, and organizational aspects in daily work (Bakker, A. et al., 2014).

Research by Wang et al. (2021) shows that increasing remote work and digitalization can increase job demand, which has the potential to affect employee performance. This is relevant to the current context where many companies are adapting to new ways of working. Supporting this, job demands can reduce health and energy which can cause mental disorders for a certain period of time and ultimately can create low employee performance (Demerouti, E. & Bakker, A., 2011). However, high job demands that cannot be faced by employees do not always have a significant direct effect on employee performance. This is shown by the results of research by Calderwood, C. & Gabriel, A., (2017) who found that job demands do not affect employee performance or in other words, the high and low job demands do not have a direct impact on the employee performance.

The Job Demand/Control/Support (JDCS) model proposes that the stress produced by high job demands is largely a function of organizationally designed structures, processes, systems, and constraints. This leads to job burnout. Job burnout is a combination of depersonalization (or cynicism), personal inadequacy, and most prominently, emotional exhaustion, which refers to the feeling of being overwhelmed by the emotional tension or affective intensity responsibilities (Maslach, C. & Leiter, M., 2016). Bakker and Demerouti (2021) showed that interventions designed to reduce job demands can increase job satisfaction and reduce burnout, thereby improving performance. Supporting this, a study by Bakker and Demerouti (2020) emphasized that high job demands contribute to increased levels of burnout. This study is important to analyze how the interaction between job demands and burnout can affect performance in a stressful work environment.

In addition to job burnout, job satisfaction can also play a mediating role in the influence of job demand on employee performance. In the job characteristics model, it is shown that job complexity is related to positive attitudes towards work results and the work environment. This positive attitude can produce positive organizations such as increased job satisfaction, motivation and performance (Hackman, J. & Oldham, G., 1976). Basically, prolonged and poorly managed job demand can cause various problems in work such as reduced job satisfaction (Lu, L. et al., 2015).

Job demand is relevant as a research variable that affects the performance of PT Pertamina Patra Niaga employees for several reasons, PT Pertamina Patra Niaga operates in the energy sector, which is known by high job demands, especially in terms of efficiency and productivity. Examining job demand in this context is important because the energy industry has unique dynamics and challenges that can affect employee performance. On the other hand, employees at PT Pertamina Patra Niaga often have diverse and complex tasks, that causing stress due to market demands and strict regulations.

This study is relevant to understanding how these working conditions can cause burnout and affect employee performance in this crucial sector. Given that the energy sector operates in a rapidly changing context, this study will explore how dynamic job demands contribute to burnout, thereby providing information

for adaptive managerial strategies. In addition, employees at PT Pertamina Patra Niaga experience variations in job demands that can affect their job satisfaction.

Based on the phenomena and gaps that have been described, it is necessary to conduct research to determine the effect of job demand on employee performance with job burnout and job satisfaction as mediating variables on employees of Western Java Region of PT Pertamina Patra Niaga Supply & Distribution.

LITERATURE REVIEW

Job demand-resource (JD-R) theory is an important framework for understanding the dynamics between job demands and the resources available to employees. Introduced by Bakker and Demerouti (2007), the theory states that every job has two main components: job demands, which include aspects of the job that require physical or mental effort, and job resources, which include factors that help employee complete tasks, cope with demands, and achieve goals.

In the context of this study, job demands are identified as workload and demands from work that can cause stress and burnout in employees. Previous research has shown that increasing job demands are often associated with an increased risk of burnout, which can reduce employee performance (Schaufeli et al., 2009). Burnout itself is characterized by emotional exhaustion, depersonalization, and a decreased sense of accomplishment, all of which have a negative impact on productivity (Maslach & Leiter, 2016).

In this study, job satisfaction and job burnout act as mediating variables that explain the relationship between job demands and employee performance. By considering how job demands can affect the level of burnout and job satisfaction, this study emphasizes that organizations should pay attention to managing job demands and providing adequate resources to support their employees. This is in line with the JD-R view that states that creating a balanced work environment can improve employee well-being and performance (Demerouti et al., 2001).

Job Demand to Employee Performance

Job demands consist of factors such as time pressure and workload that can reduce health and energy, so that it can cause mental disorders for a certain period of time and can create low employee performance (Demerouti, E. & Bakker, A., 2011). According to Sharma, S., (2015), high time pressure can cause severe physiological and psychological stress. As a result, employees not only lose control at work but their stress levels also increase due to the indifferent attitude of the organization. In line with this, the results of the study by Calderwood, C. & Gabriel, A., (2017) showed that the interaction between work demands has a significant negative direct effect on employee performance. Based on the literature reviewed above, the first hypothesis in this study is proposed as follows:

H1: Job demand has a significant effect on employee performance

Job Demand to Job Burnout

The JD-R Model, applied to understand job burnout, identifies job demands and job resources as the main indicators, so that job demands are positively related to job burnout (Maslach, C. & Leiter, M., 2008), while job resources are negatively related to it (Babakus, E. et al., 2009; Bakker, A. et al., 2004). Maslach, C. et al., (2001) suggests that excessive job demand can drain an individual's energy. In addition, lack of appropriate rewards, loss of positive relationships with coworkers, injustice, and conflict between employee and organizational values can also cause job burnout. Job burnout develops as a result of job demands and the work environment (Hobfoll, S. & Freedy, J., 1993). Supporting this, several research results showed that increasing the amount of workload (Job demand) will increase job burnout (Adil, M. & Baig, M., 2018; Salmela-Aro, K. & Upadyaya, K., 2018; Chen, S. & Chen, C., 2018; Chakravorty, A. and Singh, P., 2022). Hakanen, J. et al., (2017); McGregor, A. et al., (2016) and Wang, Y. et al., (2016) in their research also found that job demands had a direct, significant, positive effect on job burnout. And it was also found that job burnout had a direct, significant, positive effect on job demands. Based on the literature reviewed above, the second hypothesis in this study is proposed as follows:

H2: Job demand has a significant positive effect on job burnout

Job Demand to Job Satisfaction

The JDCS model proposes that chronic exposure to stress resulting from high job demands causes long-term psychological arousal and discomfort, and contributes to anxiety, depression, fatigue, decreased mental function, reduced job satisfaction and the possibility of cardiovascular, musculoskeletal and somatic diseases (Karasek, R., 1998). Supporting this, there have been many studies showed that job demand has a significant negative effect on job satisfaction (Hernandez, W. et al., 2018; Nauman, S., et al., 2019). In line with the results of this study, the results of Mandal, S., et al., (2023) showed that job demand affects employee satisfaction. Based on the literature reviewed above, the third hypothesis in this study is proposed as follows:

H3: Job demand has a significant negative effect on job satisfaction.

Job Satisfaction on Employee Performance

Imran et al. (2014), stated that there is a strong relationship between job satisfaction and performance, when employees have a positive attitude towards work it will result in an increase in their performance. Work needs to be designed in such a way as to be able to produce employee satisfaction with the work itself so that it has an impact on increasing employee performance (Ali & Rehman, 2014). Therefore, a positive attitude towards work can increase individual productivity, ensure physical and mental health, and improve morale which has an impact on contribution, satisfaction and faster learning of work skills (Moghimi, 2006). Several research study results show a significant influence, employee job satisfaction on employee performance (Luthans, 2011). Research by Yuen, et al., (2018) Riza, Noermijati (2016) and Hendri (2019) shows that job satisfaction and organizational commitment have a significant effect on employee performance. Supporting this, In the research of Soomro, B. & Shah,

N., (2019), Lasisi, T. et al., (2020), and Setiawati & Ariani (2019), also found that job satisfaction has a significant positive effect on employee performance or in other words that job satisfaction will lead to increased employee performance. Research by Pio, R., (2022), shows that job satisfaction has a significant effect on nurse performance. Based on the literature reviewed above, the fourth hypothesis in this study is proposed as follows:

H4: job satisfaction has a significant positive effect on employee performance.

Job Burnout to Employee Performance

Reduced personal accomplishment as an indicator of job burnout can refer to feelings of incompetence and lack of achievement and productivity in work (Maslach, C. & Leiter, M., 2008). Employees who perceive reduced personal accomplishment tend to be less confident in their ability to do their jobs. Research by Cohen, A. & Abedallah, M., (2015) Kim, W. et al., (2017) and Singh, V. & Singh, M. (2018) shows that job burnout has a significant negative effect on employee performance. Supporting this, Irfan, M., et al., (2023) found a relationship between job burnout and project performance. In line with these results, Al-Romeedy, B., (2019) research conducted on 788 employees in the tourism and aviation department at a category A travel agency in Egypt, showed that job burnout reduces employee performance. Based on the literature reviewed above, the fifth hypothesis in this study is proposed as follows:

H5: Job burnout has a significant negative effect on employee performance.

Job Satisfaction on the Influence of Job Demand on Employee Performance

Excessive work causes individuals to face conflicts to meet job demands on quantity or time pressure. Job stress arises from negative influences and feelings of tension with the inability to complete work according to the goals. The stress process triggered by excessive job demands and can cause job burnout, will lead to negative outcomes such as low performance (Taris, T., 2006) and inhibited work ability (Siebt et al., 2009). Supporting this, several previous research results conducted by Lu, L. et al., (2015) on 402 employees in China and 306 employees in Taiwan showed that job demand as measured by the work constraints indicator has a significant negative effect on job satisfaction. Supporting this, in the research of Gul, H. et al., (2018); Lu, L. et al., (2010); Taris, T. (2006), showed that job satisfaction has a significant positive effect on employee performance. Based on the literature reviewed above, the sixth hypothesis in this study is proposed as follows:

H6: Job satisfaction mediates the effect of job demand on employee performance.

Job Burnout on the Influence of Job Demand on Employee Performance

Babakus et al.'s (2009) research shows that job burnout mediates the direct influence between job demand and employee performance. Supporting this, in their research, the results showed that job demand had a significant positive effect on job burnout, but there was no significant direct effect between job demand and employee performance and no significant direct effect between job burnout and employee performance. On the other hand, there was no significant direct effect between job burnout and employee performance. This study also shows that job burnout mediates the direct effect between job demand and

employee performance. Based on the literature reviewed above, the seventh hypothesis in this study is proposed as follows:

H7: Job burnout mediates the effect of job demand on employee performance.

METHODOLOGY

This research was conducted at Western Java Region of PT Pertamina Patra Niaga Supply & Distribution. The target population used in this research is employees who occupy Receiving, Storage & Distribution (RSD) and Loading Master jobs, totaling 112 people with a minimum work period of 1 year. In this research, the author used a purposive sampling technique. The type of data used is quantitative and qualitative (observation data, interviews, documentation and literature study). The instrument used is in the form of a questionnaire. Questionnaires were distributed to employees who were used as research samples. The questionnaire was measured using a 1-5 Likert scale. After the data is collected, it is continued with data analysis techniques which include instrument testing and hypothesis testing using smartPLS software. Below the researcher presents a table of operational definitions of variables:

Table 1. Variables, Indicators and Research Items

Variables	Indicators	Items
Job demand	Qualitative Job demands	Emotional demands
		Positive demands
		Mental demands
		Physical demands
		Work-home conflict
	Quantitative Job demands	Work overload
		Time pressure
		Pace of change
	Organizational Demands	Negative change
		Bureaucracy
		Harassment
		Ambiguous instructions
		Role conflicts
		Interpersonal conflicts
Job burnout	Emotional Exhaustion	Interpersonal Demands
		Physical Emotions
		Mental Emotions
		Fatigue
	Depersonalization	Low energy
		Frustration
		Cynical attitude
		Pull out

Variables	Indicators	Items	
	Personal Accomplishment	Feeling cold	
		Loss of interest	
		Lack of energy	
		Feelings of helplessness	
		Tough tasks	
		Feelings of inadequacy	
		Lack of self-confidence	
Job Satisfaction	The Work Itself	Tasks given according to ability. Feeling satisfied with the final result of the work.	
	Salary System	Feeling satisfied with the salary given. The salary given is according to the work done.	
	Promotion	Feeling satisfied with the career opportunities offered by the company. Promotions given by the company are according to the abilities possessed.	
	Leadership Attitude	Leaders often control employee work.	
		Leaders are able to provide good direction for employees in doing their jobs.	
	Attitude of fellow workers	Giving each other motivation and enthusiasm in doing work. Helping each other in doing work	
	Employee Performance	Quality	Doing tasks carefully
			Mastering the field of work Doing work based on standard operating procedures
		Quantity	The level of achievement of work results is in accordance with expectations
			Doing tasks effectively
Punctuality		Having initiative in working	
		Able to use time efficiently Determining work priorities effectively Able to complete work on time	
Presence		Come to work on time according to working hours	
		Do not leave the office before office hours end	
Teamwork		Willingness to participate in the organization	
		Cooperation between leaders and subordinates	

The demographic of respondent shows at the table bellows:

Table 2. Respondent Demographic

Description	Frequency	%
Gender		
Male	101	90,18%
Female	11	9,82%
Educational Background		
Senior High School	9	8,04%
Diploma	39	34,82%
Bachelor	57	50,89%
Postgraduate	7	6,25%
Job Tenure		
< 1 year	3	2,68%
1-5 year	9	8,04%
> 5 years	100	89,29%

Source: Data processed (2024)

Table 2 shows that the majority of The Western Java Region of PT Pertamina Patra Niaga Supply & Distribution employees are male, which is 96.43%, while females have a percentage of 3.57%. This shows that the field of work at The Western Java Region of PT Pertamina Patra Niaga Supply & Distribution is dominated by male employees. Jobs that are dominated by men tend to have characteristics such as requiring strong physical strength, working in harsh and extreme environments and flexible and irregular working hours. However, it is important to note that although these jobs are dominated by men, more and more women are also filling these roles as gender equality in the workplace increases.

Table 2 shows that employees at The Western Java Region of PT Pertamina Patra Niaga Supply & Distribution are mostly undergraduate graduates with a percentage of 43.75%, followed by employees with a diploma education of 33.04%. Furthermore, employees with a high school education are 16.96%, and employees with postgraduate education are 6.25%. The majority of employees at The Western Java Region of PT Pertamina Patra Niaga Supply & Distribution are undergraduate graduates. The data shows that undergraduate employees who are dominant have in-depth analysis, strategy development, and stronger managerial abilities, compared to Diploma graduates who have a more applied educational focus, with an emphasis on practical and technical skills used in the world of work.

Table 2 shows that employees at The Western Java Region of PT Pertamina Patra Niaga Supply & Distribution have mostly worked for > 5 years with a percentage of 90.18%, while employees who have worked for less than 1 year are 3.57%, then employees who have worked between 1 - 5 years are 6.25%. The majority of employees have worked for > 5 years indicating that most employees are old employees of The Western Java Region of PT Pertamina Patra Niaga Supply & Distribution. Based on these data, it is very clear that employees in the

RSD and Loading master jobs have adequate experience, so that employees have their own competitive advantage for the company because of their ability to overcome challenges, adapt to change, make the right decisions, and increase efficiency. In addition, they can provide added value in terms of leadership, mentoring, and industry knowledge, which are very valuable for the company's long-term success.

RESULT

Measurement Model Test (Outer Model)

Testing the validity of instruments is very necessary in research, especially for research that uses questionnaires to obtain data. The validity test is intended to determine validity regarding concepts and empirical reality.

External model analysis using SmartPLS is used to ensure the level of correspondence between variables and their measurements. An individual's reflective measure can be said to be high if they fall asleep above 0.7 with the construct being measured.

Convergent Validity

The Convergent Validity test is used to determine the validity of each relationship between indicators and latent variables. Convergent Validity can be determined through the Outer Loadings or Loading factor value. An instrument is considered valid if it has a loading factor value of more than 0.7 (Hair, 2019). The results of the convergent validity test are shown in Figure 1 from processing using SmartPLS, which are as follows:

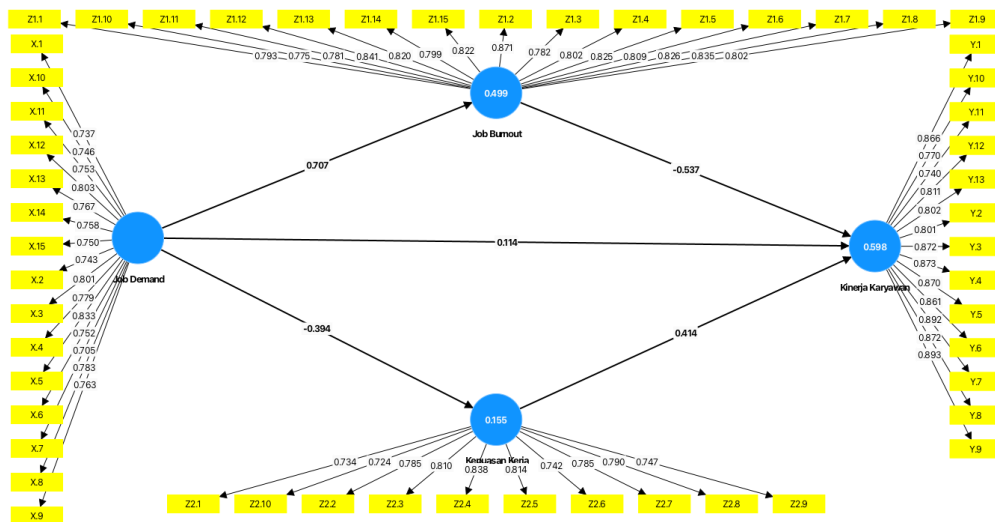


Figure 1. Algorithm Analysis Results

Based on Figure 1 above, it can be seen that all items have an outer loading value greater than 0.7 (Valid), so it can be concluded that all items used in each variable have carried out their measuring function appropriately, according to

the measuring instruments that have been used in the research and all items are declared valid.

Discriminant Validity

Discriminant validity is carried out to determine the validity of statement items based on correlation comparisons with other statement items or this discriminant validity test is carried out to measure the extent to which indicators are able to explain the latent variable. The method for calculating discriminant validity in this research is using Cross Loading Factor.

Cross Loading is a value that is another measure of discriminant validity. The expected value for each indicator has a higher loading for the construct being measured compared to the loading value for other constructs. The Cross Loadings for this research are in Table 3 as follows:

Tabel 3. Cross Loading

	Job Demand	Job Burnout	Job Satisfaction	Employee Performance
X1.1	0,737	0,611	-0,318	-0,356
X1.2	0,743	0,503	-0,314	-0,321
X1.3	0,801	0,494	-0,300	-0,311
X1.4	0,779	0,456	-0,304	-0,304
X1.5	0,833	0,520	-0,297	-0,248
X1.6	0,752	0,488	-0,258	-0,353
X1.7	0,705	0,431	-0,230	-0,257
X1.8	0,783	0,549	-0,189	-0,355
X1.9	0,763	0,507	-0,332	-0,332
X1.10	0,746	0,500	-0,167	-0,197
X1.11	0,753	0,564	-0,382	-0,431
X1.12	0,803	0,656	-0,410	-0,449
X1.13	0,767	0,607	-0,313	-0,271
X1.14	0,758	0,572	-0,290	-0,286
X1.15	0,750	0,562	-0,326	-0,360
Z1.1	0,722	0,793	-0,278	-0,389
Z1.2	0,574	0,871	-0,244	-0,441
Z1.3	0,673	0,782	-0,300	-0,542
Z1.4	0,672	0,802	-0,304	-0,544
Z1.5	0,608	0,825	-0,297	-0,516
Z1.6	0,536	0,809	-0,258	-0,449
Z1.7	0,520	0,826	-0,230	-0,486
Z1.8	0,612	0,835	-0,189	-0,473
Z1.9	0,496	0,802	-0,332	-0,422
Z1.10	0,533	0,775	-0,167	-0,492
Z1.11	0,478	0,781	-0,382	-0,321
Z1.12	0,522	0,841	-0,410	-0,522
Z1.13	0,495	0,820	-0,313	-0,431
Z1.14	0,563	0,799	-0,290	-0,305

Z1.15	0,529	0,822	-0,326	-0,374
Z2.1	-0,278	-0,411	0,734	0,400
Z2.2	-0,262	-0,404	0,785	0,505
Z2.3	-0,340	-0,434	0,810	0,509
Z2.4	-0,278	-0,385	0,838	0,470
Z2.5	-0,366	-0,397	0,814	0,423
Z2.6	-0,365	-0,471	0,742	0,461
Z2.7	-0,333	-0,452	0,785	0,633
Z2.8	-0,348	-0,509	0,790	0,633
Z2.9	-0,230	-0,385	0,747	0,544
Z2.10	-0,244	-0,447	0,724	0,541
Y1	-0,395	-0,564	0,612	0,866
Y2	-0,373	-0,528	0,543	0,801
Y3	-0,337	-0,604	0,602	0,872
Y4	-0,355	-0,606	0,643	0,873
Y5	-0,386	-0,604	0,589	0,870
Y6	-0,289	-0,541	0,583	0,861
Y7	-0,401	-0,586	0,636	0,892
Y8	-0,311	-0,546	0,608	0,872
Y9	-0,456	-0,630	0,586	0,893
Y10	-0,442	-0,609	0,422	0,770
Y11	-0,326	-0,517	0,477	0,740
Y12	-0,331	-0,571	0,470	0,811
Y13	-0,300	-0,615	0,506	0,802

Source: Research Data Processed (2024)

Based on the results of the cross-loading calculation in Table 3 above, it can be seen that the correlation value of items with their own variables is greater when compared with other variables. The discriminant validity test results of all items in the research instrument are valid.

Reliability Test

Reliability testing is carried out to show the level of stability and accuracy of a measuring instrument used to determine the extent to which the measurement is relatively consistent when retesting. The instrument reliability test is used to determine the extent to which the respondent's answers will be consistent and stable if tested again. The reliability test in this study used Cronbach's alpha, composite reliability and AVE values. An instrument can be said to be reliable if it has a Cronbach's alpha and composite reliability value each above 0.7 or (> 0.7) and an AVE value each above 0.5. The Cronbach Alpha, Composite Reliability and AVE values are used to determine whether the statement items are reliable or not in Table 4.

Tabel 4. Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Demand	0,950	0,955	0,586	0,950
Job Burnout	0,963	0,967	0,660	0,963
Job Satisfaction	0,927	0,939	0,605	0,927
Employee Performance	0,965	0,969	0,708	0,965

Source: Research Data Processed (2024)

Table 4 above shows that the Cronbach's Alpha value for each variable is greater than 0.7, so it can be said that these variables are reliable. Apart from that, the composite reliability value of each variable used is greater than 0.7 then these variables are included in the high reliability category. Discriminant validity using the Average Variance Extracted (AVE) figure shows that each variable has an AVE figure greater than 0.5, this shows that the instrument used in this research is valid and can be used to regulate the variables in the research.

Structural Model (Inner Model)

Inner Model Analysis is used to determine the relationship between the variables used in the research, the significance value and R square of the research model. R Square testing is a method used to measure the Goodness of fit of a structural model. The R Square (R2) value is used to assess how much influence the independent variable has on the dependent variable. In this research, the PLS structural model was carried out using SmartPLS software.

Coefficient of Determination

Tabel 5. R-square

Variabels	R Square
Job Burnout	0,499
Job Satisfaction	0,155
Employee Performance	0,598

Source: Research Data Processed (2024)

In Table 5, the coefficient of determination (R-square) obtained from the first model, the influence of variable X (Job Demand) on variable Z1 (Job Burnout) is 0.499, so that variable Z1 (Job Burnout) can be explained by variable X (Job Demand) by 49.9%. The coefficient of determination (R-square) obtained from the second model, the influence of variable X (Job Demand) on variable Z2 (Job Satisfaction) is 0.155, so that variable Z2 (Job Satisfaction) can be explained by variable X (Job Demand) by 15.5%. Then, the third model, X (Job Demand) on variable Y (Employee Performance) is 0.598, so that variable Y (Employee Performance) can be explained by variable X (Job Demand) about 59.8%.

Predictive Relevance

Calculation of Q2 Predictive Relevance is done by the formula:

$$\begin{aligned}
 Q2 &= 1 - (1 - R12) (1 - R22) (1 - R32) \\
 &= 1 - (1 - 0,499) (1 - 0,155) (1 - 0,598) \\
 &= 1 - 0,170 \\
 &= 0,83
 \end{aligned}$$

Based on the results of the Q2 calculation above, it shows that the research model has a Q2 value of 0.83 or 83%, where the Employee Performance variable can be predicted by the job demand, job burnout and job satisfaction variables. Based on calculations using the Q2 equation, this model also has quite high predictive relevance, because this value is in the range of 0.5 and 1, where the closer the value is to 1, the more observation value produces a better model. It has explained more than the minimum criteria and is in good condition.

Hypothesis Testing

Tabel 6. Path Coefficients

Variables	Path Coefficient	T statistics	P-value	Hipotesis
Job Demand -> Employee Performance	0,114	1,230	0,219	Rejected
Job Demand -> Job Burnout	0,707	11,004	0,000	Supported
Job Demand -> Job Satisfaction	-0,394	4,919	0,000	Supported
Job Satisfaction -> Employee Performance	0,414	3,639	0,000	Supported
Job Burnout -> Employee Performance	-0,537	3,954	0,000	Supported
Job Demand -> Job Satisfaction -> Employee Performance	-0,163	2,608	0,009	Supported
Job Demand -> Job Burnout -> Employee Performance	-0,380	3,790	0,000	Supported

Source: Research Data Processed (2024)

Based on the results of the direct hypothesis testing in Table 6, hypotheses H2, H3, H4, H5, H6, and H7 are considered significant and accepted, as they have p-values less than 0.05 (< 0.05), statistical values greater than the T-table value of 1.96, and path coefficients that align with the proposed hypotheses. In contrast, hypothesis H1 is rejected because it has a p-value greater than 0.05 (> 0.05).

Based on the results of hypothesis testing in Table 6, it is found that the influence of variable X (Job Demand) on variable Y (Employee Performance) has a T-statistic value lower than the critical value (1.230 < 1.96) and a p-value greater

than the significance level ($0.219 > 0.05$). Therefore, hypothesis H1 is rejected, leading to the conclusion that Job Demand does not have a significant effect on Employee Performance. This means that variations in job demand, whether high or low, do not result in changes in employee performance.

The influence of variable X (Job Demand) on variable Z1 (Job Burnout) shows a T-statistic value greater than the critical value ($11.004 > 1.96$) and a p-value less than α ($0.000 < 0.05$). Therefore, hypothesis H2 is accepted, leading to the conclusion that Job Demand has a significant influence on Job Burnout with a positive relationship. This indicates that the higher the job demand, the greater the increase in job burnout, and vice versa.

The influence of variable X (Job Demand) on variable Z2 (Job Satisfaction) has a T-statistic value greater than the critical value ($4.919 > 1.96$) and a p-value less than α ($0.000 < 0.05$). Thus, hypothesis H3 is accepted with the conclusion that Job Demand significantly affects Job Satisfaction. This means that varying levels of job demand impact the level of job satisfaction.

The influence of variable Z2 (Job Satisfaction) on variable Y (Employee Performance) shows a T-statistic value greater than the critical value ($3.639 > 1.96$) and a p-value less than α ($0.000 < 0.05$). It can be concluded that Job Satisfaction has a significant positive effect on Employee Performance. Therefore, higher levels of job satisfaction lead to better employee performance, and vice versa. Hypothesis H4 is therefore accepted.

The influence of variable Z1 (Job Burnout) on variable Y (Employee Performance) shows a T-statistic value greater than the critical value ($3.954 > 1.96$) and a p-value less than α ($0.000 < 0.05$). Thus, hypothesis H5 is accepted with the conclusion that Job Burnout significantly affects Employee Performance. A higher level of job burnout will reduce employee performance.

Based on the results of the indirect effect test in Table 6, variable X (Job Demand) influences variable Y (Employee Performance) through variable Z2 (Job Satisfaction), with a T-statistic value greater than the critical value ($2.608 > 1.96$) and a p-value less than α ($0.009 < 0.05$). Therefore, hypothesis H6 is accepted, indicating that Job Satisfaction acts as a full mediator in the relationship between Job Demand and Employee Performance.

The influence of variable X (Job Demand) on variable Y (Employee Performance) through variable Z1 (Job Burnout) shows a T-statistic value greater than the critical value ($3.790 > 1.96$) and a p-value less than α ($0.000 < 0.05$). Thus, hypothesis H7 is accepted, concluding that Job Burnout fully mediates the relationship between Job Demand and Employee Performance.

DISCUSSION

Job Demand and Employee Performance

Based on the research findings, job demand does not have a significant effect on employee performance. This may be because job demand is an inherent aspect of all types of work, and its impact largely depends on how employees respond to these demands. When job demands increase, more time and effort are

required, but this does not necessarily mean that employee performance will decline.

On the other hand, the presence of work demands and pressure can also motivate individuals to perform better and deliver optimal results, especially when they perceive the effort as meaningful. Employees with adequate skills and expertise tend to handle job demands more effectively. Moreover, job demand can act as a trigger for individuals to maximize their potential. However, if not managed properly, excessive job demands may negatively impact employee performance.

In this study, hypothesis H1—stating that job demand affects employee performance—is rejected. This contradicts the existing theory, which posits that factors such as high workload and time pressure may reduce employee performance by adversely affecting their physical and mental health. According to literature, excessive time pressure can lead to psychological and physical disorders, diminishing cognitive capacity and energy for completing tasks (Demerouti & Bakker, 2011; Sharma, 2015). Calderwood and Gabriel (2017) also found empirical evidence of a significant negative relationship between job demand and individual performance.

The results of this study diverge from those prior findings for several reasons. First, the study context may differ significantly from earlier research. This study involves different job types or industry sectors, where the relationship between job demand and employee performance may be moderated by other factors not considered in previous studies—for example, employee motivation, social support, or company policies that prioritize employee well-being. These variables can mitigate the negative impact of high job demands. Calderwood and Gabriel (2017) also conducted research that aligns with these findings, showing no significant relationship between job demand and employee performance.

Job Demand and Job Burnout

The results of this study show that job demand has a significant effect on job burnout. Job demand, particularly in the context of high workload, time pressure, and emotional demands, contributes meaningfully to the development of burnout. Based on the Job Demands-Resources (JD-R) model, excessive job demands can lead to emotional, physical, and mental exhaustion, as employees feel pressured to meet work expectations that exceed their capacity.

When job demands are too high, employees often need to exert more energy and time to complete their tasks. Over time, this leads to emotional exhaustion—one of the core components of burnout. Persistent pressure from overwhelming job demands can trigger chronic stress, especially when not balanced with adequate organizational support or resources. This prolonged stress may ultimately develop into full-blown burnout. High job demands can also reduce employees' sense of control over their work, lower their feelings of personal accomplishment, and strain relationships in the workplace. These conditions further accelerate the emergence of burnout symptoms such as cynicism, detachment from work, and decreased motivation.

According to the JD-R theory, when job resources – such as social support, autonomy, or training – are insufficient to offset high job demands, the risk of burnout increases significantly. The findings of this study align with previous research by Chen & Chen (2018) and Chakravorty & Singh (2022), which also found that job demand has a significant positive effect on job burnout.

Job Demand and Job Satisfaction

The results of this study indicate that job demand has a significant effect on job satisfaction. While high job demands can increase stress levels, if these demands are perceived as aligned with employees' abilities, competencies, and personal or professional aspirations, they may actually enhance job satisfaction. Contributing factors such as alignment between assigned tasks and employees' skills, opportunities for career development, and social support from colleagues and supervisors can reinforce positive perceptions of work.

For instance, employees who view challenging job demands as relevant to their career growth or personal ambitions – and who receive strong support from the organizational environment – tend to report higher job satisfaction, even under considerable workload. Recognition and appreciation for accomplishments can also mitigate the strain of high job demands and contribute positively to job satisfaction.

These findings suggest that organizations should strive to create a balance between job demands and employees' potential and needs. Providing adequate resources, support systems, and opportunities for personal growth can help ensure that employees experience job satisfaction even in demanding work environments. This result is consistent with the Job Demand-Control-Support (JDCS) model developed by Karasek (1979) and Karasek & Theorell (1990), which posits that excessive job demands may lead to psychological and physical strain, potentially diminishing job satisfaction. According to the JDCS framework, when employees experience prolonged stress due to overwhelming job demands without sufficient control or support, their well-being – and consequently their job satisfaction – can deteriorate.

Furthermore, the findings of this study are in line with previous research which identified a negative relationship between job demands and job satisfaction (Hernandez et al., 2018; Nauman et al., 2019; Mandal et al., 2023), reinforcing the notion that unmanageable job demands can undermine employee satisfaction when not properly addressed.

Job Satisfaction and Employee Performance

The results of this study demonstrate that job satisfaction has a significant positive effect on employee performance. Job satisfaction plays a crucial role in influencing employee performance within an organization. Employees who are satisfied with their jobs typically exhibit higher levels of motivation, which in turn encourages them to work more effectively. When their needs – such as recognition, a comfortable work environment, and a fair reward system – are met, they are more likely to achieve optimal work outcomes. Satisfied employees show greater commitment to their roles, which positively impacts the quality of their work.

These findings suggest that job satisfaction has a positive effect on employee performance at PT Pertamina Patra Niaga Supply and Distribution Regional West Java. Employees who are satisfied with their jobs tend to demonstrate better performance. Job satisfaction enhances intrinsic motivation, strengthens organizational commitment, and fosters improved interpersonal relationships in the workplace. This leads to employees becoming more proactive, enthusiastic, and focused on achieving company objectives. Furthermore, employees who feel appreciated and content with their roles are more likely to perform better, reduce absenteeism, and contribute to overall productivity.

The results of this study are consistent with the theory developed by Maslach and Leiter (2008), in the context of job burnout, which suggests that employees experiencing decreased job satisfaction or burnout often face a decline in personal achievements. Employees who are dissatisfied with their jobs are more likely to encounter stress, fatigue, and diminished motivation, which ultimately hampers their performance. In contrast, employees who are satisfied with their jobs are generally more committed and motivated to perform at their best.

Previous research also supports a positive relationship between job satisfaction and performance, as evidenced by studies from Imran et al. (2014), Ali & Rehman (2014), Yuen et al. (2018), Setiawati & Ariani (2019), and Pio (2022). The findings of this study further validate that job satisfaction can enhance performance through several mechanisms, including increased motivation, reduced stress, and improved emotional well-being. Employees who feel valued and content in their roles are more engaged and committed to achieving organizational goals, which directly contributes to better performance outcomes.

Job Burnout and Employee Performance

Job burnout can negatively impact employees' overall well-being by causing mental fatigue, excessive stress, and emotional exhaustion. This study confirms that burnout directly influences employee performance, with burnout leading to a decline in productivity and quality of work. Therefore, both individuals and organizations must develop strategies to manage stress and fatigue, while maintaining motivation by aligning personal goals and expectations.

Burnout affects both the emotional and physical well-being of employees, which in turn, impacts their performance. As a result, it is crucial for companies to address job burnout to sustain performance. Providing adequate support and developing strategies to manage burnout without sacrificing productivity is essential for maintaining a high level of employee performance.

This result aligns with various theoretical frameworks and prior research that suggests a negative relationship between job burnout and employee performance. According to the Job Burnout theory, emotional exhaustion, depersonalization, and reduced personal achievement, all associated with burnout, can lead to decreased motivation and productivity, further confirming the clear relationship between burnout and performance decline.

These findings are consistent with research by Garcia and Martinez (2024), which revealed a significant negative relationship between job burnout and employee performance. Employees who experience burnout show a reduction in

productivity and work quality. Notably, emotional exhaustion is identified as the most influential aspect of burnout that affects performance. Employees who feel emotionally exhausted tend to be less engaged in their work.

Job Demand on Employee Performance Through Job Burnout

As employees face increased job demands, their levels of mental fatigue and burnout rise, which subsequently has a negative impact on their performance. In this context, job burnout serves as the mechanism that explains why high job demands can lead to reduced employee performance. Burnout, characterized by physical and emotional exhaustion, as well as diminished motivation, makes it challenging for employees to perform their duties effectively.

The importance of this finding lies in the understanding that job burnout can reduce employee effectiveness, even in the face of high job demands. Therefore, organizations must address factors that contribute to burnout, such as unbalanced workloads, insufficient social support, and a lack of opportunities for rest and recovery. By effectively managing burnout, companies can minimize its negative impact on performance, even if job demands remain high.

The Job Demands-Resources (JD-R) theory, proposed by Demerouti and Bakker (2011), posits that high job demands—such as excessive workload—can trigger stress and emotional exhaustion (job burnout), which ultimately leads to a decline in performance. In this context, job burnout functions as a mediator, bridging the relationship between high job demands and decreased performance. This study reinforces these findings by demonstrating that emotional exhaustion resulting from excessive job demands is directly related to reduced employee performance.

Additionally, this study confirms that job resources, such as support from colleagues and supervisors, can mitigate the negative effects of excessive job demands. However, within the context of PT Pertamina Patra Niaga Supply and Distribution Regional West Java, the results indicate that, despite available support, job burnout still plays a significant role in mediating the relationship between job demand and performance. This suggests that while organizational resources can help alleviate burnout, the negative impact of high job demands remains, affecting employee performance through mediation. These findings align with previous studies (Gul et al., 2018; Lu et al., 2015).

Job Demand on Employee Performance Through Job Satisfaction

The results indicate that job satisfaction acts as a significant mediator in this relationship at PT Pertamina Patra Niaga Supply and Distribution Regional West Java. While high job demands can be challenging for employees, the results of this study suggest that job satisfaction can help maintain, and even improve, employee performance. This demonstrates the crucial role that job satisfaction plays in sustaining employee morale and motivation, even when faced with high job demands.

These findings underscore the importance of focusing on improving job satisfaction within organizations. Although job demands are unavoidable, high job satisfaction can act as a buffer, protecting and sustaining optimal employee performance. As a result, companies must create a work environment that

supports the psychological and emotional well-being of employees to maximize their performance.

The results of this study support hypothesis H7, confirming that job satisfaction serves as a significant mediator between job demand and employee performance at PT Pertamina Patra Niaga Supply and Distribution Regional West Java. This finding makes an important contribution to understanding the mechanism linking job demands to performance, an area not explicitly addressed in previous research.

The Job Demands-Resources (JD-R) theory, developed by Demerouti and Bakker (2011), explains that high job demands can lead to increased work stress, which negatively impacts job satisfaction. According to this theory, when job demands rise without adequate resources to cope with them, employees experience job dissatisfaction. This dissatisfaction, in turn, contributes to a decline in employee performance. Therefore, job satisfaction functions as a mediator, where lower levels of satisfaction reduce motivation and work efficiency.

Supporting this, Hernandez et al. (2018) found that high job demands have a negative relationship with job satisfaction, which ultimately impacts performance. This suggests that while job demands can improve performance in some cases, excessive demands lead to dissatisfaction and reduced motivation, hindering optimal performance.

High job demands can lower job satisfaction, which in turn negatively affects employee performance. Companies must therefore manage job demands effectively and ensure that job satisfaction is maintained to improve employee performance, especially as demands continue to rise.

CONCLUSION AND RECOMMENDATION

Based on the results obtained in this research, several conclusions can be drawn:

1. Job Demand does not have a significant effect on employee performance: This indicates that the pressure or work demands faced by employees do not directly impact their productivity or work outcomes.
2. Job Demand has a significant positive effect on job burnout: This demonstrates that work demands that exceed employees' physical and emotional capacities can lead to burnout, which includes emotional exhaustion, depersonalization, and a decreased sense of accomplishment.
3. Job Demand influences Job Satisfaction positively: This suggests that an increase in job demands, if managed appropriately, can lead to higher job satisfaction, as employees may feel challenged and engaged by their work.
4. Job Satisfaction has a significant positive effect on employee performance: This indicates that employees who are satisfied with their jobs tend to exhibit better performance and greater overall productivity.
5. Job Burnout has a significant effect on employee performance: This shows that emotional exhaustion, depersonalization, or a decreased sense of personal achievement experienced by employees directly impacts their work performance.

6. Job Burnout mediates the relationship between job demand and employee performance: As job demands increase, burnout (in the form of fatigue or emotional exhaustion) can act as a mediator, either worsening or improving employee performance depending on the level of burnout experienced.
7. Job Satisfaction mediates the relationship between job demand and employee performance: Job satisfaction acts as a mediator, connecting job demand with performance. This means that the direct relationship between job demands and performance is influenced by the level of employee job satisfaction.

The study was conducted within PT Pertamina Patra Niaga Supply and Distribution Regional West Java, which limits the generalizability of the findings to other organizations, industries, or geographic regions. The nature of work and organizational culture in different settings may lead to varying relationships between job demands, burnout, satisfaction, and performance. Future studies could expand the sample to include multiple organizations across various sectors and regions to assess the broader applicability of the findings. Comparative studies between industries or between public and private sectors could offer deeper insights into the impact of job demands on employee well-being and performance.

REFERENCES

- Adil, M. S., & Baig, M. (2018). Impact of job demands-resources model on burnout and employees' well-being: Evidence from the pharmaceutical organisations of Karachi. *IIMB Management Review*, 30(2), 119-133. <https://doi.org/10.1016/j.iimb.2018.01.004>
- Ali, N., & Zia-ur-Rehman, M. (2014). Impact of job design on employee performance, mediating role of job satisfaction: A study of FMCG's sector in Pakistan. *International Journal of Business and Management*, 9(2), 70.
- Babakus, E., Yavas, U., & Ashill, N. J. (2009). The role of customer orientation as a moderator of the job demand-burnout-performance relationship: A surface-level trait perspective. *Journal of Retailing*, 85(4), 480-492. <https://doi.org/10.1016/j.jretai.2009.07.001>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD-R approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 389-411. <https://doi.org/10.1146/annurev-orgpsych-031413-091235>
- Calderwood, C., & Gabriel, A. S. (2017). Thriving at school and succeeding at work? A demands-resources view of spillover processes in working students. *Journal of Vocational Behavior*, 103, 1-13. <https://doi.org/10.1016/j.jvb.2017.07.010>
- Chakravorty, A., & Singh, P. (2022). Correlates of burnout among Indian primary school teachers. *International Journal of Organizational Analysis*, 30(2), 589-605. <https://doi.org/10.1108/IJOA-09-2020-2420>
- Chien, S. C., & Chien, C. F. (2018). Antecedents and consequences of nurses' burnout: Leadership effectiveness and emotional intelligence as

- moderators. *Management Decision*, 56(4), 777–792. <https://doi.org/10.1108/MD-10-2016-0694>
- Cohen, A., & Abeidallah, M. (2015). The mediating role of burnout on the relationship of emotional intelligence and self-efficacy with OCB and performance. *Management Research Review*, 38(1), 2–28. <https://doi.org/10.1108/MRR-10-2013-0238>
- Demerouti, E., & Bakker, A. B. (2011). The job demands–resources model: Challenges for future research. *SA Journal of Industrial Psychology*, 37(2), 1–9. <https://doi.org/10.4102/sajip.v37i2.974>
- Demerouti, E., Bakker, A. B., & Leiter, M. P. (2020). The role of job demands and resources in the experience of burnout. *Work & Stress*, 34(1), 1–13.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512.
- Gul, H., Usman, M., Liu, Y., Rehman, Z., & Jebran, K. (2018). Does the effect of power distance moderate the relation between person-environment fit and job satisfaction leading to job performance? Evidence from Afghanistan and Pakistan. *Future Business Journal*, 4(4), 68–83. <https://doi.org/10.1016/j.fbj.2017.12.001>
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). <https://doi.org/10.1002/9781119409137.ch4>
- Hakanen, J. J., Seppälä, P., & Peeters, M. C. W. (2017). High job demands, still engaged and not burned out? The role of job crafting. *International Journal of Behavioral Medicine*, 24(4), 619–627. <https://doi.org/10.1007/s12529-017-9638-3>
- Hernandez, W., Yanchus, N. J., & Osatuke, K. (2018). Evolving the JD-R model: The moderating effects of job resources and burnout taxonomies. *Organization Development Journal*, 36(1), 31–53.
- Irfan, M., Khalid, R. A., Kaka Kheil, S. S. U. H., Maqsoom, A., & Sheirani, I. K. (2023). Impact of work–life balance with the role of organizational support and job burnout on project performance. *Engineering, Construction and Architectural Management*, 30(1), 154–171. <https://doi.org/10.1108/ECAM-04-2021-0316>
- Karasek, R. (1998). Demands/control model: A social, emotional, and physiological approach to stress risk and active behaviour development. In *Encyclopaedia of Occupational Health and Safety* (4th ed., pp. 34.6–34.14). International Labour Office.
- Kim, W. H., Ra, Y. A., Park, J. G., & Kwon, B. (2017). Role of burnout on job level, job satisfaction, and task performance. *Leadership and Organization Development Journal*, 38(5), 630–645. <https://doi.org/10.1108/LODJ-11-2015-0249>
- Kreitner, R., & Kinicki, A. (2014). *Organizational behavior* (5th ed.). McGraw-Hill.

- Lasisi, T. T., Ozturen, A., Eliuwole, K. K., & Avci, T. (2020). Explicating innovation-based human resource management's influence on employee satisfaction and performance. *Employee Relations*, 42(6), 1181–1203. <https://doi.org/10.1108/ER-08-2019-0319>
- Lu, L., Lin, H. Y., Lu, C. Q., & Siu, O. L. (2015). The moderating role of intrinsic work value orientation on the dual-process of job demands and resources among Chinese employees. *International Journal of Workplace Health Management*, 8(2), 78–91. <https://doi.org/10.1108/IJWHM-11-2013-0045>
- Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill.
- Mandal, S., Das, P., Menon, G. V., & Amritha, R. (2023). Enablers of work-from-home culture: An integrated empirical framework. *Benchmarking: An International Journal*, 30(4), 1231–1258. <https://doi.org/10.1108/BIJ-08-2021-0476>
- Maslach, C., & Leiter, M. P. (2016). *Burnout: A guide to identifying burnout and pathways to recovery*. Harvard Business Review Press.
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498–512. <https://doi.org/10.1037/0021-9010.93.3.498>
- McGregor, A., Magee, C. A., Caputi, P., & Iverson, D. (2016). A job demands-resources approach to presenteeism. *Career Development International*, 21(4), 402–418. <https://doi.org/10.1108/CDI-01-2016-0002>
- Nauman, S., Raja, U., Haq, I. U., & Bilal, W. (2019). Job demand and employee well-being: A moderated mediation model of emotional intelligence and surface acting. *Personnel Review*, 48(5), 1150–1168. <https://doi.org/10.1108/PR-04-2018-0127>
- Noermijati, N., Adi, A. N., Firdaus, E. Z., & Masterizki, H. G. (2020). Job satisfaction as a mediating role and spiritual intelligence as a moderation effect to compensational justice to the government banking employees' performance in Malang City. *Palarch's Journal of Archaeology of Egypt / Egyptology*, 17(3), 236–257.
- Pio, R. J. (2022). The mediation effect of quality of work life and job satisfaction in the relationship between spiritual leadership to employee performance. *International Journal of Law and Management*, 64(1), 1–17. <https://doi.org/10.1108/IJLMA-07-2018-0138>
- Riza, M. M., & Noermijati. (2016). Pengaruh stres kerja terhadap kinerja perawat melalui kepuasan kerja sebagai variabel intervening (Studi pada RS Wijaya Kusuma Kab. Lumajang Jawa Timur). *Jurnal Ilmiah Mahasiswa FEB*, 3(2), 1–16.
- Salmela-Aro, K., & Upadyaya, K. (2018). Role of demands-resources in work engagement and burnout in different career stages. *Journal of Vocational Behavior*, 108, 190–200. <https://doi.org/10.1016/j.jvb.2018.08.002>
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716.

- Sharma, S. (2015). Occupational stress in the armed forces: An Indian army perspective. *IIMB Management Review*, 27(3), 185–195. <https://doi.org/10.1016/j.iimb.2015.06.00>
- Singh, V. L., & Singh, M. (2018). A burnout model of job crafting: Multiple mediator effects on job performance. *IIMB Management Review*, 30(4), 305–315. <https://doi.org/10.1016/j.iimb.2018.05.001>
- Soomro, B. A., & Shah, N. (2019). Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee performance. *South Asian Journal of Business Studies*, 8(3), 266–282. <https://doi.org/10.1108/SAJBS-12-2018-0142>
- Taris, T. W. (2006). Is there a relationship between burnout and objective performance? A critical review of 16 studies. *Work and Stress*, 20(4), 316–334. <https://doi.org/10.1080/02678370601065893>
- Wang, Y., Liu, X., & Zhang, L. (2021). Remote working and job performance: The mediating role of work engagement and burnout. *Journal of Business Research*, 122, 273–284.
- Yuen, K. F., Loh, H. S., Zhou, Q., & Wong, Y. D. (2018). Determinants of job satisfaction and performance of seafarers. *Transportation Research Part A: Policy and Practice*, 110, 1–12. <https://doi.org/10.1016/j.tra.2018.02.006>