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The Impact of Working Conditions on Productivity and Job Satisfaction in the Pharmaceutical Wholesaler Industry Economic

Mailani Khoironika [1], Oktri Mohammad Firdaus [2] , Intan Tenisia Prawita Sari [3]

[1,3] Management Study Program, Garut University,
[2] Postgraduate Master of Management Study Program, Garut University,
***** Correspondence: 24023121054@fekon.uniga.ac.id

Abstract*: Rapid changes in the workplace and increasing job demands often affect employee well-being. One of the most common negative effects is burnout, usually characterized by mental, physical, and emotional exhaustion due to excessive workload. This study aims to determine the effect of workload and job demand on burnout, with mental health as a mediating variable, at PT Anna Mandiri Jaya. A quantitative approach was used with explanatory method and SEM-PLS analysis. Data was collected from 35 employees using an online questionnaire. From the results, we can see that workload and job demand have no significant direct impact on mental health. However, mental health has a significant effect on burnout, which shows its main role as a mediating variable. These results highlight the importance of maintaining employees' mental health to reduce the risk of burnout and recommend interventions such as stress management training, counseling, and a supportive work environment. This information can help companies in their efforts to improve employee well-being and productivity.*

Keywords: Workload; Job Demand; Mental Health; Work

JEL: J08, J11, J24, J63

1. INTRODUCTION

Rapid changes in the business world and the increasing job demands of companies often have an impact on employee welfare. Employees have a very important role in an organization because each individual contributes to the achievement of company goals. They are often considered a valuable asset because they are the force that helps the company achieve good results and ensure the survival of the organization. The role of employees is a key factor in the success of the company, especially in achieving predetermined goals. The success of an employee in carrying out their duties will be achieved if there are no negative factors that can cause burnout.

One of the common negative effects is burnout, where the state of burnout is emotionally, physically, and mentally the effect of excessive work pressure. Burnout has been recognized as a serious health problem, with consequences that affect not only individual performance, but also overall organizational productivity (WHO, 2019). This phenomenon is increasingly relevant in a time of economic uncertainty and increasing job demand, particularly in high-pressure sectors such as technology, healthcare, and business.

The main factor that can cause burnout is excessive workload. High workload, both in terms of the number of tasks and the complexity of the work often causes employees to feel pressured. It can be said that high workload can interfere with employee performance(Pratama et al., 2024). Previous research shows that individuals who work long hours with high expectations or with unrealistic task volumes, tend to experience more severe work burnout (Neksen et al., 2021). Therefore, it is important to understand how job demand can increase workload and its impact on employee well-being and overall organizational performance (Adung et al., 2023).

In this context, workload and job demand are two important factors that significantly affect employee burnout. Unrealistic workload often leads to excessive mental and physical stress (Lara Sagitha Odini & Anton Prasetyo, 2023). On the other hand, increased job demands also affect employees' roles in the family, such as the need to attend meetings, meet deadlines, and achieve other goals. This

not only increases workload but can also disrupt work-life balance, ultimately contributing to greater burnout (Olivia, 2020).

Anxiety is one of the most common mental health issues in the work environment. Symptoms of anxiety can range from concerns about personal performance to fear of job loss (Milda et al., 2024). Poor mental health strengthens the negative relationship between workload and burnout, making it a factor that cannot be ignored (Smith et al., 2022). Mental health acts as a mediating variable that bridges the influence of workload and job demand on burnout, making it important to consider in prevention and intervention efforts in the workplace.

Therefore, companies need to realize the importance of maintaining a balance between workload and the resources available to employees. Interventions that focus on mental health, such as training for stress management, counseling services, and the creation of a more flexible work environment, can contribute to reducing the negative impact of workload and job demand. In this way, the mental health of employees can be maintained, so that the risk of burnout is reduced and company productivity is maintained.

Internal factors, such as employee mental health, play an important role in mediating the relationship between workload and burnout. Poor mental health can exacerbate the impact of work stress, making employees more susceptible to the emotional exhaustion, depersonalization, and reduced motivation that characterize burnout. Conversely, individuals with better mental health will be better able to manage stress and high job demands without experiencing the same negative impacts (Harris et al., 2021). Therefore, mental health serves as a mediating variable linking workload and burnout, which is important to consider in this study.

Previous research has shown that job stress and job demand have a significant impact on burnout, while mental health does not act as a mediator (Ardiani et al., 2024). In another study, no significant direct effect was found between workload and burnout (Lineuwih et al., 2023). Furthermore, workload has a significant positive effect on job stress, which indicates that workload is a significant contributor to burnout (Adung et al., 2023).

Another study found job demand has a positive effect on employee performance through burnout (Diana & Frianto, 2020). Burnout is influenced by workload and stress variables, where workload has a direct and indirect effect on cyberloafing with burnout as a mediating variable (Juniar & Arijanto, 2024). Meanwhile, other studies show that the effect of workload on mental health is not statistically significant (Sabedini & Ceka, 2024). Table 1 shows the position of relevant research in the context of the influence of workload, job demand, and mental health on burnout.

Table 1. Research Position

No.	Researcher	Variables	Analysis Technique	Research Results
1.	(Ardiani et al., 2024)	X1:Work Life Balance X2 : Job Demand Y : Burnout Z : Mental Health	Partial Least	Work-life balance and job demand significantly affect burnout, while mental health does not mediate this relationship.
2.	(Lineuwih et al., 2023)	X :Workload Z :Job Stress Y :Burnout	Multiple linear regression	Workload has no significant direct effect on burnout; job stress acts as a mediator in this relationship.
3.	(Adung et al., 2023)	X :Workload Z :Job Stress Y :Burnout	Path Analysis	Workload has a positive and significant relationship with job stress, which contributes significantly to work burnout.
4.	(Diana & Frianto, 2020)	X :Job Demand Z :Burnout Y: Employee Performance	Multiple Linear Regression	Job demand has a positive relationship direction to employee performance through burnout.
5.	(Wenefrida Ardhian Ayu Hardiani, 2021)	X1 :Work Family Conflict X2 :Workload M :Burnout Y :Cyberloafing	Structural Equation Modeling (SEM)	Work family conflict has a significant impact on cyberloafing, while workload has no impact on cyberloafing. In addition, work family conflict has a significant impact on the level of burnout.

No.	Researcher	Variables	Analysis Technique	Research Results
6.	(Juniar & Arijanto, 2024)	X1 :Workload X2 :Job Stress Z :Burnout Y :Cyberloafing	Partial Least Square (PLS)	Burnout is influenced by workload and stress, with workload having direct and indirect effects on cyberloafing with burnout as a mediating variable.

Source: Researcher (2024)

This research was conducted at PT Ana Mandiri Jaya. The following Table 2. Presents data on the employee absenteeism rate at the company.

Table 2. Attendance Data of PT Ana Mandiri Jaya

Tahun	Jumlah Pegawai	Hari Kerja Efektif	Sakit	Izin	Alpha	Persentase
2022	24	297	30	18	20	22,89%
2023	30	303	43	25	28	32,34%
2024	35	295	60	49	34	41,70%

Source: PT Ana Mandiri Jaya data (2024)

Based on the attendance data of PT Ana Mandiri Jaya employees, there is a tendency to increase absenteeism. This increase indicates a potential problem related to workload and job demand that cannot be managed properly. The decrease in effective working days over a period of several months can also be an indication that workload management is less than optimal, thus increasing stress in employees. Increased absenteeism, especially in the leave and alpha categories, is an indication of job burnout caused by high workload and unrealistic job expectations (Alam, 2022). This study aims to identify, analyze and test the effect of workload and job demand on work burnout through mental health at PT Ana Mandiri Jaya.

2. LITERATURE REVIEW

2.2 Workload

An employee's workload has been set based on the company's work standards according to the type of work. If the majority of employees carry out tasks in accordance with these standards, then there will be no problem. However, if employees work below the standard set, then they will face excessive workload (Koesmowidjojo, 2017). Workload is a situation when employees feel that the tasks assigned to them are too much or beyond their abilities, making them stressed (Pratama et al., 2024). The mismatch between the employee's ability to complete tasks and the demands put forward by the company can result in excessive workload (Refita Febriana, 2023). As job demand increases and expectations are often unrealistic, it is important to understand the contribution of these factors to employee absenteeism. Job demand is an important element that must be considered, because the higher the pressure faced by employees, the more likely they are to experience burnout and other negative impacts, including high absenteeism.

2.3 Job Demand

The Job Demands-Resources (JD-R) model states that high job demands can lead to stress and burnout; however, available resources can help reduce this negative impact. The model emphasizes two main aspects of job demands, namely demands that require significant physical and psychological effort. These demands include time pressure, excessive workload, conflict with supervisors or coworkers, and job uncertainty (Radic et al., 2020). When job demand is too high and resources are inadequate, employees tend to feel more stressed and are more prone to burnout (Bakker & Demerouti, 2017). Existing research on this topic shows that job demand has a positive and significant effect on burnout (Hekayanti & Yulianti, 2021). Another study also found a strong relationship between job demands and job burnout, with the higher the job demands, the greater the risk of employees experiencing job burnout(Jazilah, 2020). The same research also shows a strong relationship between job demand and work burnout, because the greater the job demand, the greater the risk of employees experiencing work burnout (Mulyadi, 2020). With the increasing problem of burnout due to high job demand, the focus on employee mental health is crucial.

2.1 Mental Health

Mental health promotes the understanding that mental health is not always measured by impairment, but also by an individual's ability to achieve emotional and psychological well-being. This theory highlights the significance of social and environmental factors, such as social support, interpersonal interactions, and living conditions, in influencing mental health (Latipun, 2019). good mental health has a positive impact on individual well-being and organizational productivity. Therefore, a holistic approach to workload management and provision of sufficient resources to support employees' mental health is required.

According to Herrman & Llopis (2005) mental health can be defined as a psychological state in which individuals can recognize their potential, manage stress in a healthy way, work effectively and efficiently, and make a positive contribution to society. The results of mental health and burnout research on teachers in Thailand show that high workload and job demands can increase stress, anxiety, and burnout risk (Ratanasiripong et al., 2022). optimal mental health plays an important role in individual well-being and organizational productivity, so it is important to implement a comprehensive approach to workload management and provide adequate resources to prevent burnout.

2.4 Work Burnout

Burnout is a psychological reaction to persistent stress at work, and is characterized by three main signs: emotional exhaustion, depersonalization, and decreased personal achievement. Emotional exhaustion usually results from excessive job demands, while depersonalization occurs when a person starts to become negative or cynical towards colleagues or clients. Decreased personal achievement reflects feelings of failing to meet job expectations. Burnout affects not only individuals but also organizational productivity, and therefore it is important to manage causal factors such as workload, social support, and role conflict (Maslach & Leiter P, 2021). Occupational burnout is one of the leading causes of health and safety problems for workers (Juniar & Arijanto, 2024). Burnout occurs when a person experiences intense stress for a long time and with high intensity. This condition is characterized by physical, mental, and emotional exhaustion, as well as low self-esteem, which makes the person feel isolated from their environment (Mulyadi, 2020).

3. METHODS

3.1 Data Type and Source

This study uses a quantitative approach with primary and secondary data. Primary data was collected through an online questionnaire given to employees of PT Ana Mandiri Jaya, including questions about workload, job demand, mental health, and burnout. This questionnaire was designed to measure employees' perceptions and experiences related to the variables under study. In addition, secondary data was collected from internal company documents, including employee absence reports.

3.2 Data Analysis Technique

In this study, data analysis was carried out using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) technique. This technique was chosen because it can test the relationship between variables and take into account correlated variables. The steps involved in data analysis are as follows:

1. Validity and Reliability Test
   Convergent validity is tested by looking at the loading factor, where the loading value should be greater than 0.7, and the average variance extracted AVE should be greater than 0.5.
2. Discriminant Validity
   Testing is done using the square root of the AVE and the cross-loading value. An indicator is considered valid for discrimination if the square root of the AVE is greater than its AVE value.
3. Outer Model Analysis
   Analyze the relationship between indicators and constructs to ensure each indicator can accurately represent the measured construct.
4. Analysis Analyzing the Inner Model
   Measures the relationship between variables and determines the extent to which each independent variable affects the dependent variable. There are several things that need to be considered in measuring the internal model, namely:

a. R^2 for endogenous latent variables
   The R^2 value is obtained from the bootstrapping process to avoid bias that may arise from the use of complex models.
b. Goodness of Fit Model
   In general, the GOF test is used to assess how well a model fits the data. This test aims to confirm the overall model, which includes a combination of the outer model and inner model. GOF is measured using the R-Square of the dependent latent variable, which is consistent with the regression approach. On the other hand, Q-Square Predictive Relevance is used to see how well the model reproduces the observed values and parameter estimates. If the Q-Square value is greater than 0, the model has a good predictive relationship, while if the Q-Square value is smaller than 0, the model has no predictive relationship.
c. Path Coefficient and T-Statistics
   The value of the path coefficient in the inner model explains the level of significance in hypothesis testing.

3.3 Population and Sample

The population in this study were all 35 employees of PT Ana Mandiri Jaya. The sampling technique used was non-probability sampling with a saturated sampling method, where all members of the population were used as respondents. This approach was chosen to obtain representative and in-depth data regarding employee experiences related to workloadjob demand, and work burnout through mental health.

3.4 Research Location

This research was conducted at PT Ana Mandiri Jaya, a company operating in the drug and medical device distributor sector. The research site is located in Tarogong Kaler sub-district, Garut Regency which provides a dynamic work environment and often faces challenges related to high workload and job demand. By conducting research at this location, it is expected to provide a clear picture of what factors affect mental health and burnout among employees.

4. RESULTS AND DISCUSSION

The analysis used is testing the quality of data using the PLS model, where work burnout (Y) is the dependent variable and mental health (Z) is the mediating variable, while workload (X1) and job demand (X2) function as independent variables. Figure 1 is a research model that has been made.

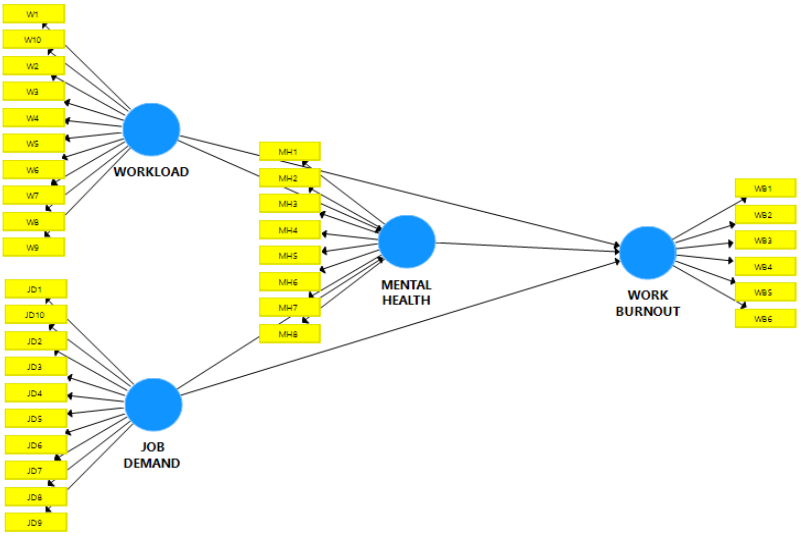

Figure 1. Partial Last Square Model
Source: SmartPLS3 (2024)

Based on the results of data processing, it is concluded that the measurement model shows sufficient convergent validity, as evidenced by all factor weight coefficients that exceed 0.50. This instrument testing includes validity and reliability tests. Validity testing relates to the extent to which the data collected by researchers reflects actual conditions, or in other words, the accuracy of the

instrument in measuring the content of the statement.

Table 3. Outer

	JOB DEMAND	MENTAL HEALTH	WORK BURNOUT	WORKLOAD
JD1	**0,728**			
JD10	**0,743**			
JD2	**0,736**			
JD3	**0,719**			
JD4	**0,821**			
JD5	**0,827**			
JD6	**0,879**			
JD7	**0,889**			
JD8	**0,786**			
JD9	**0,782**			
MH1		**0,899**		
MH2		**0,800**		
MH3		**0,844**		
MH4		**0,867**		
MH5		**0,909**		
MH6		**0,884**		
MH7		**0,876**		
MH8		**0,842**		
W1				**0,922**
W10				**0,891**
W2				**0,851**
W3				**0,836**
W4				**0,834**
W5				**0,818**
W6				**0,876**
W7				**0,733**
W8				**0,806**
W9				**0,857**
WB1			**0,865**	
WB2			**0,862**	
WB3			**0,830**	
WB4			**0,818**	
WB5			**0,915**	
WB6			**0,795**	

Source: Smart PLS3 output (2024)

The convergent validity test is evaluated by looking at the outer loading on each indicator in the construct, where the value must be ≥ 0.7 and the AVE value must be ≥ 0.5. Based on the data obtained, it is concluded that the outer loading value of each indicator has met the convergent validity criteria, and is therefore considered valid.

Table 4. Average Variance Extracted

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
JOB DEMAND	**0,934**	**0,940**	**0,944**	**0,629**
MENTAL HEALTH	**0,952**	**0,953**	**0,960**	**0,750**
WORK BURNOUT	**0,922**	**0,925**	**0,939**	**0,719**
WORKLOAD	**0,955**	**0,957**	**0,961**	**0,712**

Source: Smart PLS3 output (2024)

Based on data processing, it is found that the outer loading value of each indicator meets the criteria for convergent validity, which is more than 0.7, and the AVE value of each variable also meets the requirements for convergent validity, which is more than 0.5. Thus, all indicator data used for workload, job demand, mental health and work burnout variables have good convergent validity .

Discriminant Validity

Table 5. Fornell-Larcker Criterion

	AVE	√AVE
Workload	**0,629**	0,793
Job Demand	**0,750**	0,866
Mental Health	**0,719**	0,847
Work Burnout	**0,712**	0,843

Source: Smart PLS3 output (2024)

Based on Table 5, the square root of the AVE is greater than the AVE value itself, and therefore each constructor is declared to meet the criteria for discriminant validity.

Table 6. Cross Loading

	Job Demand	Mental Health	Work Burnout	Workload
JD1	0,728	0,676	0,627	0,595
JD10	0,743	0,725	0,795	0,734
JD2	0,736	0,644	0,574	0,638
JD3	0,719	0,621	0,584	0,625
JD4	0,821	0,780	0,830	0,828
JD5	0,827	0,867	0,813	0,872
JD6	0,879	0,909	0,827	0,883
JD7	0,889	0,884	0,811	0,763
JD8	0,786	0,711	0,693	0,626
JD9	0,782	0,707	0,694	0,632
MH1	0,829	0,899	0,865	0,854
MH2	0,735	0,800	0,765	0,799
MH3	0,807	0,844	0,832	0,779
MH4	0,827	0,867	0,813	0,872
MH5	0,879	0,909	0,827	0,883
MH6	0,889	0,884	0,811	0,763
MH7	0,811	0,876	0,882	0,799
MH8	0,857	0,842	0,756	0,795
W1	0,866	0,873	0,937	0,922
W10	0,845	0,890	0,794	0,891
W2	0,772	0,823	0,739	0,851

	Job Demand	Mental Health	Work Burnout	Workload
W3	0,732	0,731	0,799	0,836
W4	0,773	0,751	0,779	0,834
W5	0,740	0,768	0,792	0,818
W6	0,769	0,804	0,832	0,876
W7	0,697	0,692	0,719	0,733
W8	0,757	0,795	0,717	0,806
W9	0,775	0,827	0,820	0,857
WB1	0,829	0,899	0,865	0,854
WB2	0,796	0,814	0,862	0,803
WB3	0,821	0,780	0,830	0,828
WB4	0,710	0,772	0,818	0,681
WB5	0,792	0,815	0,915	0,874
WB6	0,743	0,725	0,795	0,734

Source: Smart PLS3 output (2024)

Table 6 shows that no indicator has a lower cross-loading value on the variable it forms, where the value is greater than 0.5. Thus, it can be said that the indicators used in this study have good discriminant validity in forming each variable.

Furthermore, a reliability test was conducted to measure the consistency of the data generated. Reliability relates to the extent to which participants understand the data in the research instrument, so that there are no differences in interpretation. Test reliability is measured by composite reliability and Cronbach's alpha. This test can be said to be reliable if the composite reliability value is > 0.7 and Cronbach's alpha > 0.6. The test results using SmartPLS show that the construct can be declared reliable if it meets these criteria.

Table 7. Construct Reliability and Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
JOB DEMAND	**0,934**	**0,940**	**0,944**	**0,629**
MENTAL HEALTH	**0,952**	**0,953**	**0,960**	**0,750**
WORK BURNOUT	**0,922**	**0,925**	**0,939**	**0,719**
WORKLOAD	**0,955**	**0,957**	**0,961**	**0,712**

Source: Smart PLS3 output (2024)

From the results shown in Table 7, each variable has a composite reliability of more than 0.7 and Cronbach alpha of more than 0.6. This shows that all variables meet the criteria for composite reliability and Cronbach alpha, so it can be said that all variables have good reliability.

Table 8. Outer Model Assessment Results

No	Criteria	Standar	Research Result
1	Validitas Konvergen (AVE)	>0,5	X1 (Workload) = 0,629 (Valid) X2 (Job Demand) = 0,750 (Valid) Z (Mental Health) = 0,719 (Valid) Y (Work Burnout) = 0,712 (Valid)
2	Loading Factor	≥0,5	All adjusted independent variables showed a loading factor value of ≥0,5.
3	Reliability	≥0,5	X1 (Workload) = 0,961 X2 (Job Demand) = 0,944 Z (Mental Health) = 0,960 Y (Work Burnout) = 0,939

No	Criteria	Standar	Research Result
4.	Cross Loading/Validitas Discriminant	Lebih besar dari nilai korelasi antar variabel	Semua nilai AVE dari konstruk laten lebih tinggi dibandingkan dengan korelasi antara konstruk laten lainnya.

Source: Data processed by the author (2024)

Structural Model Testing (*Inner Model)*

Table 9. Inner Model Research Results

Criteria	Standard	Research Results PLS Bootstrapping
An effect is considered significant if the T-statistic value> T-table. At the 5% confidence level, the T-table value is 1.696.		t-Test Value: X1 (Workload) -> Z (Mental Health) = 3,940
		X1 (Workload) -> Y (Work Burnout) = 3,559
		X2 (Job Demand) -> Z (Mental Health) = 5,433
		X2 (Job Demand) -> Y (Work Burnout) = 0,777
		Z (Mental Health) -> Y (Work Burnout) = 1,960
Estimated path coefficient f2 for effect size	0.35 = Strong	Path Coefficient Value: X1 (Workload) -> Z (Mental Health) = 0.506 (Strong)
	0.15 = Medium	X2 (Job Demand) -> Z (Mental Health) = 0.238 (Medium)
	0.02 = Weak	X2 (*Job Demand*) -> Z (*Mental Health*) = 0,971 (Kuat)
		X2 (*Job Demand*) -> Y (*Work Burnout*) = 0,020 (Lemah)
		Z (*Mental Health*) -> Y (*Work Burnout*) = 0,109 (lemah)
Estimation indicates mode determination	0.67 = Strong	Mental Health = 0.946 (Strong)
	0.33 = Moderate	Work Burnout = 0.919 (Strong)
	0.19 = Weak	
Predictive relevance (Q^2)	Q2 above zero states that the model has predictive	Mental Health = 0.695 (Strong Pretictive Relevance)
		Work Burnout = 0.643 (Strong Pretictive Relevance)

Source: Data processed by the author (2024)

Based on table 9, it shows that the Q^2 predictive relevance of PT Ana Mandiri Jaya is in a good category. Q^2 predictive relevance serves to measure how well the observation value produced by the model and its parameter estimates. If the Q Square value> 0 means that the model has predictive relevance, on the other hand, if the Q Square value < 0 means that the model lacks predictive relevance, the amount of Q^2 has a value with a range of $0 < Q1 < 1$, namely getting closer to 1 means that the model is getting better and if it is below zero, it shows that the model lacks predictive relevance.

R Square Analysis

Goodness of fit (GOF) is a test used to see how well the model fits the data. The purpose of this test is to check the validity of the overall model, including the exogenous part of the model and the overall endogenous model. GOF is measured using R-Square, which is used to predict and evaluate how exogenous variables affect endogenous variables.

Table 10. R Square at PT Ana Mandiri Jaya

	R Square	R Square Adjusted
MENTAL HEALTH	0,946	**0,942**
WORK BURNOUT	0,919	**0,911**

Source: Smart PLS3 output (2024)

The results of Table 10 show that the R-square of PT Ana Mandiri Jaya's mental health is 0.946. This means that the mental health variable is influenced by the workload, job demand, and work burnout variables by 94.6%. The remaining 5.4% comes from other variables that have not been studied. While the R-square of work burnout at PT Ana Mandiri Jaya is 0.919, which means that the work burnout

variable is influenced by the workload, job demand and mental health variables by 91.9%, and the remaining 8.1% comes from other variables not included in this study. To assess the significance of this prediction model, it can be seen from the t-statistic that connects the independent variable with the dependent variable.

Table 11. Q^2 at PT Ana Mandiri Jaya

Column1	SSO	SSE	Q^2 (=1-SSE/SSO)
JOB DEMAND	350.000	350.000	
MENTAL HEALTH	280.000	85.479	**0.695**
WORK BURNOUT	210.000	75.043	**0.643**
WORKLOAD	350.000	350.000	

Source: Smart PLS3 output (2024)

Based on Table 11, the predictive relevance function Q^2 is used to evaluate how effective the model is in producing observed values and parameter estimates. If the Q^2 value is greater than 0, the model has good predictive relevance. Conversely, if the Q^2 value is smaller than 0, the model is considered ineffective. The Q^2 value ranges from 0 to 1, and the closer to 1, the better the model. If the Q^2 value is smaller than 0, it indicates that the model is less effective. The Q^2 prediction results of PT Ana Mandiri Jaya are good because the model evaluation and parameter estimation show effective results, with a Q^2 value greater than 0.

Hypothesis Testing (Booststrapping)

Based on the data analysis conducted, the hypothesis in this study can be tested by looking at the t-statistic value and the P-value. The hypothesis is accepted if the t-statistic value is greater than the t-table value and the P-value is smaller than alpha.

Table 12. Hypothesis Testing (Direct Effecct)

Hipotesis	Influence	T-Statistic
H1	X1(Workload) -> Z (Mental Health)	3,940
H2	X2 (Job Demand) -> Z (Mental Health)	5,433
H3	X1(Workload) -> Y (Work Burnout)	3,559
H4	X2 (job Demand) -> Y (Work Burnout)	0,777
H5	Z (Mental Health) -> Y (Work Burnout)	1,960

Source: Smart PLS3 output (2024)

Based on the results of data processing, it is known that the T-statistic value for the workload variable (X1) on mental health (Z) is 3.940, which exceeds the T-table value of 1.96. This indicates that workload has a significant impact on employee mental health at PT Ana Mandiri Jaya. Based on the Job Demands-Resources (JD-R) theory, high workload can trigger stress, which contributes negatively to mental health. Employees with excessive workload levels tend to experience emotional and physical exhaustion, which can increase the risk of anxiety, depression and other psychological distress. While some individuals are able to manage stress well, sustained work demands can reduce their resilience in dealing with pressure. Therefore, management needs to pay attention to workload balance and provide adequate support so that employees can maintain their mental health properly. In research conducted by (Sabedini & Ceka, 2024) states that shows a relatively weak correlation, but there is a positive relationship between workload and stress levels, the effect of workload on mental health. Therefore, this study can strengthen previous studies that show the effect of workload on mental health at PT Ana Mandiri Jaya.

The T-statistic value for the job demand variable (X2) on mental health (Z) is 5.433 which is greater than the T-table value of 1.96, indicating that it has a significant effect. JD-R theory explains that high job demands, such as tight deadlines and unrealistic work expectations, can cause stress and damage mental health. Employees who face high demands often feel pressured and unable to meet expectations, which can lead to feelings of helplessness and loss of motivation. Previous research shows that high job demands can increase levels of anxiety and depression, making it important for organizations to manage job demands in a way that supports employee well-being. By providing stress management training and creating a supportive work environment, companies can help employees cope

with the pressures they face.

The T-statistic value of the workload variable (X1) on work burnout (Y) is 3.559, which is higher than the T-table value of 1.96. This shows that workload has a significant impact on burnout. This shows Maslach and Leiter's theory, burnout often arises as a result of excessive workload and demands that cannot be managed properly. Employees who consistently face high work pressure tend to experience emotional exhaustion. This is characterized by fatigue that is not only physical but also mental, which reduces their energy and motivation to work. In addition to burnout, they can experience depersonalization, where negative and cynical attitudes towards work and colleagues begin to emerge. This often creates emotional distance, making employees feel alienated from their work environment.

The T-statistic value for the job demand variable (X2) on work burnout (Y) is 0.777 which is smaller than the T-table 1.96. Thus job demand has no significant effect on work burnout at PT Ana Mandiri Jaya. Although job demand is often associated with an increased risk of burnout, the results of this study indicate that in the context of this company, the effect is not strong enough to be considered significant. One possible reason for this is the presence of effective mitigating factors within the organization, such as strong social support from co-workers and management. This support can serve as a shield against the negative impact of high job demands. Employees who feel supported by their surroundings tend to have a better ability to manage the stress and challenges that arise from high job demands.

The T-statistic value for the mental health variable (Z) on work burnout (Y) is 1.960, which is exactly equal to the T-table of 1.96. Although it shows an influence, the effect is not strong enough to be considered significant in this study. This is in line with the opinion of (Teoh, 2023) mental health is considered a fundamental aspect that needs attention in employee management. When mental health is neglected, the risk of burnout increases. When employees have good mental health, they tend to be more productive and innovate. Conversely, an unsupportive work environment can create stress, leading to decreased motivation and productivity. Managerial support is essential in creating a caring culture for mental health, through evidence-based interventions such as stress management training and flexible work policies. By raising awareness and providing the right support, organizations can prevent burnout and improve employee well-being, which ultimately benefits the overall performance of the organization. This study confirms and extends that understanding by identifying more specific contextual factors that influence the outcomes achieved at PT Ana Mandiri Jaya. This provides a more holistic and contextual perspective to the implementation of mental health policies in organizations.

Table 13 Hypothesis Testing (Indirect Effect)

Hipotesis	Influence	T-Statistic
H6	X1(*Workload*) -> Z (*Mental Health*)	1,788
H7	X2 (*Job Demand*) -> Z (*Mental Health*)	1,754

Source: Smart PLS3 output (2024)

The results of data processing show that the workload variable (Xq T-statistic value for this hypothesis is 1.788 smaller than the T-table (1.96). Thus, it can be concluded that workload does not significantly affect the mental health of employees at PT Ana Mandiri Jaya. One possible cause is the strong social support from coworkers and management. According to the Job Demands-Resources (JD-R) theory, when resources such as social support are available, the negative impact of job demands, such as high workload, can be minimized. When employees feel supported by their work environment, both emotionally and practically, they tend to be better able to manage the stress and pressure resulting from high workload.

The T-statistic value obtained is 1.754, which is smaller than the T-table (1.96), indicating that job demand does not significantly affect the mental health of employees at PT Ana Mandiri Jaya. This can be explained by several factors that may play a role in the context of this company. A positive and collaborative work environment also contributes to the minimal negative impact of job demand. Employees who feel supported by coworkers and superiors tend to have better resilience to stress.

5. Conclusions and Suggestions

Summary

This study shows that workload has a significant influence on mental health and burnout levels of employees at PT Ana Mandiri Jaya. The analysis confirmed that employees who face high workloads tend to experience emotional exhaustion, which negatively affects their mental well-being. This is in line with the Job Demands-Resources (JD-R) theory, which states that excessive workload can lead to stress and burnout. Employees who operate under high pressure, both in terms of the number of tasks and the complexity of the job, are prone to mental health disorders, which in turn can reduce their productivity and performance.

Job demand did not show a significant effect on burnout, this result suggests that strong social support in the work environment plays an important role in helping employees cope with job demands. When employees feel supported by coworkers and management, they tend to have better resilience to stress. Mental health serves as a crucial mediating variable in the relationship between workload and burnout, where good mental health can help reduce the risk of burnout experienced by employees. This suggests that despite high workloads, employees who have a healthy mental state can still operate effectively and productively. These findings emphasize the importance of companies to pay attention to employees' mental well-being in managing workload and job demand. By understanding that employees' mental health is highly influential on productivity and organizational performance, companies should take proactive steps to create a supportive work environment.

SUGGESTION

For companies, it is recommended that they conduct a thorough evaluation of the workload assigned to employees. A fair and realistic division of tasks will help reduce the pressure experienced, thus preventing burnout. Furthermore, companies should implement mental health programs, such as counseling and stress management training, which can help employees manage high workloads and job demands. A supportive work environment, where employees feel valued and have access to adequate resources, is also crucial for increasing motivation and reducing the risk of burnout.

Future research is recommended to include additional variables that may affect employee mental health and burnout, such as job satisfaction and social support. This will provide greater insight into the factors that contribute to employee well-being. For policymakers, it is important to develop regulations that support mental well-being in the workplace, such as regulating working hours, medical leave, and access to psychological support. With these measures, it is hoped that companies can improve employee well-being, reduce the risk of burnout, and ultimately improve productivity and overall organizational performance.

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