

THE ROLE OF JOB SATISFACTION AND PSYCHOLOGICAL WELL-BEING IN IMPROVING EMPLOYEE PERFORMANCE (STUDY IN PT. IHI POWER SERVICE INDONESIA)

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Abstract: This study aims to examine the effect of burnout on employee performance, with job satisfaction and psychological well-being as mediating variables. The research employs a quantitative approach, collecting data through questionnaires distributed to employees of PT. IHI Power Service Indonesia. The sampling technique used in this study is non-probability sampling, specifically the purposive sampling method, with a sample size of 107 respondents. Data analysis was conducted using Partial Least Squares (PLS) through the SmartPLS 4. The results indicate that burnout has a significant negative effect on employee performance and job satisfaction but has a non-significant negative effect on psychological well-being. Psychological well-being has a significant positive effect on job satisfaction, and job satisfaction has a significant positive effect on employee performance. Furthermore, job satisfaction is proven to mediate the relationship between burnout and employee performance in a significantly negative manner, whereas psychological well-being does not mediate the relationship between burnout and job satisfaction. These findings underscore the importance of managing burnout and enhancing job satisfaction to support employee performance.

Keywords: Employee Performance, Burnout, Job Satisfaction, Psychological well-being.

INTRODUCTION

Every organization requires employees with high job performance, as they play a crucial role in helping the company achieve its goals. Optimal performance not only enhances productivity but also ensures tasks are carried out efficiently. Without the maximum contribution from employees, it would be difficult for a company to reach its targets and compete in the market. Therefore, employee performance is a key factor in a company's success. Scotter et al. (2019) stated that organizations need high-performing individuals to achieve their objectives, deliver professional products and services, and gain a competitive advantage. Optimal performance, both at the individual and team levels, plays a vital role in supporting operations and achieving company strategies. Good performance encourages collaboration, innovation, and competitiveness. On the other hand, poor performance can hinder a company's progress. Thus, it is important to pay attention to the factors that influence employee performance.

Burnout is one of the main causes of declining productivity and organizational success. Alam (2022) explains that burnout is a syndrome characterized by physical and mental exhaustion, negative self-perception, difficulty concentrating, and the emergence of less positive work behaviors. This condition leads to a decline in focus, the development of poor work patterns, and emotional pressure that reduces motivation and productivity. Eventually, it triggers ineffective behaviors such as procrastination, lack of initiative, and apathy. Therefore, it is essential to manage burnout effectively to prevent its impact on employee performance.

In addition, the level of job satisfaction must also be considered to improve employee performance. Gibson et al. (2012) state that job satisfaction is an attitude reflecting employees' perceptions of the pleasant or unpleasant aspects influenced by physical and psychological conditions in the work environment. Job satisfaction promotes comfort and emotional engagement with work tasks. Conversely, low satisfaction can decrease motivation, trigger apathy, and reduce work quality.

Thus, maintaining job satisfaction is crucial to creating a healthy, productive, and supportive work environment that contributes to organizational success. Another important factor in improving performance is psychological well-being (PWB), which enables individuals to perform well even under pressure. Dakin et al. (2022) stated that psychological well-being is associated with happiness, which drives employees to act in ways that promote job satisfaction. When employees' mental and emotional conditions are stable, they can handle challenges without excessive stress, staying focused on service and customer needs. Good psychological well-being fosters a positive outlook on work, enhances satisfaction, and helps individuals face work challenges more effectively. When psychological conditions are favorable, employees tend to feel valued, enjoy their work, and improve both productivity and work quality.

PT. IHI Power Service Indonesia, established in March 1984 under IHI Corp., operates in steel fabrication, heavy equipment, boilers, and lifecycle services. With the belief that excellent human resources yield the best results, employee performance is a key factor in the company's progress and success. The employee performance assessment data for PT. IHI Power Service Indonesia from 2021 to 2023 is presented in Table 1 below:

Table 1. Average Employee Performance Appraisal Data for the Years 2021 – 2023

Employee Performance	Assessment Category	Year			Average Score	Description
		2021	2022	2023		
Work Target	< 75 = Low	87	84	82	84	Moderate
Work Achievement	75 - 90 = Moderate	85	81	78	81	Moderate
Work Behavior	> 90 = High	80	82	79	80	Moderate
Total		84	82	80	82	Moderate

Source Data: PT. IHI Power Service Indonesia

Overall, the average performance score from 2021 to 2023 is 82, categorized as "Moderate." However, this result still falls short of the company's expectations, as employees with maximum performance are required to meet the company's targets and goals. The decline in performance indicates the presence of influencing factors that need to be addressed to raise employee performance to the "High" category.

Moreover, previous studies have shown that while burnout has a significant negative impact on employee performance, the findings regarding this relationship are not always consistent. These inconsistencies suggest a research gap that needs to be explored further, including the potential roles of job satisfaction and psychological well-being (PWB) as mediating variables.

Table 2. Research Gap

	Authors	Findings
Research gap: There are differences in research findings regarding the effect of burnout on employee performance	Wu et al. (2019)	Burnout has negative and significant effect on employee performance
	Corbeanu et al. (2023)	Burnout has negative and significant effect on employee performance
	Wulantika et al. (2023)	Burnout has negative and significant effect on employee performance
	Peres & Maridjo (2024)	Burnout has no effect on employee performance
	Indrawan et al. (2022)	Burnout has no effect on employee performance
	Ramdani et al. (2023)	Burnout has no effect on employee performance

The general aim of this study is to develop an empirical model to explain the varying results of previous research regarding the influence of burnout on employee performance by including job satisfaction and psychological well-being as mediating variables. By understanding the roles of these two mediators, it is expected that more effective strategies can be identified to improve employee performance and mitigate the negative effects of burnout. Specifically, this study aims to analyze the direct and indirect roles of each variable in influencing employee performance.

LITERATURE REVIEW

Theory of Job Demands-Resources

The Job Demands-Resources (JD-R) theory was developed by Arnold Bakker and Evangelia Demerouti in the early 2000s. According to Bakker & Demerouti (2007), this theory explains that every type of job has two main components: job demands and job resources. Job demands refer to the physical, social, psychological, or organizational aspects of a job that require sustained effort, whether physical, cognitive, or emotional, which can lead to physiological or psychological strain. In contrast, job resources are the physical, psychological, social, and organizational aspects that help achieve work goals, reduce work demands, and support personal growth, learning, and employee development. Job demands such as high workload, time pressure, and role conflict can lead to burnout among employees. On the other hand, job resources can help employees cope with these demands. Adequate job resources enhance job satisfaction and psychological well-being, which in turn can reduce the negative impact of burnout on employees.

Employee Performance

According to Zahra et al. (2023), employee performance refers to the work outcomes achieved by individuals in carrying out their duties and responsibilities. It encompasses quality, quantity, timeliness, attendance, and the ability to collaborate, all of which aim to support organizational goals. The four indicators used to measure employee performance are: work quality, work quantity, timeliness, and attendance.

Burnout

According to Harjanti (2019), burnout is a prolonged work-related stress condition resulting from job demands that exceed an individual's capacity or resources, accompanied by impaired adaptation and disruption of both physical and emotional functions. The four indicators used to measure burnout are: physical exhaustion, emotional exhaustion, mental exhaustion, and low personal achievement.

Job Satisfaction

According to Susanto et al. (2022), job satisfaction is a positive attitude of employees toward their work, arising from the alignment between expectations and work reality. It includes cognitive and affective responses to the work environment, work-life balance, and organizational support. The five indicators used to measure job satisfaction are: enjoying the job, finding the job interesting, experiencing happiness at work, liking the job more than other workers, and deriving deep pleasure from the job.

Psychological Well-being

According to Ryff (2013), psychological well-being is an optimal condition of an individual's psychological functioning, which includes autonomy, environmental mastery, personal growth, positive relationships, life purpose, and self-acceptance, reflecting a meaningful and confident life. The four indicators used to measure psychological well-being are: autonomy, personal growth, environmental mastery, and positive relationships.

Hypothesis Development

Burnout and Employee Performance

Burnout, which encompasses physical, emotional, and mental exhaustion, can significantly reduce an individual's ability to perform tasks effectively. Employees experiencing burnout tend to lose energy, motivation, and work enthusiasm, which negatively affects their productivity and performance quality. This condition disrupts focus, reduces commitment, and, if not properly managed, can hinder the achievement of organizational goals. Previous studies by Suhendar et al. (2023), Anggreni et al. (2022), and Wu et al. (2019) have consistently shown that burnout has a significant negative effect on employee performance.

H1: Burnout has a significant negative effect on employee performance.

Burnout and Job Satisfaction

Burnout, characterized by emotional exhaustion, feelings of helplessness, and reduced personal accomplishment, leads employees to feel physically and mentally drained. This condition lowers motivation

and enthusiasm for work, thereby impeding job satisfaction. Burnout affects job satisfaction through decreased energy levels, prolonged stress, and weakened emotional attachment to the job. If left unaddressed, burnout can worsen employees' perceptions of their work, ultimately reducing productivity and organizational loyalty. Empirical findings from Bal & Kökalan (2021), Romdhon & Putro (2024), and Chen et al. (2022) indicate that burnout has a significant negative effect on job satisfaction.

H2: Burnout has a significant negative effect on job satisfaction.

Burnout and Psychological Well-being

Burnout, which is characterized by emotional exhaustion, depersonalization (a sense of detachment or indifference toward others), and a reduced sense of personal accomplishment, has a detrimental effect on individuals' mental, emotional, and social states, thereby decreasing overall psychological well-being. These effects manifest through reduced energy levels, chronic stress, negative emotions, and a decline in self-perception. If left unaddressed, burnout may lead to life dissatisfaction, diminished mental resilience, and impaired ability to function optimally in daily life. Prior studies by Hameli et al. (2024), Raza et al. (2023), and Cengiz et al. (2024) have shown that burnout has a significant negative impact on psychological well-being.

H3: Burnout has a significant negative effect on psychological well-being.

Psychological Well-being and Job Satisfaction

Employees with a high level of psychological well-being tend to have a positive outlook on their work environment, are better equipped to manage stress, and experience emotional balance. This condition contributes to a sense of comfort and satisfaction in performing daily tasks. Psychological well-being influences job satisfaction by strengthening emotional and mental conditions, fostering a sense of being valued, and shaping a positive perception of the job and the workplace as a whole. Empirical evidence from studies by Brunetto et al. (2012), Dewi & Abadi (2023), and Fadilah & Survia (2024) indicates that psychological well-being has a significant positive effect on job satisfaction.

H4: Psychological well-being has a significant positive effect on job satisfaction.

Job Satisfaction and Employee Performance

Job satisfaction plays a crucial role in enhancing employee performance by fostering positive psychological conditions such as high motivation, a sense of ownership over one's work, and organizational commitment. Employees who are satisfied with their jobs tend to be more motivated to achieve targets, work proactively, and demonstrate dedication in completing tasks. Moreover, satisfaction with aspects such as management, recognition, clear work systems, and job security strengthens employees' intrinsic drive to deliver optimal performance. Previous studies by Platis et al. (2015), Inayat & Khan (2021), and Memon et al. (2023) have shown that job satisfaction has a significant positive effect on employee performance.

H5: Job satisfaction has a significant positive effect on employee performance.

Job Satisfaction as a Mediator between Burnout and Employee Performance

Burnout diminishes job satisfaction by reducing motivation, emotional energy, and employee engagement. Low job satisfaction, in turn, negatively affects performance, as employees become less productive and show a lack of initiative. However, when job satisfaction remains high, the negative effects of burnout on performance can be mitigated. Therefore, job satisfaction serves as a protective mechanism that helps maintain optimal performance even under psychological pressure. Empirical evidence from studies by Amelia et al. (2023), Martini & Ellina (2022), and Westbrook et al. (2022) indicates that job satisfaction mediates the relationship between burnout and employee performance.

H6: Job satisfaction mediates the relationship between burnout and employee performance.

Psychological Well-being as a Mediator between Burnout and Job Satisfaction

Burnout negatively affects psychological well-being by increasing stress, anxiety, and loss of enthusiasm. The decline in well-being subsequently reduces job satisfaction, as individuals feel less happy, unmotivated, and struggle to build positive relationships in the workplace. Conversely, individuals with high psychological well-being are more capable of managing stress, maintaining positive emotions, and remaining satisfied with their jobs even under pressure. Thus, psychological well-being functions as a crucial mechanism in reducing the negative impact of burnout on job satisfaction. Prior studies by Hameli et al. (2024), Laksono et al. (2024), and Şen et al. (2024) support the notion that psychological well-being mediates the relationship between burnout and job satisfaction.

H7: Psychological well-being mediates the relationship between burnout and job satisfaction.

RESEARCH METHOD

This study is a quantitative research employing a survey design to analyze the relationships between burnout, job satisfaction, psychological well-being, and employee performance. The population consists of all employees at PT IHI Power Service Indonesia, totaling 1,415 individuals. The sampling technique used is non-probability sampling with a purposive sampling approach. The criteria for respondents include being permanent employees with a minimum tenure of more than one year. Employees with longer tenure are considered to have a better understanding of the organizational culture, company policies, and work dynamics, thus providing more valid and relevant data. The sample size was determined using the formula by Hair et al. (2014), which recommends a range of 5 to 10 times the number of indicators. With 17 indicators in this study, the required sample size ranges from 85 to 170 respondents. Data analysis was conducted using the Structural Equation Modeling (SEM) method, assisted by SmartPLS software version 4.1.

RESULTS AND DISCUSSION

Respondent Characteristics

The majority of respondents (54.2%) are male, reflecting the predominance of male workers in the manufacturing and heavy equipment maintenance industries, which typically require physical strength, technical skills, and the ability to work in demanding and high-risk environments. Most respondents are aged between 20 and 29 years, indicating a generational shift in the workforce, with the company increasingly recruiting younger individuals for operational and technical positions. This age group is known for its adaptability to technology, preference for flexibility, and concern for work-life balance. In terms of tenure, the majority of respondents have between 2 to 8 years of work experience, suggesting that they are in the early to mid stages of their careers, having completed the orientation phase but still in the process of strengthening their competencies. Furthermore, most respondents hold a Bachelor's degree, reflecting the company's demand for highly educated employees to meet the technical, analytical, and managerial competency requirements of the industry.

Outer Model Test

Based on the results of the outer model test using data from 107 respondents, it can be concluded that the model meets all the criteria for outer model evaluation. First, in the indicator reliability test, two indicators showed loadings of 0.6. Nevertheless, the Average Variance Extracted (AVE) values for all constructs remained above 0.50, indicating that the constructs can explain more than 50% of the variance in their respective indicators. Therefore, these two indicators are deemed acceptable to retain Hair et al. (2022). Second, internal consistency reliability was found to be satisfactory, with Cronbach's Alpha and Composite Reliability values for all constructs exceeding 0.70, reflecting adequate internal consistency. Third, discriminant validity, assessed using the Heterotrait-Monotrait Ratio (HTMT), showed that all inter-construct values were below the 0.90 threshold, indicating that each construct in the model is distinguishable from one another. Thus, all indicators used in this study fulfill the criteria for reliability and validity and are suitable for use in the subsequent structural model testing.

Inner Model Test

Model Predictive Power (R^2)

According to Hartono & Abdillah (2021), R-square values are categorized as strong (≥ 0.75), moderate (≥ 0.50), and weak (≥ 0.25). The R-square value for employee performance is 0.469, indicating that 46.9% of the variance in employee performance can be explained by burnout and job satisfaction. This falls within the weak-to-moderate category but still reflects a reasonably good predictive capability. The R-square value for job satisfaction is 0.345, signifying that burnout and psychological well-being contribute to 34.5% of the variance in job satisfaction. This is classified as weak, yet still considered acceptable. Meanwhile, the R-square value for psychological well-being is only 0.017, indicating that burnout does not significantly explain psychological well-being.

Table 3. R-Square

	R-square	R-square adjusted
Employee Performance	0.469	0.459
Job Satisfaction	0.345	0.332
<i>Psychological well-being</i>	0.017	0.007

Source Data: Output SmartPLS

Path Coefficients

The significance of path coefficients in the PLS-SEM model was tested using the bootstrapping procedure to obtain t-values and p-values as the basis for statistical decision-making. The model involves burnout as the independent variable, job satisfaction and psychological well-being as mediating variables, and employee performance as the dependent variable. A path is considered statistically significant if the p-value is smaller than the predetermined significance level, which is 0.05 for a 5% significance level.

Table 4. Significance Test Result Path Coefficients

	Original Sample (O)	T-statistics (/O/STDEV/)	P Values
<i>Burnout → Employee Performance</i>	-0.129	1.961	0.050
<i>Burnout → Job Satisfaction</i>	-0.244	2.268	0.023
<i>Burnout → Psychological well-being</i>	-0.129	0.960	0.337
<i>Psychological well-being → Job Satisfaction</i>	0.504	4.160	0.000
<i>Job Satisfaction → Employee Performance</i>	0.634	9.784	0.000
<i>Burnout → Job Satisfaction → Employee Performance</i>	-0.155	2.148	0.032
<i>Burnout → Psychological well-being → Job Satisfaction</i>	-0.065	0.792	0.428

Source Data: Output SmartPLS

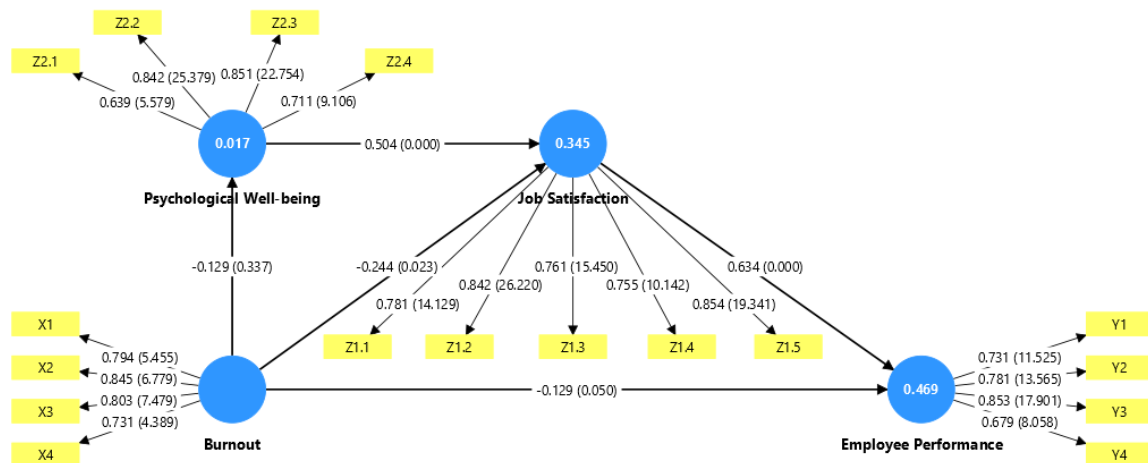


Figure 1. Path Coefficients of the Inner Model

The path coefficient is -0.129, with a T-statistic value of 1.961 and a P-value of 0.050. Since the P-value equals 0.05, this hypothesis is considered significant at the 5% significance level. The results of Hypothesis 1 (H1) indicate that burnout has a negative and significant effect on employee performance. This means that the higher the level of burnout, the lower the employee's performance. Burnout, which is characterized by physical and emotional exhaustion as well as a reduced sense of personal accomplishment, can diminish productivity and work enthusiasm. Burnout negatively affects various aspects of employee performance. In terms of work quality, burnout reduces accuracy, precision, and creativity in task completion. Quantitatively, employees experiencing burnout tend to work more slowly and produce lower output. Timeliness is also compromised due to decreased consistency in meeting deadlines. Moreover, burnout can reduce effective attendance through increased absenteeism and presenteeism, as a result of declining physical and mental well-being. This finding aligns with the Job Demands-Resources (JD-R) Theory, which posits that burnout arises from an imbalance between high job demands and limited job resources. When physical and emotional energy is depleted, motivation and work engagement decline, ultimately having a negative impact on performance. Therefore, organizations must manage job demands and enhance job resources to maintain optimal employee performance.

The path coefficient is -0.244 with a T-statistic of 2.268 and a P-value of 0.023. As the P-value is less than 0.05, this hypothesis is significant. The results of Hypothesis 2 (H2) show that burnout has a negative and

significant effect on job satisfaction. This suggests that higher levels of burnout are associated with lower levels of job satisfaction. Physical and emotional exhaustion, along with excessive job pressure, can reduce employees' satisfaction with their work. Burnout negatively impacts various aspects of job satisfaction, such as the perception of work as engaging, enjoyment in performing tasks, and overall workplace happiness. Employees experiencing burnout tend to lose enthusiasm, feel burdened by routine tasks, and struggle to find meaning in their work. This leads to decreased job satisfaction, as stress and exhaustion hinder emotional and psychological engagement in work activities. This finding is also consistent with the JD-R Theory, which explains that burnout results from an imbalance between excessive job demands and a lack of sufficient job resources. When employees feel unsupported or insufficiently appreciated, their job satisfaction tends to decline.

The path coefficient is -0.129, with a T-statistic of 0.960 and a P-value of 0.337. Since the P-value is greater than 0.05, this hypothesis is not significant. The results of Hypothesis 3 (H3) indicate that burnout has a negative but not significant effect on psychological well-being. This suggests that although burnout is theoretically expected to reduce employees' psychological conditions, the relationship was not statistically strong in the context of this study. This finding is consistent with Tanveer (2023), who found that burnout does not always significantly affect psychological well-being, as individuals may possess effective coping mechanisms that allow them to handle stress without experiencing significant psychological disturbances. The difference in these results suggests that organizational context, respondent characteristics, or other variables may play a role in influencing the relationship in this study.

The result shows a path coefficient of 0.504, a T-statistic of 4.160, and a P-value of 0.000. Since the P-value is less than 0.05, this hypothesis is significant. The results of Hypothesis 4 (H4) show that psychological well-being has a positive and significant effect on job satisfaction. This means that the higher the psychological well-being of employees, the greater their level of job satisfaction. Employees with sound mental and emotional states are more likely to feel satisfied with their jobs. Psychological well-being is characterized by a sense of control, personal growth, environmental mastery, and positive social relationships. This condition reflects mental and emotional health that supports the development of a positive perception of work. Employees with high psychological well-being tend to find meaning in their work and are more emotionally engaged in their job activities. Employees with good mental and emotional health are generally more satisfied with their work. This finding supports the Job Demands-Resources (JD-R) Theory, which states that job resources such as autonomy, social support, and personal development contribute to psychological well-being, ultimately enhancing job satisfaction.

The path coefficient is 0.634, with a T-statistic of 9.784 and a P-value of 0.000. Because the P-value is less than 0.05, this hypothesis is significant. The results of Hypothesis 5 (H5) indicate that job satisfaction has a positive and significant effect on employee performance. This means that the higher the level of job satisfaction, the higher the performance demonstrated by employees. Employees who are satisfied with their jobs tend to be more motivated, responsible, and committed to carrying out their duties. Job satisfaction contributes to improvements in work quality, quantity, and timeliness. Satisfied employees are generally more meticulous, creative, productive, and disciplined in completing tasks. Moreover, satisfaction also has a positive impact on attendance, as employees demonstrate consistent presence due to feeling comfortable and motivated to work. This finding aligns with the Job Demands-Resources (JD-R) Theory, which posits that job resources such as autonomy and positive interpersonal relationships support the development of job satisfaction, which in turn enhances motivation and employee performance.

The mediation path from burnout to employee performance through job satisfaction has a path coefficient of -0.155, a T-statistic value of 2.148, and a P-value of 0.032. Since the P-value is less than 0.05, this hypothesis is statistically significant at the 5% level. The results of Hypothesis 6 (H6) reveal that job satisfaction significantly mediates the relationship between burnout and employee performance. In other words, higher levels of burnout lead to lower job satisfaction, which ultimately results in reduced performance. When employees experience emotional exhaustion, cynicism, or reduced personal accomplishment due to burnout, they tend to lose enthusiasm and satisfaction with their work. This loss of satisfaction subsequently diminishes motivation and engagement, directly impacting the quality, quantity, and consistency of their performance. This finding supports the JD-R Theory, which suggests that high job demands, such as burnout, can hinder performance through reduced motivation and job satisfaction. However, the presence of sufficient job resources can strengthen job satisfaction and act as a buffer against the negative effects of burnout. Thus, job satisfaction plays a crucial role in maintaining optimal employee performance, even under pressure.

The mediation path from burnout to job satisfaction through psychological well-being has a path coefficient of -0.065, a T-statistic value of 0.792, and a P-value of 0.428. Since the P-value is greater than 0.05, this hypothesis is not statistically significant. The results of Hypothesis 7 (H7) show that psychological well-being does not significantly mediate the relationship between burnout and job satisfaction. This means that burnout does not influence job satisfaction indirectly through psychological well-being. This finding suggests that the effect of burnout on job satisfaction is more dominant through a direct path. This may be due to the weak influence of burnout on psychological well-being within the context of this study.

CONCLUSION AND SUGGESTIONS

The findings of this study demonstrate that burnout, job satisfaction, and psychological well-being significantly influence employee performance at PT. IHI Power Service Indonesia. Burnout exerts a significant negative effect on performance, both directly and indirectly through its impact on job satisfaction. Higher levels of burnout, characterized by emotional exhaustion, depersonalization, and diminished personal accomplishment, correspond to lower levels of employee motivation and effectiveness. These results underscore the critical importance of burnout management as an organizational strategy. Practical interventions may include the implementation of fair and manageable workloads, adequate rest periods and leave policies, stress management training, access to psychological counseling services, and the development of a supportive, inclusive work environment. Such initiatives not only alleviate work-related stress but also contribute positively to employees' psychological well-being.

Furthermore, the study confirms that job satisfaction significantly and positively affects employee performance. Satisfied employees are more likely to be motivated, committed, and consistently high-performing. Job satisfaction is fostered by meaningful work, recognition and appreciation, a supportive organizational climate, and alignment between job roles and individual competencies. Enhancing these factors, through reward systems, career development programs, work-life balance initiatives, and appropriate job design, can further strengthen employee engagement and performance outcomes. In summary, the results highlight the importance of simultaneously reducing burnout and enhancing job satisfaction to improve employee performance. Targeted interventions in these areas are essential not only for increasing productivity and work quality but also for promoting long-term employee retention and sustaining organizational performance.

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