

# The effect of workload, leadership and *work life balance*, on *burnout* through emotional factors in secretariat employee's regional secretariat of the Riau Islands Province

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## Abstract

**Purpose:** The role of employees is very large in achieving organizational success; employees are not merely objects in achieving goals but also become subjects or actors. They can be planners, implementers, and controllers, who always play an active role in realizing organizational goals and have thoughts, feelings, and desires that can influence their attitudes towards work. The purpose of this study was to determine and analyze the indirect effect of leadership on burnout among Riau Islands Province Regional Secretariat Employees. To determine and analyze the indirect effect of Workload on burnout of Riau Islands Province Regional Secretariat Employees. To determine and analyze the direct effect of emotional factors on burnout of Riau Islands Province Regional Secretariat Employees.

**Research Methodology:** The research method is quantitative, the number of samples in this study was 160 people, using Structural Equation Modeling abbreviated as SEM.

**Results:** Based on the results of the study, it was concluded that when the workload increases with the intervening of emotional factors, it has an influence but is not significant on the emotional factors of Riau Islands Province Regional Secretariat employees. Leadership through emotional factors has an insignificant effect on burnout through the results of the path coefficient.

**Limitation:** Based on the results of the study, it is concluded that when leadership increases with the intervening of emotional factors, it has an influence but is not significant on the emotional factors of employees of the Riau Islands Provincial Secretariat.

**Contributions:** Work-life balance through emotional factors has a significant influence on burnout, based on the results of the path coefficient. Based on the results of the study, it is concluded that when work life balance increases with the intervening of emotional factors, it has a significant influence on the emotional factors of employees of the Riau Islands Provincial Secretariat.

**Keywords:** *Workload, Leadership, Work Life Balance, Burnout Emotional Factors*

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## 1. Introduction

Humans are the main assets in an organization, so that human resources (HR) must be managed and utilized in a balanced and humane manner. Human resources are an important aspect in an agency in

achieving its goals and objectives, so that human resources are one of the determining factors of success used to synergize other resources to achieve organizational goals.

The Regional Secretariat of the Riau Islands Province has the task and obligation to assist the Governor in formulating policies and coordinating with regional agencies and regional technical institutions. The success of the Regional Secretariat of the Riau Islands Province is influenced by employee performance. This is because employees are required to give their time, energy and effort to get what they want. With good performance, each employee can complete all organizational burdens effectively and efficiently so that problems that occur in the organization can be resolved properly. Decreased performance is caused by a decrease in the individual's ability to normally with a fairly high intensity will result in individuals experiencing psychological and physical fatigue caused by work situations that do not support or do not match the needs and expectations that are commonly called burnout. Burnout begins with emotional exhaustion which is a response to long-term work stress.

Burnout, is an excessive response to chronic emotional and interpersonal stress at work, and is defined by emotional exhaustion, depersonalization and reduced personal accomplishment. Workers who experience job burnout become less motivated and interested in their work. Refers to the psychological processes that determine the initiation, direction and maintenance of voluntary, goal-oriented actions.

Work life balance has the meaning of a person's ability to balance their responsibilities at work and things that are not related to work, aspects of work life balance in their lives include Time Balance. The proportion of time spent on work and things outside of work is certainly very important in efforts to achieve work life balance. Time for personal pleasure, family or people around employees.

Work life balance also does not only depend on the internal factors above, but is also influenced by external factors. The most influential external factor is of course the work environment. Colleagues who have positive thoughts will certainly greatly support the formation of a conducive work atmosphere. The work environment will also determine the level of effectiveness of an employee's work. However, the main factor in achieving work life balance is the internal of an employee, both physically and mentally. The phenomenon that occurred at the Regional Secretariat of the Riau Islands Province is.

Based on the results of the pre-survey, it was found that there were symptoms of employee work life balance not being fulfilled, because employees are expected to always be ready if assigned even though they have to sacrifice time for themselves and their families. Work life balance is a balance between work life and life outside of work that occurs when individuals are able to allocate time and energy not only for work demands but also for the demands of their personal lives, being able here is related to how employees' lives act as individuals who can manage their time to work, how they can enjoy time for their personal lives and also time for their families. The high demands of the workload given will make employees tired and bored, because employees can spend their time in a day working so that it becomes one of the reasons employees must pay attention to work life balance.

Based on the background that has been described, the author raises a research problem with the title **"The Influence of Workload, Leadership and Work-life Balance on Burnout Through Emotional Factors in Employees of the Regional Secretariat of the Riau Islands Province"**.

## **2. Literature Review**

### **2.1 Burnout**

According to Kuotedakis (Oranefo & Egbunike, 2023). Nuryanti, Hanifah, and Cahyadi (2023) provided an understanding of burnout as a psychological syndrome that appears as a long-term response to chronic interpersonal stressors in the workplace. The three key aspects of this response are extreme exhaustion, feelings of cynicism and detachment from work, and feelings of ineffectiveness and lack of

accomplishment. The importance of this three-aspect model is that it clearly places the individual's experience of stress in a social context and involves the person's conception of themselves and others.

Tamirat (2023) burnout is a common psychological response to chronic work stress found throughout the human services sector, where employees routinely interact with others. Excessive work demands, met with inadequate resources and support, can lead to exhaustion. Historically, burnout has been considered to have three main aspects which include exhaustion, depersonalization or cynicism, and decreased personal accomplishment. Burnout is related to feelings of emotional exhaustion from one's work and occurs when situations demand emotional responses that are inappropriate or inconsistent with the emotions one is feeling.

According to Maslach (Hasanah et al., 2023), burnout is a clinical constellation of work-related emotional and psychological stress symptoms. Although there is no complete, standard, and accepted definition, burnout is generally characterized as a combination of emotional exhaustion, depersonalization, and low personal accomplishment caused by the chronic stress of medical practice. According to Freudenberger (Putri, Widajantie, & Wilasittha, 2024) he used the term burnout to describe the exhaustion and lack of motivation he saw among volunteers after they had worked for some time.

## **2.2 Emotional Factors**

According to Tizniti and Aasri (2021), emotion is a feeling or affection that can cause physiological stimulation (such as a rapid heartbeat), experiences in a conscious state, and behavioral expressions. According to Munir Munir ((Munir, 2021), emotional motives mean that target selection has subjective criteria such as pride, fear, feelings, or status. So it can be understood that emotion is a feeling that arises or arises from within a person who gets a reaction from outside so that it encourages or stimulates someone to take action. From this action a person or individual will express their feelings of happiness, sadness, hate, fear and others.

In this case, the emotion in question is a psychological feeling that arises due to the purchase or use of a type of business. After making a purchase, consumers will give a positive or negative assessment. This assessment is related to their psychological condition so that a mood will appear which will affect their willingness to make a repeat purchase or not.

Emotional is a characteristic of the feelings of the heart and mind that is typical in a person's behavior with various cognitive, emotional and psychological conditions. Emotional as a driver of customer satisfaction. The emotional factors possessed by consumers also have an important role in creating satisfaction.

## **2.3 Workload**

According to Meshkati (Handoyo & Bayunitri, 2021), workload can be defined as the difference between the capacity or ability of workers with the demands of the work that must be faced. Given that human work is both mental and physical, each has a different burden level. A level of burden that is too high allows excessive energy consumption and overstress; conversely, a load intensity that is too low allows boredom, saturation, or understress. Therefore, it is necessary to strive for an optimum level of load intensity that is between the two extreme limits and that differs between individuals.

According to (Chijioke, John-Akamelu, & Ejiofor, 2021) states "workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a coworker, skills, behavior, and perceptions of workers." According to Siswanto (Shukla, Prasad, & Itam, 2021), workload is a number of activities that must be completed by an organizational unit or job holder systematically using job analysis techniques, workload analysis techniques, or other management

techniques within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit.

## **2.4 Leadership**

According to (Fahmi, 2016), " leadership is a science that comprehensively studies how to direct, influence, and supervise others to carry out tasks according to planned orders." According to P. and Hasibuan (2016), " leadership is how a leader influences the behavior of subordinates so that they are willing to work productively to achieve organizational goals. Shabrina and Hadian (2021) argued that in an organization, the leadership factor plays an important role because the leader will move and direct the organization to achieve its goals and, at the same time, is not an easy task. You must understand the different behaviors of your subordinates. Subordinates are influenced in such a way that they can provide their devotion and participation to the organization effectively and efficiently. In other words, the success or failure of efforts to achieve organizational goals is determined by leadership quality.

According to Hersey and Blanchart (El Mokrani & Alami, 2021), " leadership is every effort by someone who tries to influence the behavior of a person or group, and efforts to influence this behavior aim to achieve individual goals, friend goals, or together with organizational goals that may be the same or different".

Meanwhile, according to Effendi (2014), leadership influences the ability to convince others to direct the process of achieving predetermined organizational goals". In other words, leadership is defined as a series of structuring activities in the form of the ability to influence others' behavior in certain situations so that they are willing to work together to achieve predetermined goals.

## **2.5 Work life balance**

According to Ali (2021), work-life balance means work and life that are balanced. Linking work-life balance to the balance that occurs between the time and effort that a person puts into their personal life and work. According to Grzywacz and Carlson (in Pheng and Chua, 8) work-life balance is the achievement of expectations related to roles that are negotiated and shared between individuals and partners related to their roles in work and family. According to Maikameng, Djani, and Toda (2020), work-life balance is an interpersonal function that is able to balance tasks at work, as well as other components of existence and responsibility as a worker, so that there is no internal or external balance in the worker's life. Work-life balance is generalized for flexibility, prosperity, working hours, circle of relatives, and free time. If someone does not have good work balance, their performance tends to decline and can interfere with various activities.

Hutcheson (Maikameng et al., 2020) argues that work-life balance is a form of satisfaction in individuals who achieve harmony in their work life. Therefore, it is concluded that work-life balance is a balanced correlation between an individual's life in carrying out obligations at work and other aspects of their daily activities. According to Bere, Nursalam, and Toda (2020) Work life balance is an individual's skill to balance responsibilities at work and things outside of work. According to Chaturika and Kalpani (2020), an employee can balance the provisions of work with the lives of the individual and his family. According to Moradi and Beigi (2020), work-life balance is a condition of balance in two needs, where work and individual life have the same meaning. There is a balance of work in a personal view, namely, managing work obligations and special work tasks or tasks to be responsible for the family. Meanwhile, in the agency's view, work-life balance is a commitment to building a supportive subculture in an agency where employees can emphasize their work in a focused manner in the office.

## **2.6 Hypothesis Development**

### **2.6.1 The effect of workload on burnout**

Workload has an impact on the level of burnout (work saturation) in employees and the level of work stress experienced by employees. This problem certainly causes burnout in employees because it does

not match employee expectations with the provisions set by the agency. Workload is a process to determine the number of hours of work used or needed to complete a job at a certain time. Melati and Surya (2015, p.23) state that workload influences burnout in employees. The same finding was proven by Ari and Dovi (2014:16) that high and low workloads influence burnout in employees. Based on this understanding, the first hypothesis is formulated as follows:

H1: Workload affects Burnout

#### *2.6.2 Leadership towards burnout*

Van Loon et al., (2015: 3) found that, for employees with strong prosocial values, many opportunities to contribute to society in institutions that transform people (e.g. hospitals, schools) drain their abilities and resources, ultimately leading to burnout. It seems logical to conclude that a highly engaging and purposeful mission carried out by a leader may also encourage employees to go above and beyond the call of duty and sacrifice their personal interests for the greater good of society, especially those with prosocial values (Bosak et al., 2021; Van Loon et al., 2015:2). Thus, excessive commitment and excessive role of employees can drain their resources and risk burnout in the long run. Thus, the relationship between leadership and burnout has a two-way theoretical and empirical basis. Puspitasari et al., showed that leadership has an effect on employee burnout. Therefore, the research hypotheses were as follows:

H2: Leadership influences burnout

#### *2.6.3 Work life balance against burnout*

Every agency at this time, whether private, regional, or state-owned, is required to produce products or services to maximize the profits obtained. However, in carrying out business activities, agencies must pay attention to their human resources. Agencies should maintain the work-life balance of employees or staff so that burnout does not occur and maintain the job satisfaction of all human resources in the agency. In an effort to increase job satisfaction, many agencies should implement work-life balance programs. This program is considered important because agencies realize that employees not only face roles and problems at work, but also outside their work. Based on the opinion above, it can be seen that the hypothesis in this study is as follows:

H3: Work-life balance affects burnout

#### *2.6.4 Direct influence of emotional factors on burnout*

Burnout is a condition of decreased productivity in the workplace due to continuous work stress (Maslach, 2016:58). Burnout has a strong influence on performance; if not addressed immediately, performance declines (Asi, 2018:32). Burnout is a syndrome of emotional, physical, and mental exhaustion and is associated with low self-esteem and self-efficacy caused by intense and prolonged stress (Baron and Greenberg, in Chairina. R 2018).

In this case, the emotion in question is the psychological feeling that arises from the purchase or use of a type of business. After making a purchase, consumers will give a positive or negative assessment. This assessment is related to their psychological condition, such that a mood will arise, which will affect their willingness to make repeat purchases. Based on the above, the hypotheses of this study are as follows:

H4: Burnout affects emotional factors

#### *2.6.5 The influence of workload on emotional factors*

Workload arises from the interaction between the demands of the work environment used as a workplace, skills, and perceptions of workers Hart and Staveland in Tarwaka (2019:52). Workload is a measure of work or work records that can indicate the capacity of a particular part of the agency made up of a number of employees (Moekijat, 2004). Employee emotions can be caused by various factors, and stress symptoms can manifest physiologically, psychologically, or behaviorally. Stress occurs through interactions between individuals and the environment, resulting in emotional tension that

affects a person's physical and mental condition. Stress is caused by events that create a state of imbalance in a person ( Harvey, 2016:12). Emotional disturbances and physical injuries that occur when 18 jobs do not require or are related to the skills, resources, and needs of workers are defined as stress (Park, 2017:14). Based on this theory that has been explained, the following hypothesis is proposed:

H5: Workload Affects Emotional Factors

#### 2.6.6 The influence of leadership on employee emotional factors

Leadership is the way a leader leads employees, and emotional factors come from within the individual. If you have good emotional factors, employees will be happier in carrying out their work, and leaders who use a good leadership style will be able to lead employees well and will provide a good emotional attitude for employees. The relationship between leadership and emotional factors of employees is stated and emphasized that good leaders have standard internal values that can be absorbed by followers/employees, which will change attitudes, beliefs, and goals to be achieved. The balance of emotional factors and leadership will increase employee work enthusiasm and job satisfaction. Based on this, the hypotheses of this study are as follows:

H6: Leadership Influences Emotional Factors

#### 2.6.7 The influence of work life balance on emotional factors

Work-life balance is defined as an individual's ability to fulfill their work and family commitments. Fisher stated that work-life balance is something that someone does in dividing their time both at work and other activities outside of work, which includes individual behavior, which can be a source of personal conflict and energy for themselves.

Emotional factors, namely, where individuals take action for themselves, namely, working and doing activities for themselves with emotional conditions and circumstances at certain times. This can be done by an employee; namely, if an employee can manage their time well, they will work well according to the responsibilities in the office so that they can create good emotional conditions because while working, they produce positive emotions or pleasant conditions. Workers with good time balance and a pleasant social life will have high job satisfaction. Based on the description and results of the research that has been carried out, the hypothesis of this study:

H7: Worklife Balance affects emotional factors

The research model based on this description is shown in Figure 1.

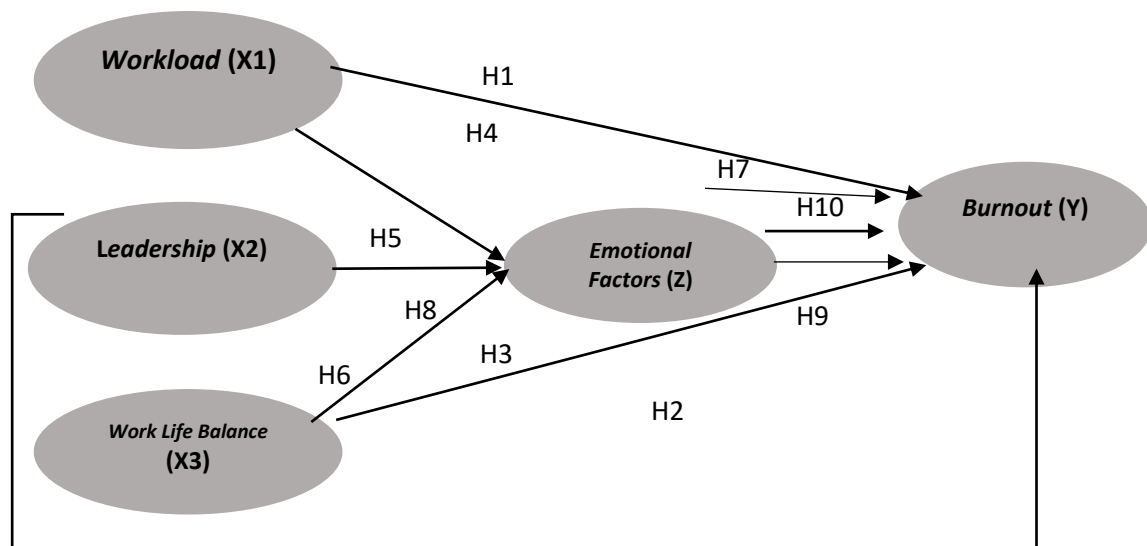


Figure 1. Conceptual Research Model

### 3. Research Methods

#### 3.1 Research sample

The study was conducted at the Regional Secretariat of the Riau Islands Province. The data collection technique used variable measurements through a questionnaire. Each employee respondent was given five questionnaires to measure the variables studied. The characteristics of respondents based on gender in this study can be seen through the explanation of the table below:

Table 1. Respondent Characteristics

		Frequency
Gender	Female	54
	Male	106
		<b>160</b>
Age	31-40 years	47
	41-50 years	91
	> 50 years	22
		<b>160</b>
Education	Strata-2	11
	Strata-1	135
	Diploma	14
		<b>160</b>

#### 2.2 Research Variables

##### 2.2.1 Independent Variable

The independent variable influences or causes changes, or the emergence of the dependent variable. Therefore, in this study, the independent variables were workload (X1), leadership (X2), and Worklife Balance (X3).

##### 2.2.2 Dependent Variable

The dependent variable is influenced by or is the result of the existence of an independent variable. Based on the problem to be studied, the dependent variable was burnout (Y).

##### 2.2.3 Intervening Variables (Z)

According to Sugiyono (2016:39), intervening variables theoretically influence the relationship between independent and dependent variables into an indirect relationship that cannot be observed and measured. This variable is an intervening/intermediate variable that lies between the independent and dependent variables so that the independent variable does not directly influence the change or emergence of the dependent variable. The intervening variable in this study was Emotional Factor (Z).

#### 2.3 Data Collection Techniques

The answers to each item on the instrument using the Likert scale have a gradation from very positive to very negative, ranging from 1 to 5, where a value of 1 is a statement of strongly disagree, and a value of 5 is a statement of strongly agree.

Table 2. Alternative Answers with Likert Scale

	Alternative Answers	Weight of Value
1.	SS (Strongly Agree)	5
2.	S (Agree)	4
3.	CS (Quite Agree)	3
4.	TS (Disagree)	2
5.	STS (Strongly Disagree)	1

Source: Sugiyono, 2016

## 2.4 Operational Definition of Variables

The variables and their operations are explained in the following table:

Table 3. Operational Definitions

Variables	Definition	Indicator	Measurement
Workload	Workload is the amount of work that must be carried out by a position or organizational unit and is the result of the multiplication of work volume and time norms. If the worker's ability is higher than the demands of the job, boredom will arise and vice versa, if the worker's ability is lower than the demands of the job, excessive fatigue will arise. Rolos et al (2018)	1. <i>Time Load</i> 2. <i>Mental Effort Load</i> 3. <i>Psychological Stress Load</i> (Tarwaka, 2016 : 3)	Likert 1
Leadership	“Leadership is a science that comprehensively studies how to direct, influence, and supervise others to carry out tasks according to planned orders. Fahmi (2016)	1. “Analytical skills 2. Communication skills 3. Courage 4. Listening skills 5. Assertiveness (Kartono, 2018:189)	Likert
<i>Work life balance</i>	Work life balance is a balance between work interests and a person's personal needs.	1. Time balance 2. Involvement balance 3. Satisfaction balance  McDonald and Bradley (Pangemanan et al.,2017 : 24)	Likert
<i>Burnout</i>	Burnout is a syndrome of emotional exhaustion, depersonalization, and low sense of personal accomplishment that leads to decreased effectiveness at work. Drummond (Mayzel 2020: 12)	1. Physical exhaustion 2. Emotional exhaustion 3. Mental exhaustion 4. Low self-esteem Baron and Greenberg (Chairina. R, 2022:52)	Likert
Emotional Factors	Emotional motives mean that target selection has subjective criteria, such as pride, fear, feelings, or status. Schiffman and Kanuk (2018 : 78)	1. Feeling happy, 2. Feeling proud, 3. Feeling confident 4. Feeling comfortable (Kusuma and Suwitho, 2015 : 15)	Likert

## 2.5 SEM Data Analysis

Research hypothesis testing was conducted using the variance-based Structural Equation Model (SEM) approach, which is better known as SEM PLS (partial least squares) and assisted by SMART PLS 2.0.M3 software. According to Santoso (2014), SEM is a multivariate analysis technique that combines factor analysis and regression analysis (correlation) to test the relationship between variables in a model, both between indicators and their constructs, or the relationship between constructs.

This study analyzes the effects of exogenous variables on endogenous variables. These are latent variables formed by several indicators (observed variables). Therefore, SEM analysis was used to analyze the data in this study, the Structural Equation Modeling (SEM) analysis technique was used. The main reason this study uses the SEM analysis technique is that the researcher wants to convert qualitative facts (attributes) into a quantitative sequence (variables), because mathematics is a tool that tends to be used in management science so that it can invite quantitative variables. The next reason is that science, in addition to the accuracy of research data, requires better precision. In this study using the PLS program.

## 4. Result and Discussion

### 4.1 Research Result

#### 4.1.1 Construct Validity

Discriminant validity compares the average variance extracted (AVE) value of each construct with the correlation between other constructs in the model. According to Chin (2009), if the square root of the average variance extracted (AVE) of a construct is greater than its correlation with all other constructs, it is said to have good discriminant validity. Composite reliability is a data analysis that shows the accuracy, consistency, and precision of a measuring instrument in making a measurement (Hartono, in Jogiyo 2009). Reliability testing in PLS can be performed using two methods: Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit of the reliability of a construct, while composite reliability measures the actual value of the reliability of a construct (Salisbury et al., 2019). Composite reliability is a group of indicators that measure a variable. A variable was considered good if it had a composite reliability count value of >0.7.

Table 4. Composite Reliability Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
WORKLOAD	0,971	0,972	0,974	0,712
BURNOUT	0,954	0,955	0,959	0,644
EMOTIONAL FACTORS	0,936	0,937	0,945	0,610
LEADERSHIP	0,947	0,948	0,954	0,613
WORK LIFE BALANCE	0,953	0,954	0,959	0,642

Source: Primary Data Processed with SmartPLS 2024.

#### 4.1.2 Discriminant Validity

Discriminant validity is the extent to which a construct is truly different from other constructs (the construct is unique). The best recent measurement criteria is to look at the Heretroit-Monotrait Ratio

(HTMT) value. If the HTMT value is  $<0.90$ , then a construct has good discriminant validity (Juliandi, 2018).

Table 5. Discriminant Validity

	<b>WORKLOAD</b>	<b>BURNOUT</b>	<b>EMOTIONAL FACTORS</b>	<b>LEADERSHIP</b>	<b>WORK LIFE BALANCE</b>
<b>WORKLOAD</b>	0,844				
<b>BURNOUT</b>	0,993	0,803			
<b>EMOTIONAL FACTORS</b>	0,983	0,990	0,781		
<b>LEADERSHIP</b>	0,990	0,996	0,986	0,783	
<b>WORK LIFE BALANCE</b>	0,990	0,998	0,989	0,994	0,801

Source: Primary Data Processed with SmartPLS 2024.

The conclusion of the Heretroit-Monotroit Ratio (HTMT) test is that table 4.7 shows the HTMT value between each construct that does not exceed 0.9. As stated by Chin et al. (2008) and Ramayah et al. (2018), the HTMT value that does not exceed 0.9 between each construct indicates a significant difference between each construct in terms of operational definition.

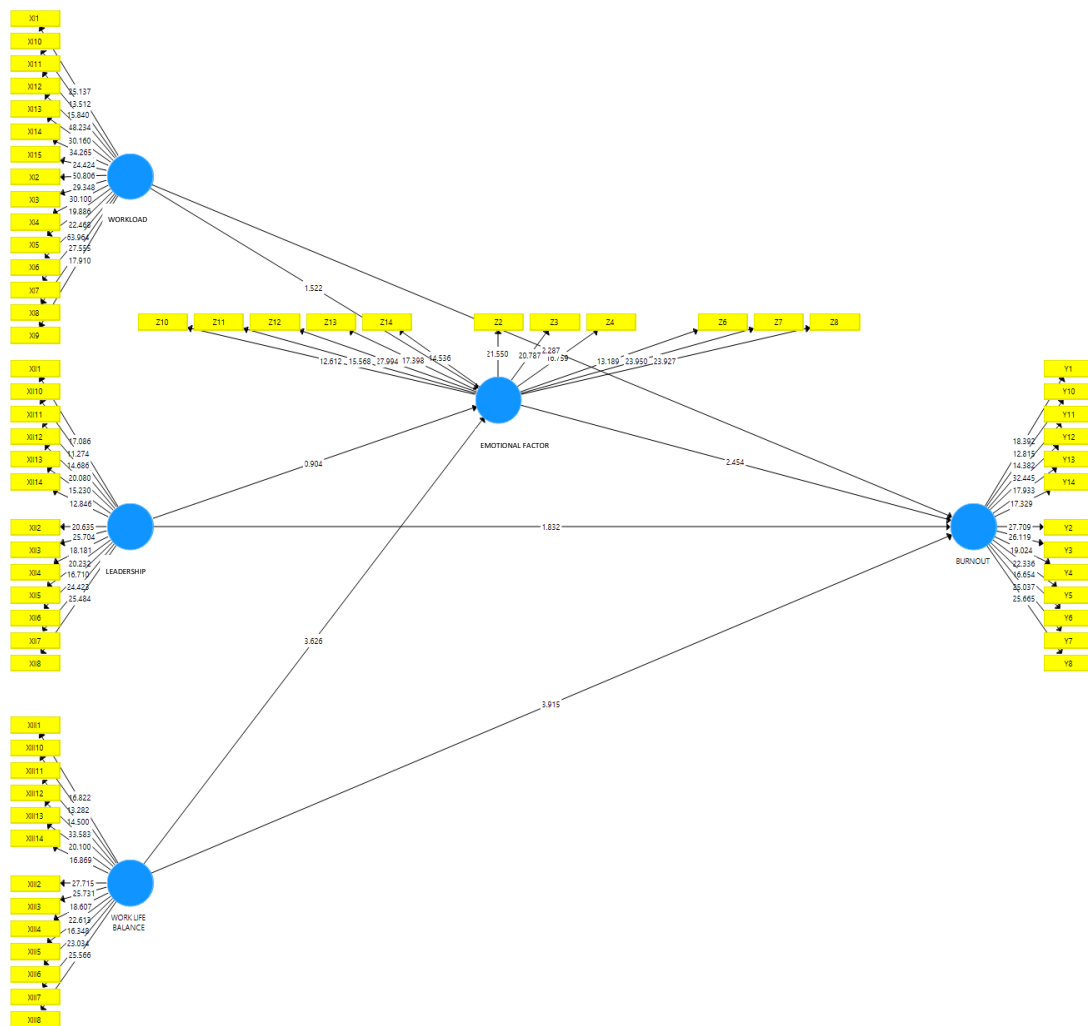


Figure 2. Standardized Loading Factor Inner and Outer Model  
Source: Primary Data Processed with SmartPLS, 2024

## 4.2. Structural Model Analysis (Inner Model)

### 4.2.1. Path Coefficient

Seeing the significance of the influence between constructs can be seen from the path coefficient. The sign in the path coefficient must be in accordance with the hypothesized theory, to assess the significance of the path coefficient can be seen from the t test (critical ratio) obtained from the bootstrapping process (resampling method).

#### 1. R-Square

R-Square is a measure of the proportion of variation in the value of a variable that is influenced (endogenous) and can be explained by the variables that influence it (exogenous). This is useful for predicting whether a model is good or bad (Juliandi, 2018). The criteria for R-Square according to Juliandi (2018) are as follows:

- If the value of R<sup>2</sup> (adjusted) is 0.75, then the model is substantial.
- If the value of R<sup>2</sup> (adjusted) = 0.50, the model is considered moderate.
- If the value of R<sup>2</sup> (adjusted) is 0.25, the model is considered weak.

Table 6. R-Square

	R Square	R Square Adjusted
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<b>BURNOUT</b>	0,998	0,998
<b>EMOTIONAL FACTOR</b>	0,979	0,978

Source: Primary Data Processed with SmartPLS, 2024

The conclusion of the r-square value test on Burnout is the Adjusted R-Square for the path model using intervening variables is 0.998. This means that the ability of the variables workload, leadership, and work-life balance through emotional factors in explaining burnout was 97.8%. Thus, the model is classified as substantial.

## 2. Direct Effect and Indirect Effect

The purpose of direct effect analysis is useful for testing the hypothesis of the direct influence of a variable that influences (exogenous) on the influenced variable (endogenous) (Juliandi, 2018). The probability/significance value (P-Value):

- If the P-Values < 0.05, then it is significant.
- If the P-Values > 0.05, then it is not significant.

Table 7. Direct Effect

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>WORKLOAD -&gt; BURNOUT</b>	0,132	0,120	0,058	2,287	<b>0,011</b>
<b>WORKLOAD -&gt; EMOTIONAL FACTOR</b>	0,163	0,142	0,107	1,522	<b>0,064</b>
<b>EMOTIONAL FACTOR -&gt; BURNOUT</b>	0,083	0,071	0,034	2,454	<b>0,007</b>
<b>LEADERSHIP -&gt; BURNOUT</b>	0,223	0,248	0,122	1,832	<b>0,034</b>
<b>LEADERSHIP -&gt; EMOTIONAL FACTOR</b>	0,157	0,186	0,174	0,904	<b>0,183</b>
<b>WORK LIFE BALANCE -&gt; BURNOUT</b>	0,564	0,563	0,144	3,915	<b>0,000</b>
<b>WORK LIFE BALANCE -&gt; EMOTIONAL FACTOR</b>	0,671	0,663	0,185	3,626	<b>0,000</b>

Source: Primary Data Processed with SmartPLS, 2024

The conclusion of the direct effect value in the table above is as follows:

- Workload on Burnout: Path coefficient = 2.287 > T-Table = 1.686 with p value 0.011 < 0.05,

- indicating that the influence of X on Y was significant.
2. Leadership on Burnout: Path coefficient = 1.832 > T-Table = 1.686 with p-value 0.034 < 0.05, indicating that the influence of X on Y is significant.
  3. Worklife balance on Burnout: Path coefficient = 3.915 > T-Table = 1.686 with p-value 0.000 < 0.05, indicating that the influence of X on Y is significant.
  4. Emotional factors on Burnout: Path coefficient = 2.454 > T-Table = 1.686 with p value 0.007 < 0.05, indicating that the influence of Z on Y was significant.
  5. Worklife balance on emotional factors: Path coefficient = 3.626 > T-Table = 1.686 with p-value 0.000 < 0.05, indicating that the influence of x on Z is significant.
  6. Workload on emotional factors: Path coefficient = 1.522 < T-Table = 1.686 with p-value 0.064 > 0.05, meaning that the influence of X on Z is not significant.
  7. Leadership on emotional factors: Path coefficient = 0.904 < T-Table = 1.686 with p-value 0.183 > 0.05, meaning that the influence of X on Z is not significant.

Table 8. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>LEADERSHIP -&gt; EMOTIONAL FACTOR -&gt; BURNOUT</b>	0,013	0,015	0,015	0,885	<b>0,188</b>
<b>WORKLOAD -&gt; EMOTIONAL FACTOR-&gt; BURNOUT</b>	0,013	0,011	0,010	1,390	<b>0,083</b>
<b>WORK LIFE BALANCE -&gt; EMOTIONAL FACTOR -&gt; BURNOUT</b>	0,055	0,045	0,022	2,561	<b>0,005</b>

Source: Primary Data Processed with SmartPLS, 2024

The conclusion of the indirect effect value in the table above is as follows.

1. Workload through emotional factors on Burnout: Path coefficient = 1.390 < T-Table = 1.686, indicating that the variable (emotional factor) cannot affect the influence of the endogenous variable (workload) on the exogenous variable (burnout).
2. Leadership through emotional factors on Burnout: Path coefficient = 0.885 < T-Table = 1.686, indicating that the variable (emotional factor) cannot affect the influence of an endogenous variable (leadership) on the exogenous variable (burnout).
3. Worklife balance through emotional factors on Burnout: Path coefficient = 2.561 > T-Table = 1.686, meaning that the variable (emotional factor) intervenes in the influence of an endogenous variable (workload balance) on an exogenous variable (burnout).

## 5. Conclusion

### 5.1 Conclusion

Based on the results of the analysis of the research data, the following conclusions were drawn:

1. Workload has a significant effect on burnout Based on the results of the study, it was concluded that when the workload increases, it will increase burnout in employees of the Riau Islands Provincial Secretariat
2. Leadership has a significant effect on burnout Based on the results of the study, it was concluded that when leadership increases, it will increase burnout in employees of the Riau Islands Provincial Secretariat
3. Work Life Balance has a significant effect on burnout Based on the results of the study, it was concluded that when leadership increases, it will increase burnout in employees of the Riau Islands Provincial Secretariat
4. Workload had no significant effect on emotional factors. Based on the results of the study, it was concluded that when the workload increases, it will increase emotional factors in employees of the Riau Islands Provincial Secretariat
5. Leadership had no significant effect on emotional factors. Based on the results of the study, it was concluded that when leadership increases, emotional factors will increase in employees of the Riau Islands Provincial Secretariat.
6. Work-Life balance had a significant effect on emotional factors. Based on the results of the study, it was concluded that when work-life balance is good, it will increase the emotional factors of employees of the Riau Islands Provincial Secretariat.
7. Workload has a significant influence on emotional factors. Based on the results of the study, it was concluded that when workload increases, it will increase the emotional factors of employees of the Riau Islands Provincial Secretariat.
8. Workload through emotional factors had an insignificant influence on burnout based on the results of the path coefficient. Based on the results of the study, it was concluded that when workload increases with the intervention of emotional factors, it has an influence but is not significant on the emotional factors of employees of the Riau Islands Provincial Secretariat.
9. Leadership through emotional factors had an insignificant influence on burnout based on the results of the path coefficient. Based on the results of the study, it was concluded that when leadership increases with the intervention of emotional factors, it influences but is not significant on the emotional factors of employees of the Riau Islands Provincial Secretariat.
10. Work-life balance through emotional factors has a significant influence on burnout, based on the results of the path coefficient. Based on the results of the study, it was concluded that when work-life balance increases with the intervention of emotional factors, it has a significant influence on the emotional factors of employees of the Riau Islands Provincial Secretariat.

## **5.2 Implications**

This finding provides empirical evidence that workload, leadership, work-life balance, and emotional factors have a positive effect on burnout. Workload and leadership did not affect burnout. Practically, this finding can be used as a consideration for management to pay attention to the factors that affect burnout because not all of these factors have a positive effect on burnout.

## **5.3 Suggestions**

1. In the workload variable, it is suggested that in giving work to employees, there needs to be an analysis between working hours, abilities and work given to employees
2. In the leadership variable, leaders should communicate openly with employees so that employees can easily convey ideas and suggestions for the progress of the Riau Islands Provincial Secretariat
3. In the Work Life Balance variable, there needs to be a balance of employee involvement in work
4. In the burnout variable, attention needs to be paid to employees' needs outside the office, such as time for themselves and their families.
5. In the emotional factor variable, it is hoped that employees have a sense of comfort and pleasure in working, which can be achieved by providing adequate physical and non-physical facilities.

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