# THE EFFECT OF BURNOUT AND WORK STRESS ON EMPLOYEE PERFORMANCE AT PT ARTERIA DAYA MULIA CIREBON

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## *ABSTRACT*

*This study aims to analyze the effect of burnout and work stress on the performance of employees at PT Arteria Daya Mulia in Cirebon. The research applies an associative quantitative approach using a survey method involving employees from the production division. Data were collected from selected respondents and analyzed using multiple linear regression with the assistance of SPSS. The results indicate that burnout does not have a significant effect on employee performance. Similarly, work stress also does not show a significant influence on employee performance. When examined simultaneously, burnout and work stress together do not significantly affect the performance of employees at PT Arteria Daya Mulia Cirebon. These findings suggest that other factors outside the variables examined in this study may play a more important role in determining employee performance.*

*Keywords: Burnout; Work Stress; Employee Performance*

**INTRODUCTION**

The development of modern industry is marked by increasing demands for productivity, efficiency, and increasingly fierce global competition (Azemi et al., 2024). These conditions require employees to not only have technical competence, but also psychological resilience in facing work pressures. High job demands, such as working quickly, precisely, and accurately to meet customer needs and maintain product quality, if not balanced with an effective work system, proportional task distribution, and adequate managerial support, have the potential to cause work stress and prolonged emotional exhaustion (burnout), which can ultimately reduce employee performance (Nerotou & Andjarwati, 2026).

Nationally, the industrial sector plays a strategic role in Indonesia's economy and employment (Prabowo, 2025). The Central Statistics Agency recorded that Indonesia's workforce reached 152.11 million people with an open unemployment rate of 4.91%. The manufacturing sector is one of the largest employers and showed an increase in employment of 10,920 people in the period August 2023–August 2024. In addition, medium and large-scale manufacturing industries contribute significantly to national output and employment (BPS, 2023). However, the high contribution of this sector is also accompanied by the risk of high work pressure due to strict production targets, quality demands, and fluctuations in workload (Hutabarat et al., 2025).

Previous studies have shown that work stress is an important factor that affects employee performance. Nanda et al., (2020) found that excessive workload, time pressure, and unsupportive work environment conditions are the main triggers for increased work stress among industrial workers. Persistent work stress can reduce concentration, decision-making abilities, and task completion effectiveness, which is reflected in a decline in the quality and quantity of performance. In addition, burnout has been frequently associated with various forms of negative reactions and job withdrawal, including job dissatisfaction, low organizational commitment, absenteeism, intention to leave the job, and turnover (Maslach & Leiter, 2016).

Although various studies have examined the effects of work stress and burnout on employee performance, most studies have been conducted in the service, health, and education sectors. Research that specifically examines the effects of burnout and work stress in the manufacturing sector, particularly in local companies, is still relatively limited. This condition indicates a research gap that needs to be filled, given that the characteristics of workloads and production pressures in the manufacturing sector differ from those in other sectors.

PT Arteria Daya Mulia Cirebon is a manufacturing company that faces various challenges in running its business activities Continuous production activities, demands for punctuality, and highquality standards have the potential to cause work stress and burnout among employees. In addition, monotonous work routines and relatively fixed job positions over long periods of time can reduce employee motivation and morale. If these conditions are not managed properly, employee performance is at risk of gradually declining.

Based on the explanation, this study was conducted to examine the effect of burnout and work stress on employee performance at PT Arteria Daya Mulia Cirebon. The results of this study are expected to contribute empirically to the development of human resource studies in the manufacturing sector and to serve as material for companies to consider when formulating strategies to improve employee welfare and performance.

**LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESIS**
The Job Demands–Resources (JD-R) theory proposed by Bakker & Demerouti, (2008) explains that the balance between job demands and job resources greatly determines the psychological condition of employees. High job demands without adequate resource support have the potential to cause work stress and fatigue, which ultimately impact employee performance. Conversely, if organizations are able to provide optimal job resources, employee engagement levels tend to increase, thereby improving their performance. Thus, the Job Demands–Resources (JD-R) theory provides a strong theoretical basis for explaining the relationship between burnout, work stress and employee performance.

**Burnout**
Burnout is one of the serious consequences of prolonged work pressure (Maslach & Leiter, 2016). Larasati et al., (2020) explains that burnout arises from high work demands, fast work pace, and poorly managed physical and mental stress. This condition causes individuals to lose energy and motivation, and feel overwhelmed in carrying out their duties and responsibilities. Research by Aini et al., (2024) hows that burnout is characterized by severe fatigue, boredom, and a tendency to withdraw from work, such as frequently taking leave or complaining of prolonged fatigue. In addition to workplace factors (Adi & Ida, 2023) emphasize that individual characteristics, such as motivation and self-confidence, also influence burnout levels, with individuals with low stress management skills being more prone to emotional and mental exhaustion. Schaufeli et al., (2019) state that burnout is reflected through fatigue, mental distance from work, cognitive impairment, and emotional distress, which can directly reduce work quality and effectiveness.

**Work Stress**
In addition to burnout, work stress is also an important issue in organizations (Hendriyaldi, 2021). Parashakti and Ekhsan (2022) define work stress as a condition of excessive mental pressure that causes individuals to have difficulty controlling their emotions and experience physical and psychological imbalances. Pradipta & Hanami, (2024) state that stress arises when job demands exceed an individual's capabilities, while Wardhana (2022) emphasizes that stress occurs due to an imbalance between physical and mental conditions in an uncomfortable work environment. Budiasa (2021) adds that work stress is influenced by internal and external factors, so that employees with the same workload may experience different levels of stress. Hadiyanti et al., (2025) reveal that work stress can be seen through high time pressure and excessive anxiety, which can potentially interfere with employees' concentration and decision-making quality.
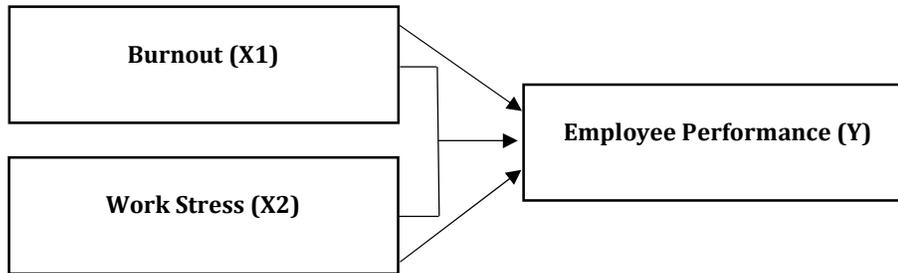
**Employee Performance**
Employee performance is defined as the level of work achievement that includes quality and quantity in accordance with the responsibilities assigned (Hidayat, 2021). Silaen et al., (2021) explain that performance appraisal is a systematic process of comparing work results with established standards and providing feedback for performance improvement. Pradhan and Jena (2017) mention that employee performance is reflected through task performance, adaptive performance, and contextual performance, all of which can be influenced by the psychological condition of employees. Various previous

studies have shown that burnout and work stress are closely related to employee performance.

## Research Framework

This study aims to determine the effect of burnout (X1) and work stress (X2) on employee performance (Y) at PT Arteria Daya Mulia Cirebon. Burnout and work stress arising from workloads, production targets, and time pressure can affect employee productivity and work quality, as can be seen in Figure 1.



Source: Created for this study, 2026

**Figure 1**
**Research Framework**

## Hypothesis

The hypotheses in this study are:

> H1: It is hypothesized that burnout affects the performance of employees at PT Arteria Daya Mulia Cirebon.
>
> H2: It is hypothesized that work stress affects the performance of employees at PT Arteria Daya Mulia Cirebon.
>
> H3: Burnout and work stress are suspected to simultaneously affect the performance of employees at PT Arteria Daya Mulia Cirebon.

## METHOD

This study uses an associative quantitative approach to examine the relationship between more than one variable. The quantitative approach is carried out through the collection of measurable data and numerical analysis, with the aim of testing theories and explaining the relationship between the variables in study (Machali, 2021).

The population is the entire set of objects or subjects that have certain characteristics and are determined by the researcher as the center of study and basis for drawing conclusions (Sugiyono, 2023). The population in this study was all 2,084 employees of the production division of PT Arteria Daya Mulia Cirebon. This study used a non-probability sampling technique with a purposive sampling method, in which respondents were deliberately selected based on criteria considerad relevant to support the achievement of the research objectives (Soendjoto et al., 2022). The sample size was determined using the Slovin formula as stated by Altares et al., (2003), taking into account a certain margin of error. The calculation results showed a sample size of 95,4, which was then rounded to 100 repondents with a margin of error of 10%.

Data collection was conducted through the distribution of quetionnaires aimed at assessing burnout, work stress, and employee performance. The research instrument used was a closed questionnaire with a five-point Likert scale, ranging from strongly

disagree to measure respondents parceptions and attitudes toward the statements presented (Simamora, 2022).

The analysis techniques in this study include validity and reliability tests, classical assumption tests, multiple linear regression, T-test and F-test, as well as a coefficient of determination test conducted using SPSS Version 25 (Husna & Prasetya, 2024).

## RESULTS AND DISCUSSION
### Validity Test
Each statement in the questionnaire was tested for validity to ensure the validity of the research data. Statements that were declared invalid were not used in further analysis (Saputra & Savitri, 2020). In this study, validity and reliability tests were conducted on 100 respondents who were employees of PT Arteria Daya Mulia with the help of SPSS 25.0 for Windows. The test results showed that all statements were valid, as presented in Table 1.

**Table 1**
**Data Validity Test Of Burnout, Work Stress and Employee Performance Variables**

| Calculated r for Burnout | Calculated Stress | Calculated r for Performance | Table r | Description | Valid |
|---|---|---|---|---|---|
| 0.455 | 0.667 | 0.720 | 0.195 | Calculated r > Table r | Valid |
| 0.545 | 0.734 | 0.663 | 0.195 | Calculated r > Table r | Valid |
| 0.490 | 0.720 | 0.779 | 0.195 | Calculated r > Table r | Valid |
| 0.551 | 0.596 | 0.808 | 0.195 | Calculated r > Table r | Valid |
| 0.554 | 0.728 | 0.758 | 0.195 | Calculated r > Table r | Valid |
| 0.592 | 0.634 | 0.579 | 0.195 | Calculated r > Table r | Valid |
| 0.567 | 0.682 | 0.768 | 0.195 | Calculated r > Table r | Valid |
| 0.710 | 0.736 | 0.858 | 0.195 | Calculated r > Table r | Valid |
| 0.520 | 0.578 | 0.810 | 0.195 | Calculated r > Table r | Valid |
| 0.604 | 0.687 | 0.743 | 0.195 | Calculated r > Table r | Valid |
| 0.585 | 0.634 | 0.810 | 0.195 | Calculated r > Table r | Valid |
| 0.589 | 0.574 | | 0.195 | Calculated r > Table r | Valid |
| | 0.436 | | 0.195 | Calculated r > Table r | Valid |

Source: Data processed using SPSS version 25, 2026

Based on Table 1, all attributes in the burnout, work stress, and employee performance variables have a calculated r value greater than the table r (0.195) with a sample size of 100 and a significance level of 5%, so the research instrument is considered valid for analyzing the effect of burnout and work stress on employee performance.

### Reliability Test
A statement is considered reliable if it is relatively trustworthy as a data measurement tool. The reliability test serves as an analytical tool to test the consistency of questions against the proportion of respondents' answers (Esi et al., 2021). The following table shows the results of the reliability test for all dimensions of the burnout, work stress, and employee performance variables used in this study.

**Table 2**

**Data Reliability Test Of Burnout, Work Stress And Employee Performance**

| Reliability Test | Cronbach's Alpha | Description |
|---|---|---|
| Burnout | 0.805 | Reliable |
| Work Stress | 0.884 | Reliable |
| Employee Performance | 0.925 | Reliable |

Source: Data processed using SPSS version 25, 2026

Based on Table 2, the reliability test results show that all research variables have a Cronbach's Alpha value above 0.60, so the research instrument is declared reliable or consistent. The burnout variable obtained a Cronbach's Alpha value of 0.805, the work stress variable of 0.884, and the employee performance variable of 0.925.

A high Cronbach's Alpha value indicates that the statement items in each variable are able to measure the same abstract level consistently. Thus, the questionnaire used in this study can be trusted and is suitable for further analysis, in accordance with the reliability criteria proposed by Ghozali (2021).

## Classical Assumption Test
### Normality Test
In this study, normality testing was performed by applying the One-Sample Kolmogorov-Smirnov Test to the unstandardized residual values (Sari & Kuswanto, 2025) with the test results presented in Table 3.

**Table 3**
**Data Normality Test**

|  | Unstandardized Residual |
|---|---|
| N | 100 |
| Test Statistic | .063 |
| Asymp. Sig. (2-tailed) | .200[c,d] |

Source: Data processed using SPSS version 25, 2026

The normality testing was performed using the One-Sample Kolmogorov-Smirnov Test on the unstandardized residual values. The result in Table 3 show that Asymp. Sig. (two-tailed) value is 0.200, which exceeds the significance threshold of 0.05. Thus, the residuals are declared to be normally distributed, meaning that the regression model satisfies the normality assumption.

### Multicollinearity Test
Multicollinearity testing is conducted to determine the relationship between independent variables in a regression model (Hidayatullah et al., 2024). A good regression model does not have correlations between independent variables. Multicollinearity can be seen from the Variance Inflation Factor (VIF) and Tolerance values. If the VIF value is < 10 or Tolerance is > 0.1, then the model does not experience multicollinearity (Thomas, 1997), as shown in Table 4.

**Table 4**

**Multicollinearity Test**

| Variable | Tolerance | VIF | Description |
|---|---|---|---|
| Burnout | 0,965 | 1,036 | No Multicollinearity |
| Work Stress | 0,965 | 1,036 | No Multicollinearity |

Source: Data processed using SPSS version 25, 2026

The multicollinearity test was performed by looking at the Tolerance and Variance Inflation Factor (VIF) values. Based on Table 4, the Burnout and Work Stress variables have a tolerance value of 0.965 (>0.10) and a VIF value of 1.036 (<10). This finding indicates that there is no multicollinearity between the independent variables in the regression model.

## Heteroscedasticity Test

A heteroscedasticity test is conducted to assess whether there is variance in residuals between observations in a regression model (Firdausya & Indawati, 2023). The regression model is considered good if there are no indications of heteroscedasticity. To determine whether or not this problem exists, analysis can be performed using the significance of the Glejser test (Indrawan & Sudarsi, 2023), as shown in Table 5.

**Table 5**
**Heteroscedasticity Test**

| Variable | Sig | Description |
|---|---|---|
| Burnout | 0,207 | No heteroscedasticity |
| Work Stress | 0,423 | No heteroscedasticity |

Source: Data processed using SPSS version 25, 2026

The heteroscedasticity testing was conducted using the Glejser method by observing the significance value of each variable. Based on Table 5, the Burnout variable has a significance value of 0.207, while the Work Stress variable shows a value of 0.423. Both values exceed the significance limit of 0.05, so it can be concluded that the regression model does not experience heteroscedasticity.

## Multiple Linear Regression

This analysis aims to determine the extent to which Burnout (X1) and Work Stress (X2) influence employee performance (Y). Based on research by Ihzaniah et al., (2023), the multiple linear regression equation used in this study is presented in the following formula:

$$Y = \alpha + \beta 1 X 1 + \beta 2 X 2 + e$$

Explanation:
Y          : Performance
X1         : Burnout
X2         : Work Stress

The regression model in this study has met the classical assumptions, so it is suitable for further analysis, as can be seen in the Table 6.

**Table 6**

**Multiple Linear Regression Test Results**

| Variable | Regression coefficient | T count | sig |
|---|---|---|---|
| Constant | 42,350 | - | - |
| Burnout | -0,146 | -1,271 | 0,207 |
| Work Stress | 0,070 | 0,805 | 0,423 |

Source: Data processed using SPSS version 25, 2026

The results of the multiple linear regression show the resulting regression equation is a follows:

Y = 42.350 – 0.146X1 + 0.070X2
Explanation:
Y = Employee performance
X1 = Burnout
X2 = Work stress

The regression equation can be described as follows:
1. A constant value of 42.350 indicates that if the variables of burnout and work stress remain constant or equal to 0, employee performance will be at 42.350 units.
2. The burnout regression coefficient of -0.146 shows a negative relationship, which means that every one-hit increase in burnout will decrease employee performance by 0.146 units, assuming that other independent variables remain unchanged. However, the significance value of 0.207, which is greater than 0.05, indicates that the effect of burnout on employee performance is not statiscally significant.
3. The regression coefficient for the work stress is positive at 0.070, which mathematically indicates that a one-unit increase in work stress will increase employee performance by 0.070 units. Assuming other independent variables remain constant. However, the significance value of 0.207 > 0.005 indicates that work stress does not have a significant effect on employee performance.

Based on the description, it can be concluded that burnout and work stress do not affect employee performance.

**Hypothesis Testing**
**T Test (Partial)**
The t-test is conducted to assess the extent to which each independent variable individually influences employee performance as a dependent variable (Pratama, 2020) as shown in Table 7.

**Table 7**
**T Test Results**

| Variabel | Regression coefficient | T count | Sig | Description |
|---|---|---|---|---|
| Constant | 42,350 | - | - | - |
| Burnout | -0,146 | -1,271 | 0,207 | Not significant |
| Work Stress | 0,070 | 0,805 | 0,423 | Not significant |

Source: Data processed using SPSS version 25, 2026

Based on the data presented in Table 7, the results of t-test show that the burnout variable obtained has a t-value of −1.271. This value is smaller than the t-table value of

1.984, which a significance level of 0.207 (>0.05). This finding indicates that burnout does not have a significant effect on employee performance. Therefore, the zero hypothesis ($H0_1$) is accepted, while the alternative hypothesis ($H1_1$) is rejected. The results of this study are consistent with the findings of Syahputra & Ikhram (2024), who also concluded that burnout does not have a significant effect on employee performance.

Based on the analysis results, the work stress variable showed a t-value of 0.805, which was smaller than the table t-value of 1.984, with a significance value of 0.423 (>0.05). Therefore, $H0_2$ is accepted and $H1_2$ is rejected, which means that work stress does not have a significant effect on employee performance. This finding supports the research by Valencia & Rinamurti, (2024). However, these results differ from the research conducted by Rosalinda et al., (2025), which states that work stress has a significant effect on employee performance.

The difference in the research results indicate that the effect of work stress on employee performance is highly dependent on the specific context. These findings are in with Yerkes–Dodson (1908), which explains that stress can have both positive and negative effects on performance, depending on the level of stress experienced by the individual

### F Test (Simultaneous)

The F test is used to determine whether the variables of Burnout and Work Stress simultaneously affect Employee Performance (Nasution, 2020), as shown in Table 8.

**Table 8**
**F-Test Results**

| Description | Value |
|---|---|
| F count | 0,975 |
| Significance | 0,381 |
| Conclusion | Not significant |

Source: Data processed using SPSS version 25, 2026

Based on the F test in Table 8, the calculated F value is 0.975, which is smaller than the F table value of 3.090, with a significance value of 0.381 (>0.05). These results indicate that burnout and work stress do not simultaneously have a significant effect on employee performance. Thus, the regression model as a whole is declared insignificant (Ramadhan & Puspasari, 2025).

### Determination Coefficient Analysis

The coefficient of determination serves to measure the degree to which independent variables explain the variation that occurs in dependent variables (Darma, 2021) as shown in Table 9.

**Table 9**
**Determination Test Results ($R^2$)**

| Description | Value |
|---|---|
| R Squre | 0,020 |
| Persentase | 2% |

Source: Data processed using SPSS version 25, 2026

Based on Table 9, the R Square value of 0.020 indicates that the variables of burnout and work stress can only explain 2% of the variation in employee performance,

while the remaining 98% is influenced by other factors outside the research model. The low R Square value indicates that employee performance is influenced by various other factors such as motivation, leadership, work environment, compensation, and organizational culture.

In social science research, a low R Square value is still acceptable given the complexity of human behavior. Ozili (2023) states that the main objective of social research is not solely to maximize predictive power, but to understand the relationships between the variables being studied.

## CONCLUSION AND RECOMMENDATIONS

Based on the results of data processing and hypothesis testing conducted to determine the effect of burnout and work stress on the employee performance of PT Arteria Daya Mulia Cirebon, it was concluded that burnout did not have a significant effect on employee performance, Work stress also showed similiar results, namely that it had no significant effect on employee performance. Simultaneous testing of these two variables concluded that burnout and work stress together do not significantly affect employee performance. In addition, the low coefficient of determination indicates that burnout and work stress only explain 2% of the variation in employee performance, while the other 98% of the variation is influenced by factors outside the scope of the study.

Companies are advised to continue optimizing their attention to working conditions and employee welfare, as well as focusing their efforts on the other factors that influence performance improvement, and compensation systems. Employees are expected to maintain a balance between work and personal life, and to establish open communication regarding obstacles encountered in the work process. For further research, it is recommended that researchers add more relevant variables such as motivation, leadership, work environment, compensation, and organizational culture as well as apply more diverse research methods so that the research results are more in-depth and comprehensive.

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