

The Influence of Workload on Employee Burnout: The Moderation Role of Family Support in Indonesian Heritage Center

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ABSTRACT

The aim of this research is a) to determine the effect of workload on employee burnout at Indonesian Heritage Halls, and b) to find out whether family support can moderate by weakening or strengthening the influence of workload on employee burnout at Indonesian Heritage Halls. The type of research used in this research is quantitative using the SPSS 27 program data analysis method. The sample used in this research is 64 respondents who are employees of the Indonesian Heritage Center. The data analysis used is classical assumption testing, hypothesis testing, moderate regression analysis (MRA). The results of this research show that based on the results of data analysis, t test results and MRA test results, it was found that the workload variable had a positive and significant effect on burnout at Indonesian Heritage Centers. Meanwhile, the family support variable was unable to moderate and strengthen the influence of workload on burnout at Indonesian Heritage Centers.

INTRODUCTION

Human resources play an important role in all life processes and a developed company is certainly not supported by quality human resources, both from a physical and mental aspect. Living in this modern era, where the demand is to quickly enable an employee to display optimal performance, and employees themselves also have pressure to be successful. Employees are generally often faced with various situations or circumstances that can cause problems, such as tasks given to an employee that must be completed within a certain time period. So sometimes employees are powerless to meet expectations and demands in the workplace and will experience boredom at work due to excessive work which ultimately results in workload. Employees who feel an excessive workload will experience boredom at work and pressure due to the many tasks and responsibilities. (Sundari and Meria 2019)

Every person who works will certainly have a workload where every job is a burden for the person concerned. This workload is one aspect that every organization needs to pay attention to because one thing that influences performance is workload. According to Danang (2012: 64), too much workload can cause tension in a person, resulting in stress. Apart from that, according to Munandar (2001: 383), workload is a condition of work with sharpness that must be completed within a certain time limit. Not only that, Hart and Staveland in Tarwaka (2011: 106) also state that workload is something that arises from the interaction between the demands of the work environment which is used as a workplace, the skills and perceptions of workers. (Sofiana, Wahyuarini, and Noviena 2020).

Maslach (2014) said that burnout is a symptom of emotional exhaustion, depersonalization, and a reduction in individual achievement that will occur in individuals who work with other people in a certain capacity. Burnout conditions sometimes occur in jobs that are required to be maximal and perfect, but being under a continuous working time limit psychologically makes some employees often feel depressed, lose concentration, apathetic, and less concerned with the social environment. This heavy work pressure sometimes causes errors at work. (Dewi et al. 2023). Dessler (2016:667), burnout is a total depletion of physical and mental resources caused by excessive effort to achieve unrealistic work-related targets.

Another definition according to Wahjono (2015: 202) is that burnout is a total decrease in physical and mental resources caused by excessive struggle to achieve a goal at work. Burnout is usually a problem for people whose work requires in-depth contact with data or who have responsibility for other people. (Angreni, Sujana, and Novarini 2022)

Based on the results of observations, researchers discovered a phenomenon that the workload of employees at the Heritage Hall was very high. Employees at this agency carry out complex duties and responsibilities in order to achieve targets, including coverage of the management of heritage objects, legal settlement regarding inheritance recovery, as well as inheritance law administration and other civil administration. Apart from that, the available human resources are also relatively small, convincing employees to use their time efficiently, which sometimes goes beyond working hours in order to provide good service to the community. The increasing workload felt by employees greatly influences the low level of success in a company's performance, because employee performance plays an important role in achieving a company's success. Mahendrawan (2015) said that workload can be seen both physically and mentally, if the workload borne by an employee is too heavy, it will certainly result in obstacles to work. This can influence or trigger burnout in a job and job satisfaction, and can increase turnover intention.

Human resources are a key factor in achieving the success of an organization. Organizations are aware that there are employees who have a high workload, or have employees who are at risk of experiencing emotional and physical fatigue, which is hereinafter referred to as burnout. This burnout can be dangerous for employees to maintain work quality and productivity. Especially at the Heritage Center, employees have a heavy workload due to the complexity of their tasks, long working hours and limited resources, giving rise to the effect that was mentioned last time, namely burnout. Family is one of the important things that can function as a balance against the influence of workload on employees, so that the impact of workload on burnout can be minimized.

RESEARCH METHOD

This research uses quantitative research techniques, which aim to examine the relationship between workload, burnout and family support. Sugiyono (2017:8) defines quantitative research methods as research techniques based on positivism that are used to study certain populations or samples, collect data using quantitative/statistical data analysis research tools, and test previously formed hypotheses. The population used in the research object was all employees of heritage centers throughout Indonesia, totaling 150 people. In this sample research, the sampling technique used is based on the population, using non-probability sampling with a purposive sampling method where this sampling technique has considerations that have been determined by the respondents. Therefore, the sample used in this study was 64 people. The data collected was analyzed using descriptive statistical techniques to describe the characteristics of the data, then the t test was used to test the significance of the influence between variables with a significance level of 0.05 and a moderate regression analysis test to test whether these variables had a weakening or strengthening moderating effect. Apart from that, we also calculated the coefficient of determination (R^2) to find out how much influence the variables workload and family support have on burnout.

RESULTS AND DISCUSSION

Research Result

Table 1 Distribution of Respondents' Answers Workload Variable (X)

Indicator	Measurement Scale					Amount Score	Mean Score
	1 (STS) Score	2 (TS) Score	3 (KS) Score	4 (S) Score	5 (SS) Score		
X.1	0	0	10	34	20	64	4.1563
X.2	0	0	8	29	27	64	4.2969
X.3	0	0	6	39	19	64	4.2031
X.4	0	0	6	23	35	64	4.4531
X.5	0	0	4	29	31	64	4.4219
X.6	0	1	5	30	28	64	4.3281
X.7	0	0	7	29	28	64	4.3281
X.8	0	0	7	27	30	64	4.3594
X.9	0	0	6	31	27	64	4.3281
Average							38.8750

Source: SPSS 27 Output 2025

Based on the frequency of respondents' answers to the workload variable presented in the table, from this table it can be seen that the frequency distribution of the workload variable consists of 9 statements presented. If you look at the analysis results, it is known that the one with the highest mean is X.4 with the number 4.4531, while the one with the lowest mean is X.1 with the number 4.1563.

Table 2 Distribution of Respondents' Answers to the Burnout Variable (Y)

Indicator	Measurement Scale					Amount Score	Mean
	1 (STS) Score	2 (TS) Score	3 (KS) Score	1 (STS) Score	2 (TS) Score		
Y.1	0	0	3	38	23	64	4.3125
Y.2	0	1	2	37	24	64	4.3125
Y.3	0	0	5	33	26	64	4.3281
Y.4	0	0	3	33	28	64	4.3906
Y.5	0	0	3	30	31	64	4.4375
Y.6	0	0	5	35	24	64	4.2969
Y.7	0	0	3	40	21	64	4.2813
Y.8	0	1	4	27	32	64	4.4063
Y.9	0	0	7	30	27	64	4.3125
Y.10	0	1	5	35	23	64	4.2500
Y.11	0	0	3	34	27	64	4.3750
Y.12	0	0	6	35	23	64	4.2656
Y.13	0	0	5	33	26	64	4.3281
Y.14	0	0	2	32	30	64	4.4375
Y.15	0	0	2	32	30	64	4.4375
Y.16	0	0	2	37	25	64	4.3594
Y.17	0	0	3	29	32	64	4.4531
Y.18	0	0	3	28	33	64	4.4688
Y.19	0	0	3	38	23	64	4.3125
Y.20	0	0	0	32	32	64	4.5000
Average							87.2656

Source: SPSS 27 Output 2025

Based on the frequency of respondents' answers to the burnout variable presented in the table, from this table it can be seen that the frequency distribution of the burnout variable consists of 20 statements presented. If we look at the results of the analysis, it is known that the one with the highest mean is Y.20 with the number 4.5000, while the one with the lowest mean is Y.10 with the number 4.2500.

Table 3 Distribution of Answers to the Family Support Variable (M)

Indicator	Measurement Scale					Amount	Mean
	1 (STS) Score	2 (TS) Score	3 (KS) Score	4 (S) Score	5 (SS) Score		
M.1	0	0	3	37	24	64	4.3281
M.2	0	0	9	36	19	64	4.1563
M.3	0	0	9	34	21	64	4.1875
M.4	0	0	7	26	31	64	4.3750
M.5	0	0	10	24	30	64	4.3125
M.6	0	0	5	28	31	64	4.4063
M.7	0	0	3	33	28	64	4.3906
M.8	0	0	8	28	28	64	4.3125
M.9	0	0	3	34	27	64	4.3750
M.10	0	0	6	31	27	64	4.3281
Average							43.1719

Source: SPSS 27 Output 2025

Based on the frequency of respondents' answers to the family support variable presented in the table, from this table it can be seen that the frequency distribution of the family support variable consists of the 10 statements presented. If you look at the analysis results, it is known that the one with the highest mean is M.6 with the number 4.4063, while the one with the lowest mean is M.2 with the number 4.1563.

Table 4. Validity Test Results

Variable	Items	Corrected item-total correlation	r-tabel	Information
Workload (X)	X.1	0.582	0.246	Valid
	X.2	0.566	0.246	Valid
	X.3	0.448	0.246	Valid
	X.4	0.484	0.246	Valid
	X.5	0.434	0.246	Valid
	X.6	0.426	0.246	Valid
	X.7	0.400	0.246	Valid
	X.8	0.560	0.246	Valid
	X.9	0.500	0.246	Valid
Burnout (Y)	Y.1	0.259	0.246	Valid
	Y.2	0.374	0.246	Valid
	Y.3	0.326	0.246	Valid
	Y.4	0.341	0.246	Valid
	Y.5	0.299	0.246	Valid
	Y.6	0.480	0.246	Valid
	Y.7	0.360	0.246	Valid
	Y.8	0.429	0.246	Valid
	Y.9	0.311	0.246	Valid
	Y.10	0.443	0.246	Valid
	Y.11	0.411	0.246	Valid
	Y.12	0.281	0.246	Valid
	Y.13	0.283	0.246	Valid

	Y.14	0.540	0.246	Valid
	Y.15	0.293	0.246	Valid
	Y.16	0.310	0.246	Valid
	Y.17	0.342	0.246	Valid
	Y.18	0.294	0.246	Valid
	Y.19	0.259	0.246	Valid
	Y.20	0.287	0.246	Valid
Family Support (M)	M.1	0.321	0.246	Valid
	M.2	0.517	0.246	Valid
	M.3	0.564	0.246	Valid
	M.4	0.664	0.246	Valid
	M.5	0.453	0.246	Valid
	M.6	0.456	0.246	Valid
	M.7	0.395	0.246	Valid
	M.8	0.430	0.246	Valid
	M.9	0.390	0.246	Valid
	M.10	0.593	0.246	Valid

Source: SPSS 27 Output 2025

Validity Test is used to measure whether a questionnaire is valid or not. The criteria used to declare an instrument is considered valid or suitable for use in hypothesis testing if the corrected Item-Total Correlation is greater than r-table or $df = (N-2) = 0.246$

Table 5 Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Information
Workload (X)	0,603	9	Reliabel
Burnout (Y)	0,615	20	Reliabel
Family Support (M)	0,631	10	Reliabel

Source: SPSS 27 Output 2025

Based on the results in Table 5, the results of the reliability test show that the Cronbach's alpha value for all variables is more than 0.60. Thus, it can be concluded that the questionnaire used which reflects the variables of workload, fatigue and family support can be considered a reliable tool and a reliable instrument for assessing these variables.

Table 6. T Statistical Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	57.750	5.971		9.671	.000
Beban Kerja	.759	.153	.533	4.957	.000

a. Dependent Variable: Burnout

Source: SPSS 27 Output 2025

Based on the decision-making criteria, if the t-value > t-table (1.670) and the significance value < 0.05, it can be concluded that variable X has a positive and significant effect on variable Y. Based on the table above, the SPSS test results for the Workload variable (X) on Burnout (Y) show a t-value of $4.957 > t\text{-table value of } 1.670$ and a significance value of $0.000 < 0.05$. This indicates that the workload variable (X) has a positive and significant effect on the burnout variable (Y).

Table 7. Results of Moderate Regression Analysis Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	-7.605	84.178		.928
	Beban Kerja	1.597	2.219	1.120	.475
	Dukungan Keluarga	1.901	1.960	1.427	.336
	Beban Kerja*Dukungan Keluarga	-.029	.051	-1.492	.571

a. Dependent Variable: Burnout

Source: SPSS 27 Output 2025

Based on the significance value of the interaction variable between workload and family support, which is 0.571 (>0.05), it can be concluded that the family support variable (M) does not moderate the effect of the workload variable (X) on the burnout variable (Y).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 ^a	.547	.525	2.84192

a. Predictors: (Constant), Beban Kerja*Dukungan Keluarga,

Source: SPSS 27 Output 2025

Based on the value is 0.547, which means that the contribution of the workload variable (X) to the burnout variable (Y), after including the moderating variable (Family Support), is 54.7%. Therefore, it can be concluded that the presence of the moderating variable (Family Support) strengthens the effect of the workload variable on the burnout variable.

Table 8 Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	.545	.530	2.826

a. Predictors: (Constant), Dukungan Keluarga, Beban Kerja

Source: SPSS 27 Output 2025

Based on the table above, the R Square (R²) coefficient value is 0.545 or 54.5%, so it can be concluded that the influence of the workload variable on burnout is 0.545 or 54.5%.

Discussion

Based on research that has been conducted, it was found that there is a positive and significant influence on employee burnout at heritage centers throughout Indonesia. The coefficient value of 0.759 indicates that excessive workload will become a big problem if management procedures are not improved in the future by management. The significance level of $0.000 < 0.05$ indicates that workload has a positive influence on employee burnout

The results of this research are in line with research conducted by I Made Agus Putra Wijaya, I Made Artha Wibawa (2020) with the title "Workload influences burnout with the Work Family Conflict

variable as a mediator." Workload has a positive and significant influence on burnout among female employees at PT Bank BRI Denpasar Gajah Mada. Excessive workload will become a big problem if management procedures are not improved in the future by PT management. Bank BRI Denpasar Gajah Mada Branch Office, this excessive workload will give rise to the attitude of employees who feel unable to return to work because of work pressure, there will be feelings of stress due to the workload received so that they feel unable to work well, they often feel like they have failed in completing work which will give rise to a burnout attitude from employees which will directly harm the company in the future.

Based on the results of the Moderate Regression Analysis (MRA) test, the significance value between the interaction variable workload and family support is 0.571 (>0.05) and the R Square value is 0.547, meaning that the family support variable does not have a significant influence on the influence of workload on burnout. This means that the family support variable is not able to moderate the influence of the workload variable on burnout. So it can be concluded that after the moderating variable (Family Support) can strengthen the influence of the workload variable on the burnout variable in heritage centers throughout Indonesian

The findings of this research are in line with research conducted by Ninda, Salsabilah Permata (2025) with the title "The effect of workload on burnout with social support as a moderating variable (study of film promotion team employees at the Griya Pioneer Culture Production House) On the other hand, even though employees have a high or low workload, social support cannot change how much influence workload has on burnout. This is because social support cannot reduce the number of tasks or work pressure, so employees are still tired even though they feel supported and burnout occurs because the workload is excessive and social support only helps emotionally, not reduces work demands.

The results of this research can be confirmed by research conducted by (Sakimandoko and Purba 2021). Meanwhile, work social support cannot moderate the influence of work overload on burnout in employees of the Griya Pelopor Budaya Production House Film Promotion team, meaning that social support cannot weaken the influence of workload on burnout.

CONCLUSION

Hypothesis test results show that there is a relationship between workload and employee burnout at heritage centers throughout Indonesia. Based on the calculation results, the t-count value is 4.957 and the coefficient value is 0.759, both of which are less than 0.05 at a significance level of 0.000. These findings suggest that, in the estate, workload has a beneficial impact on burnout. Based on these results, it can be concluded that workload has a positive effect on burnout in heritage centers throughout Indonesia

The results of hypothesis testing prove that family support cannot moderate the influence of workload on employee burnout at heritage centers throughout Indonesia. Judging from the results of the calculations that have been carried out, the significance value is 0.571 and the R Square value is 0.547, which is greater than 0.05. Based on these results, it can be concluded that family support is unable to moderate and strengthen the influence of workload on employee burnout at heritage centers throughout Indonesia.

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