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Do Workload, Burnout, and Work Environment Predict Employee Performance Among Public Servants?

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Abstract

Public service performance has remained a major concern due to its direct impact on community satisfaction and regional development. While studies have addressed the technical and infrastructural factors as the cause of poor public service delivery, studies addressing the psychological and environmental human factors seem sketchy. Therefore, this study examines the predictive role of workload, burnout, and work environment on employee performance among public servants at the Department of Transportation in Ngawi Regency, East Java. A cross-sectional survey design was adopted, while a proportionate stratified random sampling technique was used to select the study population. Validated questionnaires were used to collect data from 109 participants and analyzed using multiple linear regression to test the hypothesis, which was accepted at the $p < .05$ level of significance. The result demonstrated that the independent variables significantly correlated with employee performance among the study participants, $R^2 = .754$, $F (3,105) = 12.228$, $p < .001$. Furthermore, workload ($\beta = -.197$, $p = .042$) and burnout ($\beta = -.123$, $p = .028$) negatively predicted performance, whereas the work environment ($\beta = .328$, $p = .040$) positively and dominantly predicted employee performance. The study concludes that human and environmental factors significantly contributed to performance fluctuations among the study participants. The study recommends all stakeholders take proactive measures to upgrade the physical work environment and checkmate excessive workloads to mitigate burnout and optimize public service delivery.

Keywords: Workload, burnout, work environment, employee performance, public servants.

INTRODUCTION

The transportation sector is the lifeblood of national development, playing a vital role in supporting economic mobility and ensuring public safety. The Department of Transportation, as the frontline in traffic and transportation management, is expected to

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maintain a high level of professionalism, responsiveness, and work accuracy. However, an unexpected consequence of modern public service is the escalating work pressure caused by an imbalance between the volume of work and the availability of human resources (Erlianti et al., 2024). This phenomenon frequently places employees in difficult positions where they must maintain the speed and reliability of public services without compromising the quality of their output.

Several factors have been identified to predict employee performance, including leadership styles, compensation, and human-environmental factors. The factors considered in this study as predictors of employee performance are workload, burnout, and the work environment. Workload encompasses the accumulation of physical and mental task demands in daily operations (Dwiyanti, 2025). High workloads without adequate recovery lead to burnout, a psychological syndrome characterized by emotional exhaustion and a cynical attitude toward work (Wartanti, 2026). Furthermore, these psychological dynamics are deeply intertwined with the work environment, which refers to the physical and social climate where tasks are executed.

Studies on workload and burnout as causes of performance degradation have been documented. For instance, Nugrahaeni and Ariandi (2025) found that excessive workload and a poor work environment are strong predictors of decreased employee performance in the public sector. Similarly, Septiani (2025) revealed that burnout significantly degrades the quality of administrative outputs among civil servants. Finally, Adelia et al. (2024) reported that inadequate physical work environments, such as poor lighting and extreme temperatures, increased both the frequency of human error and emotional exhaustion among workers.

Employees at the Department of Transportation in Ngawi Regency play a crucial role in maintaining road safety, administering vehicle roadworthiness tests (KIR), and managing transport terminals. However, observational data indicates severe operational imbalances. The administrative staff faces an overload of documents, while field officers endure long hours under extreme weather during major traffic operations (e.g., Eid and Christmas operations). Additionally, inadequate physical environments, such as unstable internet connections for KIR applications and limited traffic signs, have raised concerns about performance stability. Therefore, given the high prevalence of these challenges, it is imperative to examine the extent to which these factors predict performance. The study sought to provide an answer to the question: Will workload, burnout, and work environment predict employee performance among public servants at the Department of Transportation in Ngawi Regency?

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The results of this study would provide valuable insights into the role of psychological and environmental factors on employee performance. In addition, the study would provide valuable data to policymakers on how to develop effective strategies aimed at reducing burnout and improving service quality.

THEORETICAL REVIEW

The Job Demands-Resources (JD-R) Model

The Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017) serves as the primary psychological and organizational framework for this study to understand how working conditions dictate employee well-being and productivity. The JD-R model postulates that every occupation has specific risk factors associated with job stress, which are classified into two broad categories: job demands and job resources. Job demands refer to the physical, psychological, social, or organizational aspects of the job that require sustained physical and mental effort. Conversely, job resources refer to the aspects of the job that are functional in achieving work goals, reducing job demands, and stimulating personal growth. Theoretically, the JD-R model operates through two independent psychological mechanisms: the health impairment process, where prolonged high job demands exhaust employees' resources and lead to burnout, and the motivational process, where abundant job resources foster engagement and mitigate stress.

Workload

Workload acts as a primary stressor within the job demands category. Dwiyanti (2025) conceptually defines workload as all forms of work assigned to human resources that must be completed within a specified timeframe, encompassing the accumulation of both physical and mental task demands in daily organizational operations. Expanding on this, Munandar (as cited in Nugrahaeni & Ariandi, 2025) categorizes workload indicators into three critical dimensions: the target or volume of work to be achieved, the actual operational conditions in the field, and the standard of work expected by the management. When formal structures demand excessive outputs, such as handling massive administrative documents or conducting continuous traffic monitoring, employees experience cognitive overload, which significantly degrades their accuracy and focus.

Burnout

When high workloads are not balanced with adequate recovery, employees become highly susceptible to burnout. Maslach (as cited in Sembiring et al., 2026) defines burnout

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as a condition of profound psychological exhaustion characterized by emotional exhaustion, a cynical attitude toward work, and a decline in personal achievement due to prolonged work pressure. Elaborating on this, Wartanti (2026) notes that burnout manifests through chronic physical fatigue, mental exhaustion, emotional numbness, and low self-esteem, which collectively destroy employees' intrinsic motivation. Consequently, burnout is no longer viewed merely as a routine occupational hazard but as a severe mental health issue requiring proactive resource reinforcement (Childs et al., 2026). Beyond psychological damage, von Känel et al. (2026) emphasize its profound physiological consequences; unmanaged chronic work stress triggers an increased allostatic load a cumulative burden disrupting neuroendocrine and immune systems proving that burnout critically degrades employees physically over time.

Work Environment

The work environment represents a crucial job resource capable of buffering the negative impacts of high job demands. Dwiyanti (2025) defines the work environment as everything surrounding the workers that can influence them in carrying out their assigned tasks, including both the physical infrastructure and the social climate. Furthermore, Fachrezi (as cited in Adelia et al., 2024) specifies that a quality work environment is determined by factors such as adequate lighting, optimal room temperature and air circulation, manageable noise levels, proper spatial layout, and harmonious relationships among coworkers. A well-designed physical environment minimizes the risk of occupational hazards and builds psychological comfort, acting as a structural "shock absorber" against high workloads.

Employee Performance

The ultimate outcome of managing workload, burnout, and the work environment is employee performance. Septiani (2025) defines employee performance as the work results and work behaviors achieved by individuals in completing the tasks and responsibilities assigned by the institution within a specific period. To measure this comprehensively, Kasmir and Noe (as cited in Adelia et al., 2024; Nugrahaeni & Ariandi, 2025) highlight several key indicators, including the quality and accuracy of the output, the quantity or volume of completed work, timeliness, independence or initiative, and adaptability in teamwork.

Hypothesis Development

In the context of public servants at the Department of Transportation, this theoretical framework clearly explains the dynamics among the variables. Officers operate under

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extreme job demands, such as long operational hours, massive administrative backlogs, and constant public scrutiny. When the organizational structure fails to provide sufficient job resources, such as stable internet connectivity for digital vehicle testing (KIR) services or adequate traffic signs, employees are forced to expend extra compensatory energy. This constant struggle to meet service targets under strained conditions makes emotional exhaustion inevitable, ultimately degrading performance. Therefore, this study tested the hypothesis that workload, burnout, and work environment will significantly predict employee performance among public servants at the Department of Transportation in Ngawi Regency.

METHOD

Research Design

The study was a cross-sectional survey design using validated questionnaires to collect data from study participants. The independent variables were workload, burnout, and work environment, while the dependent variable was employee performance.

Setting and Study Population

The study population comprises all civil servants and contract workers operating within the Department of Transportation in Ngawi Regency, East Java, Indonesia. These include employees assigned to the Secretariat, Traffic Division, Technical Infrastructure Division, Transportation Division, Safety Division, and the Terminal Unit (UPTD). The estimated population of 149 employees was obtained from the official human resource records of the institution. The population served as the focus of the study since they are directly involved in daily public transportation management and are more likely to exhibit or be affected by workload pressures, burnout, and environmental constraints.

Sampling Technique Procedure

A proportionate stratified random sampling technique was used to select the participants from the total population. Slovin's formula was applied with a 5% margin of error, determining a sample size of 109 employees. This proportionate method was utilized to ensure that the diverse operational units ranging from administrative staff to field officers were fairly and accurately represented in the sample.

Instruments

Validated questionnaires were used for data collection. All items were rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree):

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Workload Questionnaire: Adapted from Dwiyanti (2025) and Munandar (2014), this 9-item scale was used to measure various aspects of job demands, such as daily volume targets, operational conditions, and institutional work standards. In the current study, Cronbach's α = 0.691.

Burnout Questionnaire: Adapted from Wartanti (2026) and Maslach (2001), this 12-item scale was used to assess the severity of psychological exhaustion. It measures physical fatigue, mental exhaustion, emotional numbness, and low self-esteem among employees. In the current study, Cronbach's α = 0.717

Work Environment Questionnaire: Adapted from Adelia et al. (2024), this 9-item scale was used to measure the quality of physical and social facilities, including lighting, room temperature and circulation, noise levels, spatial layout, and coworker relationships. In the current study, Cronbach's α = 0.659.

Employee Performance Questionnaire: Employee Performance Questionnaire: Adapted from Septiani (2025), Kasmir (2019), and Noe, this 12-item scale was used to assess the final output of the employees. It measures the quality of work, quantity/volume of work, timeliness, independence, and teamwork adaptability. In the current study, Cronbach's α = 0.762.

Data Collection

They were briefly informed of the purpose of the study and asked for their consent to participate. Those who agreed to participate were assured of the confidentiality of their responses and were provided with a Google Form link containing the questionnaires. The digital distribution ensured flexibility without disrupting their public service duties. A total of 109 valid responses were successfully retrieved and used for the analysis.

Data Analysis

IBM SPSS version 27 was used to analyze the data collected. Both descriptive and inferential statistics were computed. Prior to hypothesis testing, the data successfully met the classical assumptions, including normality (Kolmogorov-Smirnov test), absence of multicollinearity (Tolerance and VIF values), and absence of heteroskedasticity (Park test). The hypotheses were tested using multiple linear regression analysis, t-test, and F-test, and were accepted at the $p < .05$ level of significance.

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Table 1: Participants' Demographic Information

Variable	Categories	Frequency	%
Age	20–30 yrs	25	22.9
	31–40 yrs	35	32.1
	41–50 yrs	30	27.5
	> 50 yrs	19	17.5
Gender	Male	96	88.1
	Female	13	11.9
Years of Work Experience	< 5 yrs	26	23.9
	5–10 yrs	38	34.8
	> 10 yrs	45	41.3
Education Level	Junior High School	2	1.8
	Senior High School	62	56.9
	Diploma (D3)	1	0.9
	Bachelor's Degree (S1)	44	40.4
Employment Status	Civil Servant (PNS)	83	76.1
	CPNS	3	2.8
	Contract Worker (PPPK)	5	4.6
	Part-time Contract Worker	18	16.5
Work Division	Secretariat	15	13.8
	Traffic Division	34	31.2
	Infrastructure Division	18	16.5
	Transportation Division	15	13.8

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	Safety Division	9	8.2
	Terminal Unit (UPTD)	18	16.5
Total		**109**	**100.0**

Table 1 presents the demographic variables of the study participants. Descriptive statistics revealed that the majority (32.1%) of the participants were between the 31–40 years age bracket, with a disproportionate number of participants (88.1%) being male. In terms of years of experience in the institution, 41.3% of the participants have been working for more than 10 years, and 34.8% have worked between 5 and 10 years. Furthermore, the majority of the respondents hold a Senior High School degree (56.9%), followed by Bachelor's Degree holders (40.4%). Finally, when looking at employment status and division, 76.1% of the participants serve as permanent Civil Servants (PNS), with the highest concentration of personnel deployed in the Traffic Division (31.2%).

Testing the hypothesis…

Reckless Workload, burnout, and work environment will significantly predict employee performance. The hypothesis was tested using multiple linear regression, and the results are presented in Tables 2a-c.

Table 2a: Model Summary of the Predictors on Employee Performance

Model	R	R Square	Adjusted R^2	Std. Error of the Estimate
1	.872	.759	.754	4.425

Table 2b: ANOVA of the Predictors on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	718.571	3	239.524	12.228	.000
Residual	2056.714	105	19.588		
Total	2775.284	108			

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Table 2c: Coefficients Predicting Employee Performance

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	10.370	4.652		2.229	.028
Workload	-0.259	0.138	-.197	-2.984	.042
Burnout	-0.196	0.162	-.123	-2.213	.028
Work Environment	0.461	0.128	.328	3.609	.040

Tables 2a-c show the results of the regression analysis carried out to determine if the independent variables predict performance. The result revealed that the variables significantly predicted employee performance, $R^2 = .754$, $F(3,105) = 12.228$, $p < .001$. The unstandardized coefficients indicate that workload (B = -0.259) and burnout (B = -0.196) negatively predict performance, whereas the work environment (B = 0.461) positively predicts it. Furthermore, based on the standardized beta coefficients, the work environment (β = .328) emerged as the most dominant predictor. The model explains that the predictors accounted for 75.4% of the variance in employee performance. This supported the hypothesis.

DISCUSSION

The Effect of Workload on Employee Performance

The hypothesis testing demonstrated that workload partially has a negative and significant effect on employee performance. Based on the regression analysis, the t-value for workload was -2.984, which is smaller than the t-table of -1.983, with a significance level of 0.042 ($p < 0.05$) and a standardized beta coefficient of -.197. The finding that workload negatively predicts performance is corroborated by prior studies by Octavia (2025) and Fatih (2025), which assert that workload is a fundamental factor consistently affecting employee performance. This aligns with Saputri (2025), who proved that excessive workload exceeding human adaptive capacity triggers job stress, ultimately weakening organizational productivity. In the context of this negative impact, these researchers explain that excessive workload leads to physical fatigue and a decline in cognitive focus. When daily task demands split an employee's focus, individual concentration gradually degrades. Long

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working hours without adequate recovery time induce the accumulation of psychological pressure, thereby reducing accuracy, slowing down tactical decision-making in the field, and increasing the frequency of human errors.

The Effect of Burnout on Employee Performance

The analysis revealed that burnout partially has a negative and significant effect on employee performance. The statistical results showed a t-value of -2.213, which is smaller than the t-table of -1.983, with a significance level of 0.028 ($p < 0.05$) and a standardized beta coefficient of -.123. The finding that burnout negatively predicts performance is reinforced by previous studies by Septiani (2025) and Octavia (2025), which firmly state that burnout is a critical psychological factor significantly contributing to performance decline. This is also supported by Mustaqim (2025), who explains that burnout not only degrades performance but also triggers turnover intention due to the employees' inability to endure mental strain. These studies explain that unmitigated burnout triggers emotional exhaustion syndrome and apathy toward work. This condition causes employees to lose intrinsic energy, struggle to maintain concentration, and work merely to fulfill basic obligations. Consequently, employee responsiveness weakens, the frequency of operational errors increases, and field problem-solving skills become blunted, ultimately degrading the overall quality of institutional services.

The Effect of Work Environment on Employee Performance

The results indicated that the work environment partially has a positive and significant effect on employee performance. Furthermore, based on the Standardized Coefficients Beta, the work environment emerged as the most dominant predictor ($\beta = .328$), supported by a t-value of 3.609 (which is greater than the t-table of 1.983) and a significance level of 0.040 ($p < 0.05$). The finding that the work environment positively predicts performance is corroborated by Yunus (2026), who confirmed its positive and significant impact on performance. This argument is further strengthened by Fatih (2025) and Mustaqim (2025), who explained that a poor work environment directly triggers stress and mental fatigue; conversely, improvements in physical facilities restore and boost employee performance. In the context of a positive impact, these researchers explain that the availability of adequate facility support facilitates employees in executing their core duties without technical hurdles. A well-designed physical environment not only minimizes occupational health and safety risks but also builds psychological comfort that enhances focus retention and daily motivation to achieve organizational operational targets.

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The Simultaneous Effect of Workload, Burnout, and Work Environment on Employee Performance

The simultaneous hypothesis testing confirmed that workload, burnout, and work environment collectively have a significant effect on employee performance. The ANOVA results yielded an F-value of 12.228, which is greater than the F-table of 2.69, indicating a highly significant relationship. Additionally, the adjusted R-square value of 0.754 demonstrates that these three independent variables account for 75.4% of the variance in employee performance. The finding that these variables simultaneously predict performance is supported by Octavia (2025), Fatih (2025), and Saputri (2025), who empirically proved that workload, burnout, and work conditions are stimulant variables that simultaneously have a strong connection in determining the level of employee productivity. These researchers explain that organizational stability depends heavily on the balance of these three elements. An imbalance in any aspect, such as a surge in operational workload while physical infrastructure is limited, accelerates the accumulation of psychological pressure within employees. The systemic impact of this damaged work ecosystem simultaneously destroys daily focus, triggers a decline in motivation, and drastically degrades collective performance achievements.

CONCLUSION

The study investigates workload, burnout, and work environment as predictors of employee performance among public servants at the Department of Transportation in Ngawi Regency, Indonesia. The results confirmed that these human and environmental factors are robust predictors of performance in the study area, with the work environment serving as the most dominant factor.

Recommendations

The study puts forth the following recommendations:

Relevant authorities should intensify task redistribution, particularly by optimizing shift systems during massive momentum operations (e.g., Eid holidays) to prevent administrative staff from experiencing a dual workload burden. In addition, continuous psychological well-being programs should be organized, such as providing adequate rest facilities and implementing periodic task rotations (*tour of duty*) to mitigate emotional exhaustion. Furthermore, as the work environment proved to be the most dominant predictor, management must prioritize infrastructural upgrades. Authorities should ensure that internet connectivity for the KIR testing system is fully stabilized, testing equipment is rejuvenated, and traffic operation tools are sufficiently allocated.

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Limitations and suggestions for further study

The study has some limitations worth addressing in further study. To begin with, the study's use of self-reported questionnaires introduced social desirability bias; therefore, multiple methods of data collection, including in-depth interviews, would generate richer qualitative data. In addition, the use of only one regency hindered the generalization of results; therefore, conducting comparative studies across different cities would enhance the findings' applicability. Finally, the study accounted for 75.4% of the variance, leaving room for other potential predictors. Further studies would benefit from the inclusion of transformational leadership, compensation, and work discipline.

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