



Impact Of Work Family Conflict, Workload And Transformational Leadership On Student Burnout, University Of Mercu Buana Jakarta

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ABSTRACT

This study aims to determine and analyze the effect of work-family conflict, workload and transformational leadership on student burnout at Mercu Buana University Jakarta. The background of the research is that due to the Covid-19 pandemic, many people have to be patient to stay at home and work from home or Work from Home (WFH), the extended large-scale social restriction (PSBB) policy and the homecoming ban have resulted in companies extending WFH for their employees. In this study, the authors took 33,496 students from Mercu Buana University Jakarta and the number of samples to be taken using slovin calculations was 100 respondents. Data collection techniques in this study by conducting a survey directly on the object of research, namely the University of Mercu Buana Jakarta. The data analysis method used in this research is the Component or Variance Based Structural Equation Model. The data processing uses the Partial Least Square (Smart-PLS) version 3.0 PLS program. PLS (Partial Least Square) is an alternative model of covariance-based SEM. PLS can be used to confirm the theory; besides that, it can be used to explain whether or not there is a relationship between latent variables. The desired results develop concepts and models that are more integrated and can find unequivocal and consistent results and contradictions. This study found that work-family conflict and workload had a positive and significant effect on burnout. Meanwhile, transformational leadership was found to have a negative and significant impact on burnout. The results of this study can contribute to practical and academic fields.

1. Introduction

also become a global pandemic causing significant public health damage, as well as causing financial and economic losses in many countries. Most developing countries will experience more obstacles than developed countries in restraining the spread of COVID-19, so it has the potential to develop into a new epicentre, including Indonesia (Hopman et al., 2020). The COVID-19 pandemic has forced many people to be patient to stay at home and work from home (WFH). The extended Large-Scale Social Restrictions (PSBB) policy and the ban on going home caused the company to extend WFH for its employees. This action must be taken to reduce the spread of the Coronavirus.

The rapid spread of Covid-19 makes handling more complex. It requires the government to take action to reduce the number of Covid-19 transmissions, one of which is through the Instruction of the Minister of Home Affairs (INMENDAGRI) 1 of 2021 regarding the policy of Enforcement of Restrictions on Community Activities (PPKM) (Anugrah & Priyambodo, 2021). The PPKM implemented has an impact on limiting activities outside the home, thus requiring all business actors to employ Work From Home (WFH) employees (Wahyu & Sa'id, 2020). WFH is considered the right step to keep workers safe from exposure to COVID-19. However, the shift in work patterns from face-to-face to online affects workers' lives, including being vulnerable to burnout syndrome. According to the World Health Organization (WHO), burnout is included in the 11th Revision of the International Classification of Diseases (ICD-11) as an occupational phenomenon (Wulandari, 2020). In the United States, recent research from Robert Half Research found that all workers in many states experience burnout. As many as 45% of the 2,800 workers surveyed between April and March 2021 experienced increased burnout frequency (Agus, 2021).

With the Covid-19 virus in Indonesia currently impacting the entire community, according to Kompas 28/3/2020, the impact of the Covid-19 virus occurs in various fields, such as social, economic, tourism and education. Circular (SE) issued by the government on March 18, 2020, all indoor and outdoor activities in all sectors are temporarily postponed to reduce the spread of the Coronavirus, especially in the education sector. On March 24, 2020, the Minister of Education and Culture of the Republic of Indonesia issued Circular Letter 4 of 2020 concerning implementing Education Policies during the Emergency Period of the Spread of Covid. In the circular, it was explained that the learning process was carried out at home through distance or online learning and was carried out to provide a meaningful learning experience for students. Learning from home can be focused on life skills education, including regarding the Covid-19 pandemic.

The Ministry of Education and Culture issued a circular containing instructions to the entire academic community from PAUD to universities in Indonesia to conduct distance learning (online) online. Online learning, commonly referred to as distance learning, is an internet-based teaching and learning process carried out by students, teachers/educators. Participants can access materials, interact with each other, discuss materials, and develop themselves through online-based learning experiences. In the implementation process, online learning poses several problems. Many students complain that online-based learning makes them less aware of the learning materials and gives more assignments than everyday school learning. At the same time, students who do not complain about online learning have adequate support and facilities to participate in online learning. This makes them less bored because they can access the material at any time and participate well in online learning. Online learning also makes students feel bored learning or (burnout) learning.

According to Pines and Aronson (2020), burnout is an emotional condition of a person who feels tired and bored mentally and physically due to the increasing demands of a job. From this opinion, it can be concluded that learning saturation occurs due to the demands for students to always comply with the rules of the tasks assigned to them. Learning saturation also occurs because the activities are always the same that students do every day. This learning saturation will significantly affect students for the continuity of their education. According to Purwanto et al. (2020), Not all students, students and students are accustomed to learning online. Moreover, many teachers or educators are still not proficient in teaching using internet technology or social media, especially in various regions. So the self-adjustment process in doing this learning does not run smoothly like the face-to-face learning process. Students encounter many difficulties in conducting the online learning process.

Internet access that is difficult to obtain is one of the obstacles because online learning requires a stable internet. In addition, another challenge that students must face is the cost constraint. Some students stated that taking online learning had to pay more to buy internet data quota. Maslach and Leiter (2016) explain that burnout is prone to occur mainly in people-oriented professions where work contacts take place personally and emotionally, the needs of others are

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prioritized over oneself, long working hours, high demands and resources. Limited resources. Suppose the office is moved to the home. In that case, these things will be vulnerable to happen because we lose the psychological distance between the workplace and the place of rest. A recent survey conducted by Blind, a workplace community application, found that 68 per cent of respondents admitted to feeling higher mental fatigue (Yoshio, 2020).

Based on a survey of PT. JobStreet Indonesia (2021), it is known that some of the impacts of working from home are working longer hours (50%) and changing working hours (48%) to more housework (47%). Based on the survey, it is known that WFH can increase the risk of psychosocial problems. This is because the working time limit is not clear. When doing activities in the office, employees will go home after completing their work. Meanwhile, during WFH, time seems to be out of control. The condition of employees who can be contacted at any time, even outside working hours such as at weekends, causes burnout.

In addition, based on a survey of PT. JobStreet Indonesia (2021), it is known that working at home causes much household work to be done by employees. According to Maslach and Leiter (2016), the higher the work-family conflict experienced by employees, the higher the burnout felt. This is because work-family conflict is a dual role conflict owned by workers. A dual role is a form of responsibility from two different domains. The two domains, namely the work domain and the family domain, require the role of employees.

Research conducted by Fassa and Miftahuddin (2019) shows that Work-Family Conflict, Self-efficacy and Demographic Factors partially have a significant effect on burnout. Research conducted by Paramarta and Dewi (2021) shows that Workload and Work-Family Conflict positively and significantly affect employee burnout. This is in contrast to research conducted by Dewi and Riana (2019) which shows that workload has no significant effect on employee burnout.

2. Literature Review

2.1. Burnout

The term burnout was first coined by Freudenberg, a psychiatrist in New York, in 1974. As a psychiatrist, Freudenberg saw many volunteers who were initially enthusiastic about helping patients suddenly experience a decrease in motivation and work commitment, and symptoms of physical and mental fatigue accompanied this decline. According to Maslach and Schaufeli (Schaufeli, 2008), Burnout is physical and emotional fatigue that causes the development of negative self-concepts, lack of concentration, and poor work attitudes. Another opinion states that Burnout is a state of fatigue or frustration caused by obstruction of achievement so that changes in attitudes and behaviour appear that cause a person to withdraw from work psychologically, usually someone tends to keep a distance from clients or be cynical about them (Pangesti, 2012).

In addition to causing a change in attitude, usually, Burnout is followed by a decrease in work performance; according to Ivancevich (2006), Burnout is a psychological process caused by work stress that cannot be released, causing emotional exhaustion, personality changes, and feelings as well as decreased achievement. Siagian (2009) argues that Burnout is a condition of mental, emotional, and physical exhaustion caused by ongoing and unresolved stress. According to Greenberg (2002), Burnout is the impact of work stress, both psychologically and psychophysiological, and behaviour that is detrimental. Burnout is a condition of physical, mental, and emotional exhaustion that arises from a mismatch between the employee's condition and his work (environment and job design) (Gunarsa, 2013). According to Pangesti (2012), Burnout is defined as a state of fatigue or frustration caused by obstruction of achievement so that changes in attitudes and behaviour appear that cause a person to withdraw from work psychologically, usually someone tends to keep a distance from clients or be cynical about them. According to Nelma (2019), Burnout is a psychological condition that occurs due to the ineffectiveness of individual coping strategies to cope with the sources of stress they experience. Based on the definition of experts, it can be concluded that Burnout is a psychological syndrome caused by an extraordinary feeling of exhaustion both physically, mentally, and emotionally.

2.2. Work Family Conflict

Dual-role conflict (work-family conflict) is a form of inter-role conflict with pressure from work and family roles. There is a mismatch between these roles in several ways (Shein & Chen, 2011). A work-family conflict arises from conflicting role pressures between work and family domains. Hence, participation in one role becomes more difficult due to other roles (Armstrong et al., 2015). Work-family conflict is defined by Greenhaus and Beutell (1985) as a type of inter-role conflict (opposite pressure that comes from the individual himself in different roles) in which some work and family responsibilities do not have a suitable time and performance. Front, Russell, and Cooper (Roboth, 2015) state that a

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work-family conflict is a form of role conflict where the role of family and work cannot be done simultaneously in several ways; this situation is often found in female employees who hold two roles where she has to do office work and control the family as a whole. Frone (Roboth, 2015) states that work-family conflict has two forms: work-family conflict and work-family conflict.

Kahn et al. (Ojha, 2011) also expressed that work-family conflict occurs due to unequal management of work and family responsibilities. It is believed that the amount of time spent at work can directly reduce the amount of time available for non-work activities (household) (Greenhaus & Beutell in Ryan, Ku, & Emily Ma, 2009). According to Kahn, Wolfe, Quinn, Snoek, and Rosenthal (Bolorizadeh, Tojari, & Zarger, 2013), things that interfere like this can cause stress and pressure on a person, affect the people around him, such as a spouse, children, and others. Work colleague. Based on the definition of experts, it can be concluded that work-family conflict is a conflict in individuals with dual roles between roles in work and roles in the family.

2.3. Workload

According to Hannani et al. (2016), the Workload arises from the interaction between the demands of the tasks. In this work environment, it is used as a coworker, skills, behaviour, and perceptions of workers. In addition, according to Ellyzar et al. (2017), Workload is several activities that must be completed by an organizational unit or position holder systematically using job analysis techniques, workload analysis techniques or other management techniques within a certain period to obtain information about the work efficiency and effectiveness of an organizational unit. . Munandar (2014) adds Workload as tasks are given to the workforce or employees to be completed at a particular time by using the skills and potential of the workforce. According to Meshkati in Astianto and Suprihhadi (2014), the Workload can be defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. Given that human work is mental and physical, each has a different loading level. The level of loading that is too high allows excessive energy and overstress to occur. On the contrary, the intensity of the load that is too low allows boredom and saturation or under stress. Therefore, it is necessary to strive for the optimum loading intensity between the two extreme limits and differ from one individual to another.

According to Moekijat (2010, p.28), the Workload is the volume of work results or records of work results that show the volume produced by several employees in a particular section. The amount of work that a group or person must complete in a particular time or Workload can be seen from an objective and subjective point of view. Objectively is the total time used or the number of activities carried out. At the same time, subjective Workload is a measure used by a person to make statements about feeling overloaded, a measure of work pressure and job satisfaction. Workload as a source of dissatisfaction is caused by work overload. Based on several definitions of experts, it can be concluded that Workload is a measure used by a person to statements about feelings of work overload, a measure of work pressure and job satisfaction.

2.4. Transformational leadership

According to Robbins and Judge (2016), transformational leaders are leaders who inspire their followers to convey their interests for the good of the organization and can have a tremendous influence on themselves. Transformational leaders are leaders who inspire their followers to put their interests aside for the good of the organization. Moreover, he was able to have a tremendous influence on his followers.

According to Sazly and Winna (2019), Transformational leadership is leadership that must be able to turn an idea into reality or a concept into real action. According to Setiawan et al. (2013), the concept of transformational leadership states that to become a successful leader, the leader must arouse the commitment of his followers to consciously build organizational values, develop organizational vision, make changes, and seek breakthroughs in increasing organizational productivity. Based on several definitions of experts, it can be concluded that transformational leadership is a leader who helps followers or employees see the importance of achieving the organization's or company's vision and mission beyond their interests.

2.5. Hypothesis Development

Work-family conflicts are felt by all workers, both men and women. Male and female workers have different roles in the family but have the same role in work. Work-family conflict is a stressor for most employees. Over time, stressors can make people view work in a negative light. In addition, work-family conflict can also cause frustration and disruption at work. This disorder can decrease a person's work productivity, be ineffective in dealing with other people and be emotionally draining. The effect of the work-family conflict aspect can cause a person to experience Burnout (Khamndiniyati, 2019). Previous research conducted by Rubbab (2017), Fassa and Miftahuddin (2019) and Kocalevent

et al. (2020) shows that Work-Family Conflict has a positive and significant effect on Burnout. Therefore, the hypotheses in this study are:

H₁ Work Family Conflict will have a positive and significant effect on Burnout

The workload of employees includes long working hours, and the number of tasks assigned to individuals/employees causes employees to feel they have a workload that must be borne. This is a stress trigger factor that has the potential to cause burnout in employees (Juhnisa & Fitria, 2020). Previous research conducted by Wijaya and Prastuti (2021), Dondokambey et al. (2018), and Hidayat and Sureskiarti (2020) show that workload has a positive and significant effect on burnout. Therefore, the hypotheses in this study are:

H₂ Workload will have a positive and significant effect on Burnout

Transformational leadership style is one of the appropriate leadership styles in dealing with change, increasing the pro-activeness of subordinates and making subordinates feel more valued and more emotionally involved. Transformational leadership style provides a better emotional touch for employees, which will affect burnout (Asamani et al., 2016). Previous research conducted by Green et al. (2014) and Puspitasari et al. (2019) showed that the Transformational Leadership Style had a negative and significant effect on Burnout. Therefore, the hypotheses in this study are:

H₃ Transformational Leadership Style will have a negative and significant effect on Burnout

3. Research Methods

1. Research Design

The design for this study used a quantitative approach. The quantitative approach is a research method based on the philosophy of positivism, used to examine specific populations or samples, data collection using research instruments, and data analysis are quantitative or statistical, intending to test established hypotheses (Sugiyono, 2016). In this study, the researcher used a causal research design, namely a causal relationship. In a causal relationship, there are independent variables (influenced variables) and dependent variables (influenced variables) (Sugiyono, 2016).

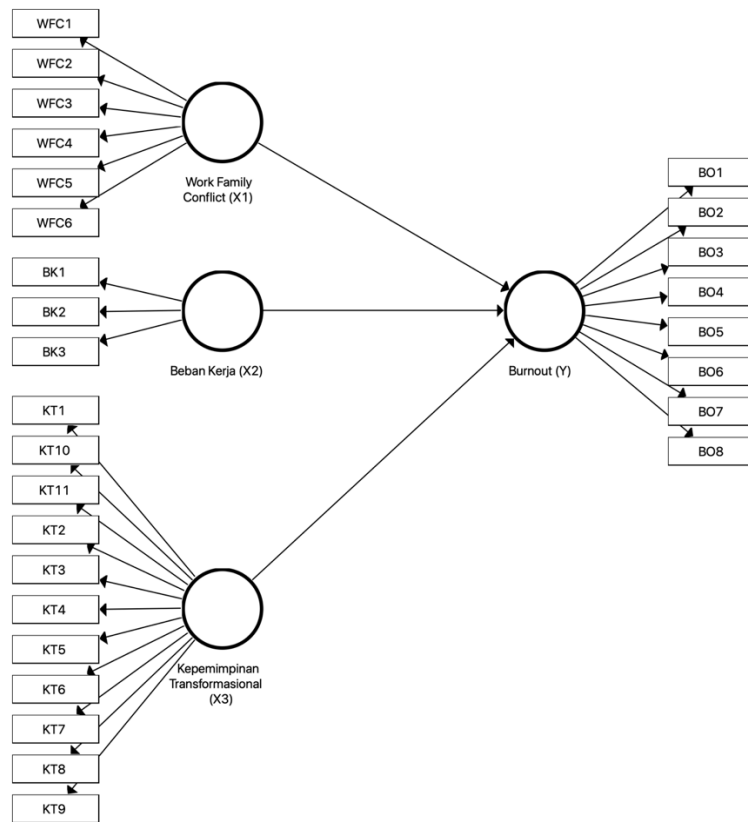


Figure 1. Conceptual Model

2. Unit Analysis

According to Sugiyono (2016), the population is a generalization area consisting of objects/subjects with specific quantities and characteristics set by researchers to be studied and then concluded. This study's population were all Mercubuana Jakarta University students, totalling 33,496 people (PDDIKTI, 2020).

According to Sugiyono (2018), the sample is part of the number and characteristics possessed by the population. The sample was carried out because of the limitations of researchers in conducting research, both in terms of funds, time, energy, and a vast population. Therefore, the sample taken must be genuinely representative (representative). In this study, the authors use Probability Sampling to determine the sample. According to Sugiyono (2018). *Probability sampling* is a sampling technique that provides equal opportunities for each element or member of the population to be selected as a sample member. This study uses the slovin technique because, in minimal sampling, the number must be able to represent the study so that the results can be generalized.

Based on Slovin's calculations, the research sample from the total population is 100 respondents. In quantitative research, the sample is part of the number and characteristics possessed by the population, according to Sugiyono (2017). The sampling technique used in this study is purposive sampling, in which the author deliberately uses his considerations in selecting members of the population who are considered to be able to provide the necessary information by the author (Sugiyono, 2017). Respondents selected by the authors in this study were all University of Mercuru Buana students. Because the population in this study can be said to be significant, according to Hair et al. (2010), if the sample size is too large, it will be challenging to get a suitable model. It is recommended that an appropriate sample size of between 100-200 respondents can be used to estimate interpretation with the Structural Equation Model (SEM).

4. Result and Discussion

Respondents in this study were Mercubuna University students. The number of respondents used as a sample in this study was 100. Based on the results of the questionnaires distributed to the respondents, the characteristics of the respondents are known.

Table 1. Demographic of Respondents

Categories	Count	Percentage
Jenis Kelamin		
Male	68	68%
Female	32	32%
Usia		
< 21 years old	33	33%
21 - 30 years old	52	52%
31 - 40 years old	15	15%
> 40 years old	0	0%
Class Type		
Reguler 1	38	38%
Reguler 2	62	62%
Domicile		
Jabodetabek	85	85%
Non Jabodetabek	15	15%
Semester		
Semester 1	14	14%
Semester 2	20	20%
Semester 3	18	18%
Semester 4	5	5%
Semester 5	6	6%
Semester 6	10	10%
Semester 7	23	23%
Semester 8	1	1%

A descriptive statistical test is used to analyze data by describing or describing the data that has been collected as it is

without intending to make conclusions that apply to the public or generalizations. Based on the questionnaire distribution, the results obtained can be described.

Table 2. Descriptive Respondents' Answers

No	Item	Mean	Standard Deviation
WFC1	I don't have time to study at home	3.730	1.028
WFC2	I have a lot of household responsibilities	4.220	0.867
WFC3	I feel dissatisfied when studying at home	4.200	0.735
WFC4	I have tension in the household	4.010	0.768
WFC5	I have a lot of college assignments	3.940	0.858
WFC6	I am the hope of the family	3.940	0.732
BK1	I have to work on tasks and responsibilities that have a dateline	3.900	0.768
BK2	I have too much workload	4.030	0.780
BK3	I'm always given extra lecture hours	3.990	0.781
KT1	I have a lecturer who is always respected	4.140	0.872
KT2	I have a lecturer who is always able to take risks	4.000	0.735
KT3	I have a lecturer who can be trusted	4.180	0.753
KT4	I have lecturers who are always able to convey the vision and mission	3.640	1.035
KT5	I have lecturers who are able to generate optimism	3.410	1.141
KT6	I have lecturers who are able to motivate	3.460	1.062
KT7	I have a lecturer who is able to listen to opinions	3.570	0.897
KT8	I have lecturers who are able to encourage creativity	3.710	0.973
KT9	I have lecturers who can help with work	3.740	0.923
KT10	I have lecturers who are able to place employees according to competence	3.860	0.895
KT11	I have lecturers who are able to respect employees I always feel tired when studying	3.950	0.865
BO1	I always feel tired in college	3.580	0.862
BO2	I always feel drained of emotion when I'm in college	3.750	0.792
BO3	I always feel bored in college	4.050	0.792
BO4	I always feel irritable in college	4.050	0.805
BO5	I always want to reduce my involvement in college	4.060	0.785
BO6	I always feel blamed in college	4.150	0.779
BO7	I always find it difficult to study	3.780	0.955
BO8	I always feel frustrated in college	3.800	0.970

Measurement Model Evaluation

Evaluation of the measurement model is carried out to assess the validity and reliability of the model. The research measurement model in PLS-SEM is an outer model consisting of relationships between indicators and latent variables (Hair et al., 2016). According to Hair et al. (2016), to assess the validity of the convergent, namely, the value of the outer loading must be more than 0.70. However, according to Henseler et al. (2016), reflective indicator loading can be considered a good measure for latent variables if it is above 0.50 (reflective indicator loading factor > 0.50). So the decision that can be taken for the acceptance limit for loading is between 0.50.

Table 3. Outer Loadings Significance Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BK1 <- Workload	0.893	0.891	0.027	32.483	0.000
BK2 <- Workload	0.923	0.924	0.019	47.357	0.000
BK3 <- Workload	0.920	0.920	0.020	45.177	0.000
BO1 <- Burnout	0.722	0.722	0.059	12.275	0.000

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BO2 <- Burnout	0.708	0.709	0.072	9.782	0.000
BO3 <- Burnout	0.865	0.865	0.026	33.348	0.000
BO4 <- Burnout	0.807	0.804	0.045	17.738	0.000
BO5 <- Burnout	0.851	0.852	0.023	36.845	0.000
BO6 <- Burnout	0.729	0.731	0.059	12.403	0.000
BO7 <- Burnout	0.850	0.849	0.028	29.866	0.000
BO8 <- Burnout	0.842	0.842	0.029	28.975	0.000
KT1 <- Transformational leadership	0.620	0.621	0.083	7.489	0.000
KT10 <- Transformational leadership	0.869	0.866	0.028	31.351	0.000
KT11 <- Transformational leadership	0.816	0.815	0.036	22.815	0.000
KT2 <- Transformational leadership	0.754	0.754	0.040	18.735	0.000
KT3 <- Transformational leadership	0.728	0.732	0.038	19.007	0.000
KT4 <- Transformational leadership	0.767	0.766	0.053	14.541	0.000
KT5 <- Transformational leadership	0.697	0.693	0.067	10.345	0.000
KT6 <- Transformational leadership	0.832	0.828	0.041	20.097	0.000
KT7 <- Transformational leadership	0.852	0.849	0.030	28.130	0.000
KT8 <- Transformational leadership	0.811	0.806	0.053	15.265	0.000
KT9 <- Transformational leadership	0.847	0.842	0.037	23.162	0.000
WFC1 <- Work Family Conflict	0.787	0.785	0.054	14.447	0.000
WFC2 <- Work Family Conflict	0.796	0.793	0.042	18.768	0.000
WFC3 <- Work Family Conflict	0.757	0.755	0.051	14.875	0.000
WFC4 <- Work Family Conflict	0.841	0.839	0.035	23.746	0.000
WFC5 <- Work Family Conflict	0.772	0.769	0.047	16.272	0.000
WFC6 <- Work Family Conflict	0.851	0.852	0.029	29.120	0.000

Source: SmartPLS 3.0 Output (2022)

Based on the test results above, there are no indicators with a loading factor value of less than 0.50. Therefore, the indicators in the model can be said to be valid. Another method to see convergent validity is to look at the value of the square root of average variance extracted (AVE), which must be greater than 0.5, which is more recommended; this ratio implies that the latent variable has accounted for more than 50% of the variance of the reflective indicator. AVE is only relevant for reflective measurement models.

Table 4. AVE Score Result

	Average Variance Extracted (AVE)
Workload	0.832
Burnout	0.639
Transformational leadership	0.615
Work Family Conflict	0.642

Source: SmartPLS 3.0 Output (2022)

The test results above show that the overall measuring/indicator items are representations of each valid latent variable to measure and confirm the intended latent variable construct. The next test step is the problem related to discriminant validity for each construct with the correlation value between constructs in the model (Wong, 2019). This method is often referred to as the Fornell Larcker Criterion, HTMT and Cross Loadings.

Table 5. Fornell Larcker Value Results

	Workload	Burnout	Transformational leadership	Work Family

				Conflict
Workload	0.912			
Burnout	0.767	0.799		
Transformational leadership	0.813	0.773	0.784	
Work Family Conflict	0.647	0.753	0.764	0.802

Source: SmartPLS 3.0 Output (2022)

From the test results above, it can be seen that the loading factor value for each indicator of each latent variable has a loading factor that is not the largest compared to the loading factor if it is associated with the value of other latent variables. This means that each latent variable has good discriminant validity. In contrast, some latent variables still have gauges highly correlated with other constructs.

Table 6. HTMT Value Results

	Workload	Burnout	Transformational leadership	Work Family Conflict
Workload				
Burnout	0.843			
Transformational leadership	0.868	0.806		

Source: SmartPLS 3.0 Output (2022)

Because according to Henseler et al. (2015), the Fornell Larcker Criterion approach failed to identify discriminative validity in most cases. For this reason, Henseler et al. (2015) suggest assessing discriminatory validity using the heteroitemonotrait ratio of correlations (HTMT). A bootstrapping procedure with a re-sample of 5000 was run to get a confidence interval (CI) value of less than or equal to 1.00 to identify no problems with discriminant validity (Henseler et al., 2015).

Table 7. HTMT Inference Value Results

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
Workload -> Burnout	0.379	0.354	0.117	0.550
Transformational leadership -> Burnout	0.186	0.216	-0.056	0.492
Work Family Conflict -> Burnout	0.365	0.360	0.123	0.582

Source: SmartPLS 3.0 Output (2022)

In this study, it was found that the confidence interval (CI) value of both 2.5% and 97.5% of each dimension of the variable value was less than or equal to 1.00 can be seen in the table below, so it can be concluded that each supporting indicator does not have discriminant validity problems. In discriminant validity testing, reflective indicators can be seen in the cross-loading between indicators and their constructs. An indicator is declared valid if it has a loading factor to another construct. Thus, latent constructs predict indicators in their block better than indicators in other blocks (Ghozali, 2015).

Table 8. Cross Loadings Value Results

	Workload	Burnout	Transformational leadership	Work Family Conflict
BK1	0.893	0.671	0.765	0.615
BK2	0.923	0.685	0.721	0.545
BK3	0.920	0.739	0.739	0.610
BO1	0.560	0.722	0.574	0.496
BO2	0.618	0.708	0.541	0.513
BO3	0.639	0.865	0.642	0.688
BO4	0.595	0.807	0.614	0.685
BO5	0.621	0.851	0.665	0.683

	Workload	Burnout	Transformational leadership	Work Family Conflict
BO6	0.498	0.729	0.541	0.593
BO7	0.672	0.850	0.697	0.587
BO8	0.688	0.842	0.654	0.547
KT1	0.502	0.600	0.620	0.584
KT10	0.663	0.574	0.869	0.591
KT11	0.733	0.709	0.816	0.640
KT2	0.737	0.745	0.754	0.658
KT3	0.653	0.724	0.728	0.653
KT4	0.573	0.495	0.767	0.488
KT5	0.460	0.415	0.697	0.409
KT6	0.627	0.551	0.832	0.537
KT7	0.684	0.627	0.852	0.667
KT8	0.579	0.448	0.811	0.509
KT9	0.647	0.550	0.847	0.690
WFC1	0.439	0.566	0.623	0.787
WFC2	0.498	0.555	0.573	0.796
WFC3	0.505	0.571	0.551	0.757
WFC4	0.576	0.674	0.662	0.841
WFC5	0.498	0.599	0.541	0.772
WFC6	0.582	0.643	0.710	0.851

Source: SmartPLS 3.0 Output (2022)

The test results above show that the loading value of each of the intended constructs is greater than the loading value of the other constructs. It can be concluded that all existing indicators are valid, and there are no problems with discriminant validity. After the indicators are evaluated for validity, the next step is to evaluate the reliability of each latent construct using Cronbach's alpha and composite reliability values. Cronbach's alpha and composite reliability values can be considered to ensure the reliability of the PLS construction score, as defined in Dijkstra and Henseler (2015), that composite reliability is 0.7 and Cronbach's alpha is 0.6.

Table 9. Constructs Reliability Value Results

	Cronbach's Alpha	rho_A	Composite Reliability
Workload	0.899	0.901	0.937
Burnout	0.918	0.922	0.934
Transformational leadership	0.937	0.942	0.946
Work Family Conflict	0.888	0.892	0.915

Source: SmartPLS 3.0 Output (2022)

The table above shows that the results of the composite reliability test show that all values of the latent variables have Cronbach's alpha values of 0.60 and composite reliability of 0.70. Thus, all constructs can be accepted for reliability.

3. Structural Model Evaluation

After the estimated model meets the outer model criteria, the next step is to test the structural model (inner model). According to Hair et al. (2017), the evaluation of the structural model (inner model) aims to predict the relationship between latent variables. Hair et al. (2017) in Ramayah et al. (2017) suggest looking at the value of the Inner VIF, the coefficient of determination (R^2), model suitability and predictive relevance (Q^2) to assess the structural (inner model). The value of VIF inner is used to assess multicollinearity in the structural model. This test is necessary to assess and interpret path coefficients (ie, collinearity between constructs) (Hair et al., 2017). The multicollinearity assumption shows no perfect or significant correlation between the independent variables. The correlation value between the observed variables (VIF) cannot be more than 10 (Hair et al., 2018). The method used to test the occurrence of multicollinearity can be seen from the correlation matrix of the variables generated by the VIF value. According to Avkiran and Ringle (2018), the inner VIF model is used to see the structural model.

Table 10. Collinearity Assessment Score Results

	Burnout
Workload	2.960
Burnout	
Transformational leadership	4.128
Work Family Conflict	2.410

Source: SmartPLS 3.0 Output (2022)

The test results show that the VIF value for all variable constructs is below 10. Thus, all of these independent variables have a VIF value of < 10 , so it can be concluded that there is no multicollinearity between the independent variables. Assessing the model with PLS is continued by looking at the R-Square (R^2) for each endogenous latent variable. The coefficient of determination R-square (R^2) shows how much the exogenous variable explains the endogenous variable. The value of R-Square (R^2) is zero to one. Suppose the value of R-Square (R^2) is getting closer to one. In that case, the independent variables provide all the information needed to predict the variation of endogenous variables. On the other hand, the smaller the value of R-Square (R^2), the more limited the ability of the independent variables to explain the variation of endogenous variables. The value of R-Square (R^2) has a weakness; namely, the value of R-Square (R^2) will increase every time there is an addition of one exogenous variable even though the exogenous variable has no significant effect on the endogenous variable.

Table 11. Result of R-Square (R^2) Value

	R Square	R Square Adjusted
Burnout	0.710	0.701

Source: SmartPLS 3.0 Output (2022)

The test results above show that the value of R-Square (R^2), or the burnout construct coefficient of determination, is 0.710. These results indicate that exogenous variables of 71% can explain the endogenous variable of burnout. In contrast, the rest is explained by other exogenous variables outside this study. Predictive relevance (Q^2) for the structural model measures how well the observed values are generated. According to Hair et al. (2017), if the value of Q^2 is more significant than zero for certain endogenous latent variables, it shows that the PLS path model has predictive relevance for that construct.

Table 12. Result of Q-Square (Q^2) Value

	SSO	SSE	Q^2 (=1-SSE/SSO)
Workload	300.000	300.000	
Burnout	800.000	445.522	0.443
Transformational leadership	1100.000	1100.000	
Work Family Conflict	600.000	600.000	

Source: SmartPLS 3.0 Output (2022)

Based on the calculation of predictive relevance (Q^2), it shows a value greater than zero, so it can be concluded that the model has a relevant predictive value. The evaluation of the fit model in this study was carried out using two test models. Namely, the standardized root means square residual (SRMR) and the normal fit index (NFI) proposed by Ramayah et al. (2017) that the model will be considered to have a good fit if the standardized root means square residual (SRMR) is below 0.10 (Hair et al., 2014). Another conformity index is the normed fit index (NFI) with the calculation of the Chi2 value (Bentler & Bonett, 1980).

Table 13. Model Fit Value Results

	Saturated Model	Estimated Model
SRMR	0.089	0.089
d_ULS	3.199	3.199
d_G	1.943	1.943
Chi-Square	906.425	906.425
NFI	0.680	0.680

Source: SmartPLS 3.0 Output (2022)

The study's results show that the model in this study has a good fit because it has a standardized root mean square residual (SRMR) value below 0.10. The average fit index (NFI) value indicates that the model in this study is 68% (0.680) better than the null model.

5. Conclusion and Suggestion

Be used to assess the significance of the path coefficients in structural models. As an alternative, the researcher can return to the p-value (<0.05). Based on the results of the p-value test on hypothesis testing, it can be seen that all relationships have a relationship effect because the value is below 0.5. According to Hair et al. (2014), the path coefficient value is in the range of -1 to +1, where the path coefficient value close to +1 represents a strong positive relationship. The path coefficient value of -1 indicates a strong negative relationship. Based on the results of the path coefficient test (original sample) in hypothesis testing, it can be seen that all relationships have a positive relationship direction because the value is close to +1.

Meanwhile, T-Statistic (bootstrapping) is used to see the significant value between constructs. Ramayah et al. (2017) suggested performing a bootstrapping procedure with a re-sample value of 5,000. The limit for rejecting and accepting the proposed hypothesis is ±1.96. Suppose the t-statistic value is in the range of -1.96 and 1.96. In that case, the hypothesis will be rejected or accepted null hypothesis. Based on the results of t-statistics testing on hypothesis testing, it can be seen that all relationships have a significant relationship direction because the value is above 1.96.

Table 14. Hypothesis Testing

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Workload -> Burnout	0.379	3.394	0.001
Transformational leadership -> Burnout	-0.186	-1.995	0.012
Work Family Conflict -> Burnout	0.365	3.173	0.002

Source: SmartPLS 3.0 Output (2022)

This stage is carried out to determine whether the research hypothesis proposed in the research model is accepted or rejected. To test the proposed hypothesis can be seen from the path coefficients, the T-Statistic value through the bootstrapping procedure and the p-value. According to Hair et al. (2014), the path coefficient values are in the range of -1 to +1, where the path coefficient value close to +1 represents a strong positive relationship. The path coefficient value -1 indicates a strong negative relationship. Meanwhile, T-Statistic (bootstrapping) is used to see the significant value between constructs. Hair et al. (2017) in Ramayah et al. (2017) suggested performing a bootstrapping procedure with a re-sample value of 5,000. The limit for rejecting and accepting the proposed hypothesis is ±1.9659. If the t-statistic value is above 1.965, then the hypothesis is accepted.

The work-family conflict factor was found to influence burnout. Where the influence of work-family conflict on burnout has a path coefficient value of 0.365, close to the value of +1, the T-Statistic value is 3.173 (> 1.96). The p-value is 0.002 (<0.05), so it can be concluded that the first hypothesis (H1) is accepted and work-family conflict has a positive and significant effect on burnout. From these results, it can be concluded that if work-family conflict increases by one unit, burnout increases by 0.365. The results of this study are supported by previous research conducted by Rubbab (2017), Fassa and Miftahuddin (2019) and Kocalevent et al. (2020).

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Workload factor was found to influence burnout. Where the effect of Workload on burnout has a path coefficients value of 0.379, which is close to the +1 value, T-Statistic value of 3.394 (> 1.96), and p-value of 0.001 (<0.05), so it can be concluded that the second hypothesis (H2) is accepted and Workload has a positive and significant effect on burnout. From these results, it can be concluded that if the Workload increases by one unit, the burnout will increase by 0.379. The results of this study are supported by previous research conducted by Wijaya and Prastuti (2021), Dondokambey et al. (2018), and Hidayat and Sureskiarti (2020).

The transformational leadership factor was found to influence burnout. Where the influence of transformational leadership on burnout has a path coefficient value of -0.186, which is close to a value of -1, a T-Statistic value of -1.995 (> 1.96), and a p-value of 0.012 (<0.05), so it can be concluded that the third hypothesis (32) is accepted and transformational leadership has a negative and significant effect on burnout. From these results, it can be concluded that if transformational leadership decreases by one unit, burnout increases by -0.186. The results of this study are supported by previous research conducted by Green et al. (2014) and Puspitasari et al. (2019).

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