



# The Effect of Workload and Psychological Capital on Burnout for Media Company Employees in Cirebon City, West Java, Indonesia

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## Abstract

This study aimed to determine how workload and psychological capital impact burnout among employees of media companies in Cirebon City. This study used the quantitative method to collect primary data by distributing Likert-scale questionnaires directly to 17 media companies around Cirebon City. Secondary data came from research methodology books and national and international official journals. The researcher conducted data analysis using SPSS to test the hypothesis and research model. Using the non-probability purposive sampling method, the research sample was 153, collected from 17 media companies. The results showed that workload has a positive and significant effect on burnout, psychological capital has a negative and significant effect on burnout, and workload and psychological capital have a significant relationship with burnout among employees of media companies in Cirebon City, West Java, Indonesia.

*Keywords:* burnout, workload, psychological capital

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## 1. Introduction

The worldwide media industry is characterized by an oligopoly, where a handful of multinational corporations, such as Warner Media, Disney, NBC, Viacom, and News Corporation, dominate the production, distribution, and broadcasting aspects. These companies control information, selecting and distributing messages that align with economic and political interests, thus shaping the global media agenda. Global media companies influence their employees through editorial policies and content creation decisions (Milenković, 2022). This allows for manipulation, sensationalism, and misinformation. This condition will undoubtedly affect the working environment of media company employees.

In Indonesia, the media phenomenon focuses on public service by delivering content, making profits, following the owner's ideology, or even maintaining its idealism. Owners of large media conglomerates who have significant control and influence over the media industry, among businesspeople and politicians, dominate the media industry in Indonesia. Media competition prioritizes profit, making it difficult to maintain media integrity (Fathurokhmah, 2021). Currently, certain business groups, often affiliated with the government or political parties, own the mass media, limiting the public's information choices. Although there are many media outlets, the public does not have many choices for information (Aulia & Raffles, 2021).

A media company is a media-based public communications provider that currently operates as a content provider, as a platform operator, or in a hybrid form (Hess, 2014). Mass media is one of the components of democracy that determines the level of democracy in a country (Aulia & Raffles, 2021). Therefore, we cannot equate mass media with industrial operational systems in general.

However, with the advancement of media and communication technology, the media industry has changed, and the public has more opportunities to participate in the media sector through the Internet and social networks. The Internet has become an important public space where people can communicate with each other without restrictions. Social media can compete with mainstream media in terms of information dissemination (Sukmayadi, 2019). Easily accessible online news is gradually replacing conventional media such as newspapers, radio, and television. As a result, more and more internet users can access online news (Dame Laoera & Wibowo, 2023). Indonesia's media industry is using the Internet as an important infrastructure to face new challenges in the media sector, namely convergence and digitalization. Faced with this phenomenon, the media and telecommunications industries must

integrate to create technology-based cross-platform media that can survive and embrace the digitalization era. The landscape of Indonesia's media industry is very dynamic. Nevertheless, the media has a significant impact on individuals' lives. Furthermore, the industry's progress always impacts society. Therefore, we must create new policies for media education in Indonesia to ensure that the industry prioritizes the public interest over personal gain (Sukmayadi, 2019). A key question is how employees can innovate in a stressful work environment, given the tension between the need for innovation and the prevalence of stress factors in contemporary organizations (Montani et al., 2020).

Burnout has been identified as a component that can hinder work performance due to a lack of self-efficacy and organizational commitment (An et al., 2020; Peng et al., 2013; Yang, 2011). The current approach to managing employee burnout does not align with recognizing burnout as a personal clinical phenomenon (Kumar, 2018). Therefore, managing burnout is important as it increases organizational efficiency and improves performance, significantly impacting quality and outcomes (An et al., 2020; You-Jung et al., 2013).

Work requirements influence the occurrence of burnout because, as the task intensifies, the level of burnout will also increase. Increased burnout will automatically affect performance (An et al., 2020; Bakker et al., 2003; López-Núñez et al., 2020; Nengah Weni et al., 2023; You-Jung et al., 2013). Workload, in many situations, develops into fatigue syndrome (Molero et al., 2019). Moreover, the risk of burnout will increase with every additional hour spent doing homework (Shanafelt et al., 2014). Humans cannot manage stress and burnout, which increases due to high workloads (Alobayli et al., 2023).

However, An et al (2020) found that positive psychological capital can increase work efficiency. As psychological capital increases, burnout decreases, indicating that psychological capital serves as a protection and benefit (Alarcon et al., 2009; López-Núñez et al., 2020). Job demands, or workloads, are significant stressors. Personal resources, or psychological capital, are considered to be the right personal resources to cope with burnout. In other words, you experience lower levels of burnout if you have higher mental capacities (Amornpipat, 2019; Estiri et al., 2016; López-Núñez et al., 2020).

Previous studies have examined the relationship between workload and psychological capital and its relationship with burnout. Burnout is significantly affected by workload (López-Núñez et al., 2020; Pérez-Francisco et al., 2020). According to several researchers, workload contributes positively and significantly to the level of burnout (for example, Juhnisa & Fitria, 2020; Nengah Weni et al., 2023; Paraswati & Pujianto, 2024; Ramansyah et al., 2023; Rizky & Suhariadi, 2021; Soeltan et al., 2021; Syamsu et al., 2019; Wardati, 2018; Xiaoming et al., 2014). However, their research findings diverge from those of Dewi and Riana (2019), who discovered a positive but non-significant correlation between workload and exhaustion. The findings of the study suggest that the increased level of burnout makes it impossible to prove that the workload employees feel is significant (Dewi & Riana, 2019). Prabowo & Nurhayati (2023) also stated that their research shows that workload does not positively or significantly impact burnout (Prabowo & Nurhayati, 2023). Given the diverse results, researchers should further investigate this study to produce actual findings about the relationship between workload and burnout. Psychological capital, according to several previous researchers, has a significant effect on burnout (for example, Aniyatussaidah & Herdi, 2023; Barratt & Duran, 2021; Li et al., 2015; López-Núñez et al., 2020; Rehman et al., 2017). While most academics acknowledge a notable association between psychological capital and burnout, some researchers have indicated that psychological capital does not have a substantial effect on burnout (for example, Putri & Kistyanto, 2019; Tong et al., 2015; Wang et al., 2012). To find out the latest test results on the impact of workload and psychological capital on burnout, the findings of this research are certainly interesting to study further.

Researchers surveyed media company employees in Cirebon City, one of the cities in the Republic of Indonesia's West Java Province. Researchers have found many conversations about burnout in international journal studies, most of which focus on health professions. For this reason, researchers introduce a novel approach to discussing burnout variables in this study, specifically focusing on employees of media companies located in Cirebon City, West Java, Indonesia.

Based on the background description, this research has three main objectives: (1) to determine the effect of workload on burnout; (2) to determine the effect of psychological capital on burnout; and (3) to ascertain the effect of workload and psychological capital on burnout. This paper explains the correlation between workload, psychological capital, and burnout among media company employees or workers in Cirebon City, West Java, Indonesia.

## 2. Literature Review

### 2.1. Definition of Burnout

Burnout is a condition characterized by feelings of emotional exhaustion, detachment from others, and a reduced sense of personal accomplishment (Maslach & Jackson, 1981). Burnout, as described by Maslach et al. (2001), is a long-term response to ongoing emotional and interpersonal stress at work. It is characterized by three main aspects: fatigue, cynicism, and reduced productivity (Maslach et al., 2001). Burnout, as described by Halbesleben & Buckley

(2004), refers to a psychological response to workplace stress that manifests as emotional exhaustion, depersonalization, and a waning sense of personal accomplishment (Halbesleben & Buckley, 2004). Burnout, as defined by Salvagioni et al. (2017), is a syndrome born out of protracted stress in the workplace and has many negative impacts on workers' well-being and health (Salvagioni et al., 2017). An overwhelming sense of physical and mental exhaustion, resulting from continuous work-related stress, characterizes the state of burnout. Extreme fatigue, detachment from oneself, and a diminished sense of personal achievement distinguish the condition (Van Bogaert et al., 2009).

According to Van Bogaert et al. (2013), burnout is characterized by three primary dimensions: emotional weariness, depersonalization, and personal achievement. Emotional exhaustion is the state of feeling completely drained and depleted due to work-related factors. Depersonalization is the development of negative and cynical attitudes towards one's job and colleagues. Personal accomplishment, on the other hand, refers to the sense of competence and achievement in one's work role (Van Bogaert et al., 2013). According to several psychometric analyses, depersonalization, emotional fatigue, and individual achievement are highly accurate and reliable measures of burnout (Maslach & Jackson, 1981).

## 2.2. Definition of Workload

Workload refers to the expenditure of resources necessary for human operators to fulfill mission requirements (Hart, 2006). Workload refers to the dynamic balance between the complexity of a task and an individual's response to it (Leedal & Smith, 2005). Workload is a human-centered construct that arises from various task requirements, performance circumstances, and operator skills (Hart & Staveland, 1988). Workload is a conceptual framework that captures the interplay between the demands of a task (such as cognitive, temporal, and performance needs) and an individual's subjective experiences (including emotional demands) (López-Núñez et al., 2020).

The NASA Task Load Index (NASA-TLX) defines aspects of workload as psychological demands, physical demands, time demands, frustration levels, effort, and performance (Hart, 2006). According to Farmer & Brownson (2003) (cited in Leedal & Smith, 2005) workload can be characterized by three primary factors: task demands, effort, and performance. However, according to some references, workload is considered a unidimensional concept, i.e., a variable with only one single dimension or aspect observed or measured, rather than a multidimensional concept where one variable can have many dimensions, e.g., Van Bogaert et al. (2013). Subjective workload measures can be categorized into unidimensional and multidimensional scales; unidimensional scales focus on one aspect of workload perception (Miller, 2001). In this study, the workload variable refers to Van Bogaert et al. (2013).

## 2.3. Definition of Psychological Capital

Luthans et al. (2007) define psychological capital as a state and attribute that exists on a spectrum and is primarily influenced by the level of consistency in measurement and willingness to embrace change and growth. Psychological capital is a quantifiable, overarching concept that is characterized by the presence of hope, optimism, self-efficacy, and resilience (Luthans et al., 2007). Nolzen (2018) defines psychological capital as the measurable and manageable psychological capability of an individual that may be enhanced to enhance performance. This conceptual framework encompasses the psychological assets of self-assurance, hopefulness, a positive outlook, and the ability to bounce back from adversity. This framework links various attitudes, actions, and anticipated job results (Nolzen, 2018). Çavuş & Gökçen (2015) define psychological capital as a favorable condition that promotes personal growth and development. Through the cultivation of self-efficacy, optimism, hope, and resilience, individuals are able to confront challenges independently and accomplish success despite impediments. Psychological capital is essential to being competitive and can reduce costs while reducing adverse impacts for an organization or company (Çavuş & Gökçen, 2015).

## 2.4. Hypothesis Development

### 2.4.1. The correlation between workload and burnout

Workload, characterized by cognitive, temporal, and emotional demands, can lead to worker burnout, impacting their health and performance (López-Núñez et al., 2020). According to Juhnisa & Fitria (2020), organizations that provide balance, normal working hours, and a comfortable work environment can reduce employee fatigue and increase their focus on the organization's work. Employees who have excessive workloads may experience excessive physical and mental fatigue, which reduces their ability to complete tasks properly (Nengah Weni et al., 2023). Furthermore, Nengah Weni et al. (2023) asserted that employees who have an excessive workload may also experience excessive tiredness or exhaustion at work, which can cause them to experience burnout. Paraswati & Pujianto (2024) concluded, in line with the study's results, that tight schedules and the multitude of tasks employees

must perform can lead to workload and burnout. Burnout itself can occur due to too much work or task demands that are not in accordance with the employee's abilities (Paraswati & Pujiyanto, 2024). Several studies have indicated that workload has a notable and constructive impact on burnout. Therefore, individuals will encounter heightened burnout when they face an overwhelming task (for example, Ramansyah et al., 2023; Soeltan et al., 2021; Wardati, 2018; Xiaoming et al., 2014).

Working too much makes employees feel tired, which impacts their health both physically and mentally. Therefore, it is crucial for companies to effectively manage the assigned workload. Otherwise, burnout may occur.

#### 2.4.2. The correlation between psychological capital and burnout

Barratt & Duran (2021), examining how psychological capital affects burnout in postgraduate students at one of the universities in the UK, stated that psychological capital significantly predicted student burnout and their participation in online education. However, those who are more optimistic in their way of thinking possess the self-assurance to put forth the required effort for success, persist in accomplishing their academic objectives, and triumph over obstacles. are, in turn, less prone to burnout (Barratt & Duran, 2021). Furthermore, Barratt & Duran (2021) state that psychological capital, which refers to personal qualities that can mitigate burnout, includes perseverance, optimism, success, and hope. Rehman et al. (2017) stated in a study that psychological capital such as confidence, faith, optimism, and perseverance may definitely help reduce burnout's effects, such as mental fatigue, depersonalization, and a lack of self-efficacy, which can arise from new jobs that require many professional requirements. Important personality aspects, such as psychological capital, can help mitigate the performance effects of a job change from a previous job to a new job (Rehman et al., 2017). Furthermore, Rehman et al. (2017) asserted that the essence of psychological capital affects a person's behavior and attitude towards changes in their physical condition. According to the findings of this investigation, Aniyatussaidah and Herdi (2023) examined mental health's impact on exhaustion and stated that psychological capital was significantly related to burnout. Optimism, hope, confidence, and courage all contribute to high psychological capital, which in turn helps with behavior regulation and decreases burnout symptoms like lethargy, bad work atmosphere, customer apathy, feelings of incompetence, and a messy personal life (Aniyatussaidah & Herdi, 2023). Psychological capital was found to be negatively associated with burnout among school teachers, indicating a significant relationship. Higher psychological capital may lead to increased teaching satisfaction, positive emotions, and decreased levels of burnout (Khawda & Nimnuan, 2023).

A person's psychological capital is an asset that can help reduce the burnout that each person feels from each problem that causes burnout. People with high psychological capital are able to reduce the level of burnout they experience.

#### 2.5. Research Model

Workload ( $x_1$ ) and psychological capital ( $x_2$ ) are independent variables in this study, while burnout (Y) is the dependent variable.

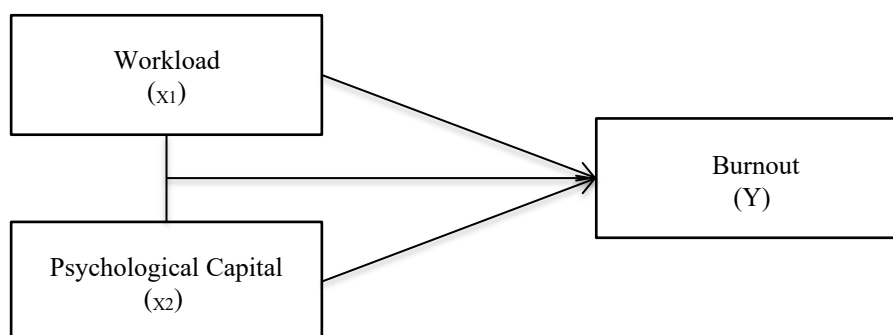


Figure 1. Research Framework

#### 2.6. Hypothesis

A researcher proposes a provisional idea, known as a hypothesis, during research. Researchers use previous ideas and research results to create these hypotheses about the topic under study. The following are the hypotheses proposed in this study:

Hypothesis 1: Workload and burnout are positively and significantly correlated.

Hypothesis 2: It is believed that psychological capital has a negative and significant influence on burnout.

Hypothesis 3: Workload and psychological capital are hypothesized to have a substantial impact on burnout.

### 3. Materials and Methods

#### 3.1. Types of Research

This study employs a quantitative approach. The researcher selected this method to look into how burnout is affected by workload and psychological capital. Both primary and secondary data sources were used to collect information. The results of data testing and distributing questionnaires directly to several media companies in Cirebon City are the primary data sources in this study. We collected secondary data from national and international official journals and research methodology books.

#### 3.2. Population, Sample, and Sampling Technique

We conducted this research in stages, examining several media companies in the city of Cirebon. The population in this study is made up of employees who work for these media companies. Using a legal permission letter, the researcher conducted a direct survey and sent a paper-based research questionnaire form to 23 companies for surveying. 17 companies allowed the researcher to distribute questionnaires, but 6 companies did not give permission for research. We used a non-probability sampling method because the exact population size remained unknown. However, as stated by Hair Jr. et al. (2018), the minimum sample size is 20 times the number of variables in the study.

Generally, researchers prefer sample sizes larger than 100, but they also accept sample sizes smaller than 100, depending on the study's context (Hair Jr. et al., 2018). According to Roscoe in Sugiyono (2014), the appropriate sample size for research is between 30 and 500 (Sugiyono, 2014). The conducted research yielded a total of 153 samples from 17 companies.

In this study, purposive sampling was used to take samples based on certain considerations (Sugiyono, 2016). The study's sample consisted of employees from media companies in Cirebon City, West Java, Indonesia.

#### 3.3. Data Analysis Technique

Van Boagert et al. (2013) and Lhutans et al. (2007) developed the research instruments used. Researchers collected data using these instruments through a questionnaire that included five Likert ratings: 1 for "strongly disagree," 2 for "disagree," 3 for "moderately agree," 4 for "agree," and 5 for "strongly agree." The researcher analyzed the data using multiple linear regression analyses and tested the hypotheses using SPSS.

### 4. Results and discussion

#### 4.1. Results

##### 4.1.1. Test of Respondent Characteristics

Identifying and understanding the characteristics of respondents in a study is known as testing the characteristics of respondents. The following data management results show the attributes of the participants in this research:

**Table 1: Respondent Characteristics Table**

Category	Description	Total	Percent (%)
Gender	Men	97	63.4
	Women	56	36.6
Age	< 20 years	16	10.5
	20-29 years	61	39.9
	30-39 years	26	17
	40-50 years	31	20.3
	> 50 years	19	12.4
Education	Elementary - Junior High	2	1.3
	High School	70	45.8
	Associate Degree	7	4.6
	Bachelor Degree	71	46.4
Length of Service	Master Degree	3	2
	< 1 year	25	16.3
	1-9 years	80	52.3
	10-29 years	36	23.5
	30-40 years	11	7.2
	>40 years	1	0.7

(Source: Data Processing Results, 2024)

According to the table of respondent characteristics, the majority of participants in this study are male, comprising 63% of the total responder pool. The other 36.6% are women. The majority of respondents are 20 to 29 years old and have the highest level of education, namely a bachelor's degree. The largest percentage of the respondent characteristics table that explains the length of service is that most of them have a tenure of 1 to 9 years.

#### 4.1.2. Instrument Validity Test

The validity test is a crucial step in research to confirm the instrument's ability to measure the expected variables. The following table shows the validity of the instrument for workload, psychological capital, and burnout variables to show the instrument's precision in measuring the variables studied:

**Table 2: Results from the Instrument validity test**

Workload		Psychological Capital		Burnout	
No.	R Count	No.	R Count	No.	R Count
1	0.599	1	0.544	1	0.707
2	0.759	2	0.525	2	0.576
3	0.677	3	0.535	3	0.567
		4	0.422	4	0.688
		5	0.433	5	0.749
		6	0.380	6	0.687
		7	0.459	7	0.404
		8	0.545	8	0.437
				9	0.437

**Source:** Data Processing Results, 2024

The researcher found that the r table value was 0.1577 with  $N = 153$  and 5% significance for statistical contribution. Validity testing showed that the instruments for workload, psychological capital, and burnout variables were valid. The researcher based this on the premise that the calculated r value exceeds the r table value.

#### 4.1.3. Reliability Test

Researchers conducted a reliability test to find out how consistent the research instrument was, and the results are shown in the following table:

**Table 3: Statistics on reliability**

Variable Name	Cronbach's Alpha	N of Items
Workload	0.822	3
Psychological Capital	0.775	8
Burnout	0.860	9

**Source:** Data Processing Results, 2024

The reliability test findings indicate that all study variables are reliable, as shown by Cronbach's alpha value over 0.6. Specifically, the workload variable has a value of 0.822, the psychological capital variable has a value of 0.775, and the burnout variable has a value of 0.860.

#### 4.1.4. Model Summary

You can use the following model summary table to evaluate how workload and psychological capital variables affect burnout:

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.629 <sup>a</sup>	0.396	0.388	5.17006

a. Predictors: (Constant), Workload, Psychological Capital

b. Dependent Variable: Burnout

**Source:** Data Processing Results, 2024

According to the table above, the correlation coefficient of workload and psychological capital variables on burnout is 0.629, which shows that the degree of closeness of the connection between workload and psychological capital variables on burnout is in a strong category. The coefficient of determination for burnout is 0.396 for workload and psychological capital variables. This indicates that workload and psychological capital variables have a 39.6% effect on burnout.

#### 4.1.5. Coefficient

To determine the significance of how the effects of the table below show how workload and psychological capital factors affect burnout:

**Table 5: Coefficient**

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	16.560	3.162		5.238	0.000
	Psychological Capital	- 0.255	0.096	- 0.170	- 2.668	0.008
	Workload	1.471	0.151	0.619	9.722	0.000

a. Dependent Variable: Burnout

Source: Data Processing Results, 2024

Based on this table, researchers found that the Sig value of the workload variable is  $0.00 < 0.05$ , which indicates that there is a strong relationship between workload and burnout. In addition, researchers found that the Sig value of the psychological capital variable is  $0.00 < 0.05$ , which indicates that there is a large or significant influence of psychological capital on burnout.

#### 4.1.6. ANOVA

The following ANOVA table demonstrates the importance of the simultaneous influence of workload and psychological capital on burnout:

**Table 6: ANOVA**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2629.560	2	1314.780	49.188	0.000 <sup>a</sup>
	Residual	4009.434	150	26.730		
	Total	6638.993	152			

a. Predictors: (Constant), Workload, Psychological Capital

b. Dependent Variable: Burnout

Source: Data Processing Results, 2024

Based on the table above, the Sig value is  $0.00 < 0.05$ , which suggests that simultaneously, there is a major impact of workload and psychological capital on burnout.

## 4.2. Discussion

### 4.2.1. The impact of workload on burnout among employees of media companies in Cirebon City

According to the findings of the investigation, the coefficient value of the workload variable (1.471) has a positive value and a Sig =  $0.00 < 0.05$  value. This shows that workload has a positive and significant effect on employee burnout in media companies in Cirebon City. Thus, H1 finds consensus. In other words, as the influencing variable grows, so does the impacted variable. In other words, as employee workload increases, so does employee burnout. Employees experience emotionally unstable feelings when doing a lot of work. Employees become too rushed to complete difficult tasks when they have limited time, which in turn causes them to experience burnout. More severe burnout will impact the quality of their performance.

The findings of this study support the studies undertaken by Nengah Weni et al. (2023) in the Denpasar City Health Laboratory, which usually has a high workload. Employees there strive to do their jobs accurately and efficiently. Her research found that employees who have excessive workloads may experience excessive physical and mental fatigue, which causes them to be less able to complete tasks properly (Nengah Weni et al., 2023). In addition, this study supports the findings of previous studies that looked at the link between workload and burnout. As an example, Ramansyah et al. (2023) and Paraswati & Pujianto (2024) stated that workload has a favorable and substantial influence on burnout.

The results of this investigation address the shortcomings of Dewi & Riana (2019) and Prabowo & Nurhayati (2023) research, which, in their research models, have not been able to show that the role of workload variables significantly affects the burnout variable.

#### **4.2.2. The impact of psychological capital on burnout among employees of media companies in Cirebon City**

The findings of the investigation show that the numerical value of the coefficient psychological capital variable (-0.255) is negative and the Sig = 0.00 < 0.05 value. This demonstrates that psychological capital has a negative and significant effect on employee burnout at media companies in Cirebon City. Thus, H2 is acceptable. That is, when the influencing variable increases, the influenced variable will decrease, and if the influencing variable (psychological capital) is low, the level of burnout will increase. In other words, when workers possess great psychological capital, they are bound to reduce the burnout they experience. Employees with high levels of psychological capital are better able to deal with professional challenges, boost their self-confidence, and generally perform better and more efficiently. Workers in the media with little psychological capital are more prone to experience burnout.

This study's findings are consistent with prior studies by Barratt and Duran (2021), who investigated the relationship between psychological capital and burnout in postgraduate students at one of the UK's universities. The experience stated that psychological capital substantially impacted students' engagement in distance learning and burnout. However, those who are more optimistic have the self-assurance to put in the required work to succeed, stay committed to reaching their academic objectives, and triumph over obstacles. have more protection against burnout. (Barratt & Duran, 2021). Further, this study's methodology is in line with that of Aniyatussaidah and Herdi (2023), who found that psychological capital had a negative and statistically significant effect on burnout. Lots of emotional reserves, which consist of things like hope, confidence, courage, and optimism, can help a person better control their behavior and reduce burnout symptoms such as excessive fatigue, poor work environment, indifference to customers, feelings of incompetence, and a messy personal life (Aniyatussaidah & Herdi, 2023). This study also supports the research of Khawada and Nimnuan (2023), who examined school teachers and found psychological capital has a negative and severe impact on burnout. Better mental resources can increase teacher satisfaction, increase positive emotions, and reduce burnout. (Khawda & Nimnuan, 2023).

Researchers found many studies on psychological capital, burnout, and the influence of both. Academics and health workers made up the majority of the discussions. However, this study focuses on employees of media companies in Cirebon City, West Java, Indonesia.

#### **4.2.3. The workload and psychological capital of media professionals in Cirebon City influence burnout**

Given the statistical findings from the ANOVA table and the Sig value of 0.00 < 0.05, based on the results, it seems that there is a significant influence when considering both workload and psychological capital on burnout among employees of media companies in Cirebon City, West Java, Indonesia. Hence, these findings indicate that H3 accepts that workload and psychological capital significantly influence burnout. The workload is a factor that affects burnout severity, but high psychological capital is considered a resource that prevents further burnout. Excessive work demands are one of the factors that cause employees to experience burnout. This can affect them emotionally, which will impact the quality of their performance. However, individual resources, such as high psychological capital, can be an antidote to the problems that occur. This study's results align with those of López-Núñez et al. (2020), who stated that factors contributing to burnout include workload and psychological capital. In cases where a person experiences the impact of burnout caused by a greater workload, psychological capital serves as a protective factor against the impact.

## **5. Conclusion**

This study examined the effects of workload, psychological capital, and burnout on media workers in Cirebon City, West Java, Indonesia. The results showed that workload had a positive effect on burnout, while psychological capital harmed depletion. Both factors significantly impacted burnout.

One of the results of this study is: 1) that overwork can cause employees to experience burnout, and employee burnout will have an impact on their health and the performance they provide to the organization (López-Núñez et al., 2020). It is expected that management maintains balance, normal working time, and a comfortable work environment



so that employees do not experience excessive fatigue and are more focused on working for the organization (Juhnisa & Fitria, 2020). 2) Burnout is greatly affected by psychological capital, management should try to help their employees improve their psychological capital. Enhancing psychological capital can aid employees in mitigating burnout stemming from an overwhelming workload.

The limited scope of this research stems from its exclusive focus on a developing country, specifically Cirebon City, West Java, Indonesia. Although media phenomena also occur in developed countries around the world, the researcher suggests adding various research locations and research techniques to gain new knowledge that will definitely benefit general knowledge and the world of education.

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