THE INFLUENCE OF WORKLOAD, BURNOUT, AND INTERPERSONAL COMMUNICATION ON EMPLOYEE PERFORMANCE IN THE TERMINAL OPERATIONS DIVISION OF PT BERLIAN JASA TERMINAL INDONESIA

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ABSTRACT

The growth of the service industry is highly dependent on the quality of human resources, as they serve as strategic assets in achieving effective and optimal performance. To support organizational goals, service companies must foster a conducive work environment. This study examines the effects of workload, burnout, and interpersonal communication on employee performance in the Operations Division of PT Berlian Jasa Terminal Indonesia. Using a quantitative approach with saturated sampling of 50 employees, data were collected through questionnaires and analyzed with Partial Least Square Structural Equation Modeling (PLS-SEM) via SmartPLS 4. The results show that workload and burnout have negative and significant effects on performance, while interpersonal communication has a positive and significant effect. This indicates that effective workload management, prevention of burnout, and the enhancement of interpersonal communication play a significant role in optimizing employee performance within the operational environment of Berlian Terminal, which requires intensive coordination and consistent port service delivery.

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INTRODUCTION

Global developments and the increasing complexity of the service industry have intensified competition among organizations, making the quality of human resources (HR) a critical factor in organizational advancement (Jannani et al., 2024). HR is the company's most valuable asset, serving as the primary driver in achieving organizational goals. Proper HR management is therefore essential to ensure the attainment of these goals (Amellia & Adi, 2022). Nevertheless, the quality of Indonesia's human resources still requires serious attention, as reflected in the fluctuating Human Capital Index (HCI) rankings: 96th out of 174 countries in 2022, declining to 114th out of 189 in 2023, and returning to 96th out of 173 in 2024 (World Bank). This condition indicates that the overall quality of HR in

Indonesia remains relatively low, urging service companies to continuously improve HR performance in order to optimize organizational outcomes (Sasanti & Irbayuni, 2022).

Employee performance is the outcome of work influenced by individual abilities, experience, commitment, and the time allocated to accomplish assigned tasks (Putera & Irbayuni, 2023). Performance is generally assessed based on the quality, quantity, and timeliness of task completion. One of the key factors affecting performance is workload, defined as the amount of work that must be completed within a specific timeframe (Rohman et al., 2023). Excessive workload can reduce both the quality and quantity of output, as high demands often require extended time and depend on the employee's physical and mental capacity. Therefore, maintaining a balance between the volume of work and the time available is essential (Siburian et al., 2021).

Burnout is a significant factor influencing employee performance. It arises from high work pressure and is characterized by emotional and mental exhaustion, which can reduce comfort, motivation, and interest in work, particularly when organizational support or appreciation is lacking (Almakhi, 2023). In addition, communication plays an essential role in shaping employee performance. Effective communication, both formal and informal, helps prevent misunderstandings in the workplace. Interpersonal communication, involving the exchange of verbal and non-verbal information, fosters harmonious working relationships and consequently enhances employee performance (M. R. Pratama, 2023).

PT Berlian Jasa Terminal Indonesia (BJTI Port) is a port business entity engaged in port services, established through the separation of the Terminal Business Division of PT Pelabuhan Indonesia III (Persero), Tanjung Perak Branch. The company focuses on domestic container handling at Berlian and Mirah Terminals, including the management of refrigerated (reefer) containers and other supporting port services. The terminal operations division plays a central role in overseeing and executing container loading and unloading, container placement, coordination with shipping lines, depots, and related agencies, as well as regulating cargo flow in accordance with operational standards. These activities have a significant impact on container throughput targets and realization. However, data from the Key Performance Indicators (KPI) for 2023–2024 indicate that the performance of employees in the terminal operations division has not yet met the expected targets.

Table 1. Target and Realization of Container Throughput at PT Berlian Jasa Terminal Indonesia,   2023–2024

Year	Target Container Troughput (TEU's)	Realization Container Troughput (TEU's)	Percentage (%)
2023	1.415.525	1.340.201	94,7%
2024	1.339.780	902.759	67,3%

Source: PT Berlian Jasa Terminal Indonesia KPI Report, 2023–2024

The data indicate that in 2023–2024, container throughput at PT Berlian Jasa Terminal Indonesia failed to meet operational targets. Container throughput, defined as the number of containers entering and leaving the port within a given period, is highly dependent on the performance of terminal operations employees. In 2023, throughput achievement remained relatively strong at 94.7%, but in 2024 it declined sharply to 67.3%, despite the lowered target. This not only reflects a decrease in overall company performance but also indicates a decline in the performance of terminal operations employees, which directly affects both productivity and service quality, as evidenced by customer reviews in 2024.
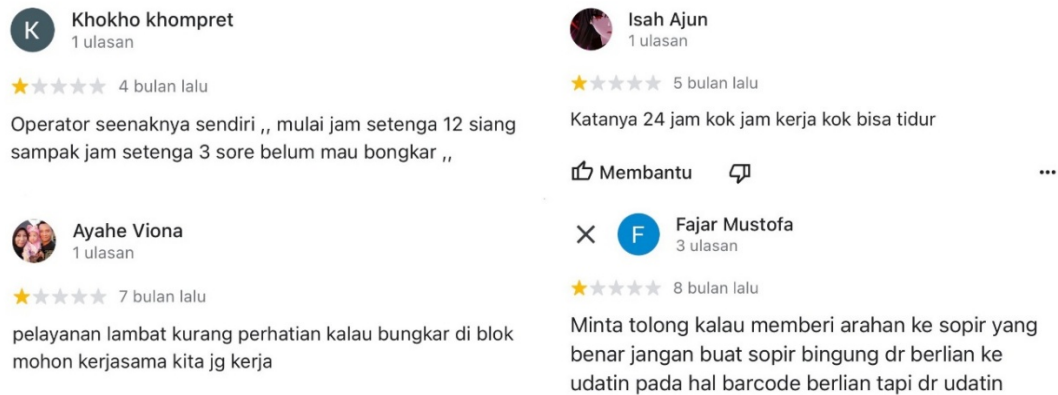
Figure 1. Customer Reviews of PT Berlian Jasa Terminal Indonesia in 2024

Customer reviews indicate that loading and unloading services at Terminal Berlian remain suboptimal, reflecting that employee performance has not yet reached the desired standard of service excellence. This condition has prompted the company to undertake various improvement efforts, particularly as the increasing demand for services requires adjustments to operating hours beyond the normal working schedule. A preliminary survey revealed a high level of overtime in 2024, especially during May and June, with employees averaging 39–40 overtime hours per month, or approximately 1.5 additional hours per day. These figures exceed the provisions stipulated in Law No. 13 of 2003, which regulates a maximum of 7 working hours per day or 40 hours per week for a six-day work system. The highest overtime was recorded in June, totaling 6,880 hours among 172 employees.

Furthermore, absenteeism data from the operations division of PT Berlian Jasa Terminal Indonesia showed a significant increase from 3,815 days in 2023 to 4,927 days in 2024, representing a 29.15% rise. This upward trend indicates the presence of burnout within the workplace, characterized by physical, emotional, and mental exhaustion, which in turn negatively affects employee attendance and overall performance.

A preliminary survey of employees in the operations division at PT Berlian Jasa Terminal Indonesia revealed that interpersonal communication remains a barrier to achieving performance targets. Approximately 85% of respondents reported feeling uncomfortable or hesitant to raise work-related issues with supervisors, while 75% experienced difficulties in cross-unit coordination due to limited openness and collaboration. These conditions may exacerbate burnout and increase work-related pressure. Despite the company's structured operational system, the performance of the operations division has declined, as evidenced by the failure to achieve the throughput target in 2024. High work pressure, excessive overtime, and weak interpersonal communication have been identified as key factors contributing to this decline. Accordingly, this study aims to analyze the influence of workload, burnout, and interpersonal communication on the performance of employees in the operations division of PT Berlian Jasa Terminal Indonesia.

LITERATURE REVIEW

Workload

Workload is defined as the gap between an employee's capacity or ability and the demands of the job (Pratama & Wahyuningtyas, 2021). When an employee's ability exceeds job demands, feelings of boredom may arise. Conversely, when the employee's ability is lower than the job demands, excessive fatigue is likely to occur. Workload is influenced by several indicators, including: (1) work targets that

employees are required to achieve within a specific time frame, (2) working conditions in dealing with unexpected situations, and (3) the work standards established by the organization (Putri et al., 2024).

Burnout

Job burnout refers to a psychological condition that arises when individuals face excessive job demands, particularly in situations where they must attend to the needs of many people (Almakhi, 2023). This condition leads to emotional exhaustion and behavioral changes, causing employees to feel fatigued, uncomfortable, and less committed in performing their tasks. Employees experiencing burnout tend to complain, blame others when problems occur, become easily irritated, and develop negative attitudes toward their work (Iman et al., 2025). The indicators commonly used to measure burnout include: (1) physical exhaustion, (2) emotional exhaustion, and (3) depersonalization (Sani & Suhana, 2022).

Interpersonal Communication

Interpersonal communication can be defined as the process of exchanging information that occurs between two individuals or a small group of people who interact and provide reciprocal feedback (Hadi et al., 2024). Such interactions may take place, for instance, in relationships between supervisors and subordinates or among colleagues. This form of communication plays a crucial role in fostering effective relationships among organizational members. The indicators of interpersonal communication include: (1) openness, (2) support, (3) positive regard, and (4) similarity (Jelita et al., 2024).

Employee Performance

Employee performance refers to an individual's ability to utilize available resources in accomplishing tasks so as to achieve both quality and quantity outcomes in line with assigned responsibilities (Budiasa, 2021). Employees who perform well contribute positively to organizational results, particularly by producing optimal outcomes (Ihsani & Rini, 2023). According to Robbins, as cited in Tarmizi and Hutasuhut (2021), the indicators commonly used to measure individual employee performance are: (1) quality, (2) quantity, and (3) timeliness.

RESEARCH METHOD

This study employs a quantitative research approach. The population consists of employees in the operations control unit of the terminal operations division at PT Berlian Jasa Terminal Indonesia. A saturated sampling technique was applied, encompassing the entire population of 50 respondents. Data were collected through questionnaires distributed to employees in the operations control unit, using a Likert scale as the response measurement. The data were analyzed using the Structural Equation Modeling (SEM) method with Partial Least Squares (PLS) as the analytical tool.

RESULTS AND DISCUSSIONS

Characteristics of Respondents

The characteristics of respondents in this study were analyzed based on gender, age, educational background, and length of service. In terms of gender, the majority of respondents were male (98%), indicating that the operations control unit primarily requires physical skills and fieldwork. With respect to age, most respondents were between 41–51 years old (62%), reflecting a mature and productive stage of life, particularly suitable for operational roles such as those in Terminal Berlian.

Regarding educational background, the majority held a bachelor's degree (54%), suggesting that this work is generally performed by individuals with higher education qualifications. In terms of tenure, most respondents had worked for more than 10 years (88%), demonstrating that they possess substantial knowledge and experience relevant to the subject of this study.
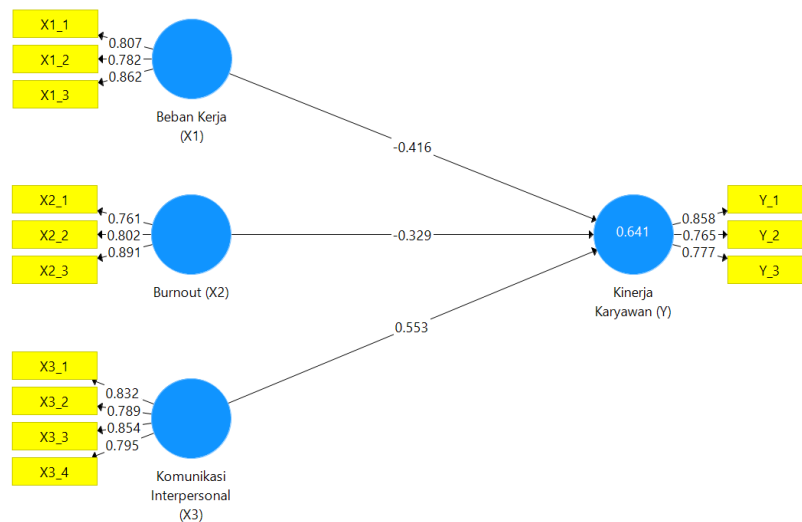
Outer Model

Figure 2. Conceptual Model of PLS

From the PLS output image above, the factor loading values for each indicator can be seen above the arrows between the variables and indicators. Additionally, the magnitude of the path coefficients can be seen above the arrows connecting the exogenous variables with the endogenous variables. In the figure, the largest factor loadings are located at (X1.3) with a value of 0.862, (X2.3) with a value of 0.891, (X3.3) with a value of 0.854, and (Y1.1) with a value of 0.858. Within the circle of the endogenous variable, namely Employee Performance (Y1), an R-Square value of 0.641 is also visible.

Outer Loading

Table 2. Outer Loading Results

	Workload (X1)	Burnout (X2)	Interpersonal Communication (X3)	Employee Performance (Y)
Work Targets (X1.1)	0.807			
Work Conditions (X1.2)	0.782			
Work Standards (X1.3)	0.862			
Physical Exhaustion (X2.1)		0.761		
Emotional Exhaustion (X2.2)		0.802		
Depersonalization (X2.3)		0.891		
Openness (X3.1)			0.832	
Support (X3.2)			0.789	

Positive Regard (X3.3)			0.854	
Similarity (X3.4)			0.795	
Quality (Y.1)			0.832	0.858
Quantity (Y.2)				0.765
Timeliness (Y.3)				0.777

Source: Data processed from SmartPLS output

According to the results presented in Table 2, the validity of indicators can be assessed by examining the outer loading values of each variable with respect to its indicators. An indicator is considered valid if it has a value greater than 0.7 (Ghozali, 2021). Accordingly, all indicators in this study have met the validity criteria.

Average Variance Extracted (AVE)

Table 3. AVE Results

Variable	Average variance extracted (AVE)
Workload (X1)	0.668
Burnout (X2)	0.672
Interpersonal Communication (X3)	0.669
Employee Performance (Y)	0.642

Source: Data processed from SmartPLS output

Based on Table 3, the AVE values for the variables workload (0.668), burnout (0.672), interpersonal communication (0.669), and employee performance (0.642) are all above 0.50. According to Ghozali (2021), these results indicate that the data in this study have met the criteria for good convergent validity. The next step is to test composite reliability. As stated by Ghozali (2021), a value greater than 0.7 is considered to meet the reliability requirement.

Discriminant Validity

The measurement of discriminant validity is conducted to determine the extent to which the variable being studied differs from other variables. The validity measurement of each indicator can be seen from the cross loadings results table.

Table 4. Cross Loadings Results

	Workload (X1)	Burnout (X2)	Interpersonal Communication (X3)	Employee Performance (Y)
Work Targets (X1.1)	**0.807**	0.154	-0.050	-0.334
Work Conditions (X1.2)	**0.782**	0.055	0.112	-0.370
Work Standards (X1.3)	**0.862**	-0.020	-0.163	-0.428
Physical Exhaustion (X2.1)	-0.207	**0.761**	-0.053	-0.216
Emotional Exhaustion (X2.2)	-0.089	**0.802**	-0.041	-0.200
Depersonalization (X2.3)	0.262	**0.891**	-0.013	-0.421
Openness (X3.1)	-0.050	-0.173	**0.832**	0.567
Support (X3.2)	-0.046	-0.074	**0.789**	0.523

Positive Regard (X3.3)	-0.013	0.124	**0.854**	0.364
Similarity (X3.4)	-0.040	0.094	**0.795**	0.396
Quality (Y.1)	-0.370	-0.276	0.628	**0.858**
Quantity (Y.2)	-0.294	-0.292	0.396	**0.765**
Timeliness (Y.3)	-0.451	-0.347	0.351	**0.777**

Source: Data processed from SmartPLS output

Based on the data analysis in Table 4 (cross loading), it can be observed that all factor loading values of each indicator for the variables Workload (X1), Burnout (X2), Interpersonal Communication (X3), and Employee Performance (Y) are higher with respect to their own constructs compared to other variables. According to Ghozali (2021), this indicates that each indicator has met the validity criteria appropriately. The next step is to examine the AVE and Composite Reliability values.

Reliability Test

The reliability test is useful for determining how consistent and dependable the indicators of the research instrument are in measuring the same variable. In the reliability testing, the composite reliability value and Cronbach's alpha value are measured. Both of these tests are required to have a value >0.70.

Table 5. Composite Reliability Results

Variable	Composite Reliability
Workload (X1)	0.858
Burnout (X2)	0.860
Interpersonal Communication (X3)	0.890
Employee Performance (Y)	0.843

Source: Data processed from SmartPLS output

Based on Table 5, each variable demonstrates adequate reliability, with Workload showing a value of 0.858 (good reliability), Burnout at 0.860 (good reliability), Interpersonal Communication at 0.890 (good reliability), and Employee Performance at 0.843 (good reliability). Therefore, it can be concluded that each construct in this study exhibits an acceptable level of reliability.

Table 6. Cronbach's Alpha Results

Variable	Cronbach's Alpha
Workload (X1)	0.752
Burnout (X2)	0.779
Interpersonal Communication (X3)	0.837
Employee Performance (Y)	0.722

Source: Data processed from SmartPLS output

Meanwhile, the table above shows that the Cronbach's alpha values for Workload (X1), Burnout (X2), Interpersonal Communication (X3), and Employee Performance (Y) are all greater than 0.70. Thus, it can be concluded that the measurement instrument items consistently measure the same constructs.
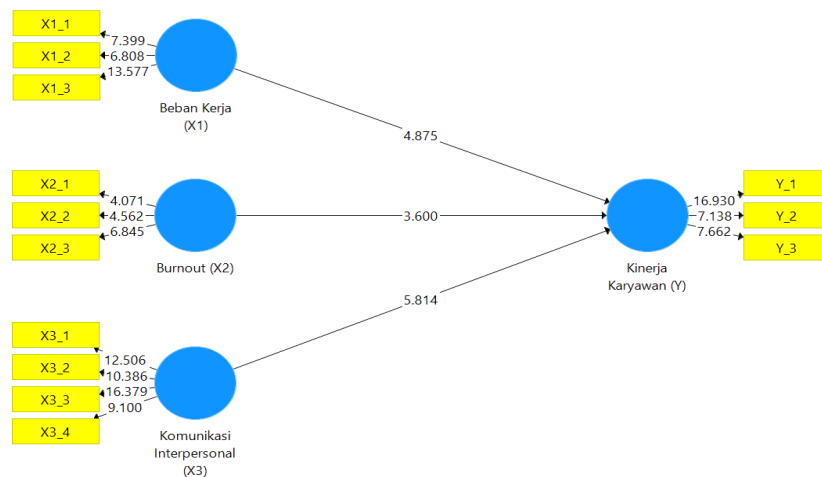
Inner Model

Figure 3. Conceptual Model of PLS

The evaluation of the structural model includes hypothesis testing regarding the relationships among variables, as well as assessing the extent to which the variance of the dependent variable is explained by the independent variables. In the figure above, the SmartPLS output presents the T-Statistics values for each path connecting the constructs, which are used to evaluate the significance of these relationships.

R-Square Analysis

Table 7. R-Square Adjusted Results

Variable	R-Square
Employee Performance	0.641

Source: Data processed from SmartPLS output

The R^2 value is 0.641, indicating that the model is able to explain 64.1% of the variance in purchase intention through the independent variables, namely Workload, Burnout, and Interpersonal Communication. The remaining 35.9% is explained by other factors or variables not included in this study.

Hypothesis Testing

In this study, path analysis was employed to test the hypotheses by examining the T-statistics and P-values. A hypothesis is considered accepted if the P-value is less than 0.05. The results of hypothesis testing for this research model are presented as follows:

Table 8. Estimate for Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P values
Workload (X1) -> Employee Performance (Y)	-0.416	-0.410	0.085	4.875	**0.000**
Burnout (X2) -> Employee Performance (Y)	-0.329	-0.330	0.091	3.600	**0.000**
Interpersonal Communication (X3) -> Employee Performance (Y)	0.553	0.549	0.095	5.814	**0.000**

Source: Data processed from SmartPLS output

Based on the hypothesis testing, the results can be presented as follows:

H1: Workload has a negative effect on employee performance. This is evidenced by the Original Sample value of -0.416 and a T-statistic of 4.875, which is greater than 1.96 (Z-table at α = 0.05), along with a P-value of 0.000 < 0.05. **These findings indicate a significant negative effect**, consistent with the initial hypothesis. Therefore, **H1 is accepted.**

H2: Burnout has a negative effect on employee performance. This is demonstrated by the Original Sample value of -0.329 and a T-statistic of 3.600, which is greater than 1.96 (Z-table at α = 0.05), with a P-value of 0.000 < 0.05. **These results confirm a significant negative effect**, in line with the initial hypothesis. Hence, **H2 is accepted.**

H3: Interpersonal Communication has a positive effect on employee performance. This is shown by the Original Sample value of 0.553 and a T-statistic of 5.814, which exceeds 1.96 (Z-table at α = 0.05), with a P-value of 0.000 < 0.05. **These findings indicate a significant positive effect**, consistent with the initial hypothesis. Therefore, **H3 is accepted.**

Discussion
The Influence of Workload on Employee Performance

The findings show that workload has a negative and significant influence on the performance of employees in the operations division of PT Berlian Jasa Terminal Indonesia. This implies that higher workload levels lead to lower employee performance. The most dominant aspect of workload is job standards, which reflect employees' perceptions of the tasks that must be completed within a certain time frame and the pressure associated with them. In practice, workload often increases unexpectedly due to the limited availability of substitute workers during shifts, forcing employees to take on additional tasks and work overtime. Such excessive demands not only cause physical fatigue but also mental strain, reducing productivity and overall work quality.

To maintain performance without compromising employee well-being, companies need to improve shift rotation systems, ensure the availability of substitute staff, and conduct regular workload evaluations to prevent demands from exceeding employees' capacity. These findings are consistent with (Angreni et al., 2022) and (Hendinie & Swasti, 2024), who reported a negative and significant influence of workload on performance, but contradict (Wibowo et al., 2024) and (Anisah et al., 2021), who found a positive and significant influence.

The Influence of Burnout on Employee Performance

The results indicate that burnout has a negative and significant influence on the performance of employees in the operations division of PT Berlian Jasa Terminal Indonesia. The dominant aspect is depersonalization, reflected in indifferent attitudes and loss of empathy when employees perceive their work as meaningless. In practice, burnout arises when employees face excessive workloads and tight deadlines, especially when covering for absent colleagues, which often forces them to work overtime. Prolonged burnout leads to diminished motivation, increased absenteeism, and declining performance.

To mitigate burnout, companies need to ensure fair workload distribution, flexible scheduling, and sufficient substitute workers, as well as foster open communication and supportive work environments. Stress management programs and team engagement activities can also help maintain employee motivation and empathy. These findings are consistent with (Pujiastutik & Rini, 2023) and (Rizki & Febrian, 2024), who reported a negative and significant influence of burnout on performance, but contrast with (Wibowo et al., 2024) and (Anisah et al., 2021), who found a positive and significant effect.

The Influence of Interpersonal Communication on Employee Performance

The findings reveal that interpersonal communication has a positive and significant influence on the performance of employees in the operations division of PT Berlian Jasa Terminal Indonesia. The dominant aspect is support, reflected in open, clear, and non-judgmental responses that foster mutual respect and effective interaction. However, challenges remain in coordination, particularly during shift changes, where incomplete information transfer often creates gaps that increase the risk of errors and reduce work effectiveness. This indicates that inadequate communication can hinder performance, while effective communication enhances it.

To improve performance, the company is advised to strengthen communication systems between shifts through written briefings or digital logbooks, promote open and supportive communication, and provide interpersonal communication training. Unit leaders should also act as communication facilitators to ensure clarity and consistency of information across teams. These results align with (Januarizki & Wihara, 2021) and (Nurdin & Samudi, 2024), who found a positive and significant effect of interpersonal communication on performance, but differ from (Andi et al., 2023) and Ismail et al. (2025), who reported no significant effect.

CONCLUSION

Based on the results of data analysis and discussion, this study concludes that workload and burnout have a proven negative and significant effect on employee performance in the Operations Division of PT Berlian Jasa Terminal Indonesia, while interpersonal communication has a positive and significant effect on employee performance in the same division. A balanced workload can foster employee productivity, whereas effective management of burnout can prevent a decline in motivation and work fatigue. On the other hand, effective interpersonal communication plays a crucial role in creating sound coordination, strengthening teamwork, and ensuring the smooth execution of operational tasks.

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