
BURNOUT AND WORK STRESS EFFECT ON PERFORMANCE: THE MODERATING ROLE OF SOCIAL SUPPORT IN THE FOOD INDUSTRY

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Abstract

With social support acting as a moderating factor, this study attempts to ascertain how employee performance is affected by burnout and work-related stress in the food business in Kuningan, Indonesia. Participants were given a standardized questionnaire as part of a quantitative survey approach. A statistical method was used to analyze the data and determine how the variables related to one another. Every participant gave their free and informed permission to participate in the study. Structural equation modeling (SEM) approaches were employed in data analysis to test the hypotheses made in the conceptual framework and assess the intricate relationships among study elements. In the context of the food processing business, empirical research supports a considerable negative link between employee performance and job stress and mental burnout. Additionally, social support effectively moderates the influence's strength, showing that while job stress and burnout have a detrimental impact on performance, social support can lessen those effects. These results highlight how crucial it is for businesses to prioritize the psychological health of their staff members and offer sufficient social support in order to boost worker productivity and performance in the food sector.

Keywords: Burnout, Employee Performance, Work Stress, Social Support

INTRODUCTION

One of the key indicators of a company's success is employee performance. As a measure of business success, employee performance has a big impact on optimal organizational excellence. In addition to aiding in the accomplishment of institutional objectives, qualified performance also makes it easier to establish a productive and positive work environment (Solahudin, Fatimah, Sulistiowati, 2024). People who are exceptionally good at their jobs often have a positive multiplier effect on their peers, which helps businesses stay competitive in the marketplace. As a result, the organization expects all employees to fulfill their duties and responsibilities in a professional and accountable manner, making performance optimization a fundamental expectation. Employee devotion and loyalty in this paradigm demonstrate their dedication to the company they work for. Exceptional employee performance not only boosts operational productivity but also helps businesses build a sustainable competitive edge in the face of fierce and increasingly difficult modern market competition (Cahyani & Frianto, 2019).

In reality, though, a lot of workers deal with psychological issues like burnout and work stress that can prevent them from performing at their best. Employee productivity is directly impacted by physical and emotional stress brought on by the dynamics of an increasingly complex and demanding workplace. In addition to impairing individual performance, improperly managed burnout can cause significant financial losses for the company. According to research (Dewi Hartawati, Sulis Mariyanti et al., 2016), psychological stress and a heavy workload are positively connected with burnout and can negatively affect workers' mental health. According to these results, additional studies (Anees, Heidler, Cavalier, & Nordin, 2021).

Identified that burnout reduced employees' cognitive capacity by up to 47%, which directly affected decision-making and problem-solving abilities. Giao, Vuong, Tushar (2020) emphasized that social and emotional support in the workplace can be a buffer against stress, as well as help employees manage work pressure more adaptively. Islamiati, Sentosa, Efendi (2021) reinforced this argument by finding that adequate levels of social support reduce the risk of burnout by up to 36% in employees who work in high-demand environments.

In this setting, having a strong social support system is crucial for the mental health of employees. Prior research on burnout, stress at work, and social support has mostly concentrated on the health industry, particularly on those working in mentally demanding occupations. Even though the food business and other parts of manufacturing have gotten very little scholarly attention, identical phenomena do occur there as well. Consequently, the purpose of this research is to analyze the factors contributing to burnout, stress on the job, and the importance of social support for workers in Kuningan, Indonesia's medium-scale food industry. Positive interpersonal contacts from loved ones, coworkers, and other social groups can provide practical help, useful information, and emotional support; this is what Rahama and Izzati (2021) mean when they talk about social support. In addition to facilitating a sense of worth and acceptance, this form of support mediates the connection between stress in daily life and psychological health. By enhancing people's psychological resilience and coping abilities, social support acts as a buffer against workplace stress (Lubadeh, 2020). It is also pertinent to examine social support in relation to workload and burnout because prior research has demonstrated that it helps to decrease anger, psychological discomfort, and work

discontent (Fajri, Iman, Purwanini, 2025). Additionally, Fajrie et al. (2025) emphasized the importance of social support as an external resource that aids workers in managing demanding jobs and building resilience against long-term stress on the workplace.

The negative effects of mental weariness and stress on workers' productivity have been established in earlier studies (Tanjung, 2023) as well. With the use of a longitudinal study of 426 workers in the manufacturing sector. Workers' ability to think creatively and solve problems declined in tandem with rising burnout rates, according to research by Wirya, Andiani, and Telagawathi (2020). Additionally, Rizki et al. (2023) found a negative correlation between occupational stress and the ability to make good decisions across several industries. However, there has been very little research into how social support acts as a moderating component in this connection, particularly in Indonesia's industrial sector. Jobs in the food processing industry, which are characterized by high levels of interdependence, are particularly vulnerable to the negative effects of social support moderating the links between occupational stress and performance (Rizki et al., 2023).

The purpose of this research is to examine the relationship between burnout, stress on the job, and performance in the food processing sector, controlling for the moderating role of social support. The research's strength is in its narrow focus: on the food processing industry in Kuningan, Indonesia, which has been largely ignored in studies examining the relationship between stress on the job and employee well-being. Involving workers from a variety of occupations within the industry should allow for a more comprehensive and contextual analysis of the data collected. Employee performance can be enhanced by bolstering the social support system at work, and organizational intervention techniques can be informed by this study's results to lessen the effects of burnout and stress on the job. Interventions focused on social support are more cost-effective than other organizational interventions, making them more applicable to sectors with lower profit margins, including medium-scale food processing (Luh, Asri, Kadek, 2021).

Systemic burnout represents an exuberant state of emotional, physiological, and psychological dimensions that arises because of persistent work pressure. The manifestation of this phenomenon is reflected in the degradation of self-appreciation, the reduction of motivational drive, and the deterioration of occupational performance. The implications of burnout go beyond individual boundaries, presenting detrimental consequences for organizational entities by contributing to the intensification of employee turnover, decreased productive efficiency, and weakening employee engagement in the professional ecosystem. Longitudinal research (Widowati & Mohklas, 2015) in 584 industrial sector employees found that burnout not only correlated with a decline in individual performance, but also had an impact on overall team performance, with a significant spillover effect on colleagues who had not previously experienced burnout. In addition, financial losses due to burnout in the manufacturing industry can reach 15-20% of total annual revenue, especially due to increased attendance, turnover, and decreased product quality.

Wirya et al. (2020) categorized the phenomenon of burnout into three fundamental components: emotional exuberance, depersonalization, and degradation of personal achievement. Individuals who are exposed to burnout tend to experience feelings of overload, lose work ethic, and distance themselves from collective interactions in their professional environment. This condition can lead to reduced communication and collaboration with colleagues and superiors, which ultimately has an impact on the low social support felt. When

employees feel that they are not getting enough support from the work environment, feelings of stress and dissatisfaction will increase, thus exacerbating the level of burnout itself. In their research on the dynamic relationship between burnout and social support, Wirya et al. (2020) found a spiral effect, where high burnout reduces the individual's capacity to build and maintain a social support network, which in turn worsens the burnout condition itself. Supriyanto and Nadiyah (2022) deepened these findings by identifying that burnout reduces a person's ability to access and utilize the social supports that are available, suggesting the presence of cognitive distortions that make recovery difficult.

Work stress is a reaction that arises when the demands of work exceed the individual's capacity to cope with it, both physically and psychologically. In an organizational environment, work stress often arises due to excessive workload, time pressure, or high-performance expectations. The high ratio of work stress levels is directly proportional to the deterioration of employee performance, which can ultimately hinder the achievement of overall organizational goals. According to Nugraha (2020), the mental, emotional, and physiological health of an individual can be negatively impacted by prolonged exposure to the stressors experienced on the job. Nugraha (2020) added that work stress is an important phenomenon that needs to be monitored, especially in the era of increasing demands for work efficiency. If not handled properly, work stress can cause anxiety, discomfort, and even performance impairment. Oktaviani & Irmayanti. (2021) in their study of 328 manufacturing industry employees found that work stress is negatively associated with innovation, learning, and problem-solving abilities, which are key competencies in high-dynamic industries. In line with these findings, Rahama and Izzati (2021) identified that high work stress decreases cognitive flexibility by up to 38%, which significantly hinders employees' adaptability to changes in new procedures and technologies in the processing industry.

The psychological well-being of organizational personnel can be influenced by multiple determinants, with social support being one of the significant factors. The intake of social support received by workers contributes to the provision of motivational stimulus, attention, appreciation, help, and affection that facilitates the formation of positive perceptions of themselves and their occupational environment, thereby stimulating the improvement of work performance. Social support has been validated as an element that strengthens mental states and serves as a buffer against stressful life situations. Sources of social support vary, including interpersonal networks that come from family units, friends, and social communities. Employees' psychological capital increases with social support, which reduces the harmful effects of stress on the job and boosts performance in the long run.

REVIEW OF LITERATURE

Burnout

Burnout is a serious problem that can hinder employee performance, especially in high-pressure industries such as food processing. Recent research (Fhauzan & Ali, 2024) revealed that burnout has a significant negative relationship with employee performance, where an increase in one unit of burnout can reduce employee performance by up to 32% in the manufacturing industry. In line with these findings, a study (Santi, Nandini, Alfiansyah, 2020) involving 247 employees of the food processing industry found that burnout

dimensions such as emotional exhaustion and depersonalization have a direct influence on decreased productivity, work initiatives, and organizational commitment. In the context of the food processing industry that has repetitive work characteristics, high production pressure, and the demands of strict food safety standards, the interaction between burnout, work stress, and social support is an important factor that needs to be understood to improve employee performance in a sustainable manner.

According to Giau et al. (2020), social support has a positive impact on reducing job demands and is an important resource in the workplace. The concept of social support is established in social support theory, which emphasizes that social support is a basic human need. In an organizational context, social support helps employees meet their basic needs. Ultimately, this leads to positive work behaviors. For example, it can increase job satisfaction and performance. Rizkie et al. (2023) conducted research in manufacturing and found that social support plays an important role in reducing the frequency of workplace accidents and improving product quality, especially in hazardous and intellectual activities. Rizkie et al. (2023) also found that social support in the workplace resulted in a 42% higher problem-solving rate. This is especially relevant in the context of the food industry, where intensive teamwork and coordination are required. Based on the presented literature research and theoretical framework, this study proposes the first hypothesis:

H1: Burnout is hypothesized to have a negative and significant effect on employee performance

Work Stress

Stress is an unpleasant feeling when you feel unsure about your ability to deal with a big problem. According to Peters and others, stress is a state that affects your emotions, thoughts, and physical state (Anees, Heidler, Cavaliere, & Nordin, 2021). High levels of work stress can hinder employees' ability to perform optimally. Excessive pressure may lead to mental fatigue, emotional tension, and decreased concentration, which ultimately results in reduced performance. Employees experiencing work stress often face difficulties in managing their time, are more prone to making mistakes, and struggle with decision-making. If work stress is not properly managed, employees tend to lose motivation and commitment to their jobs.

Hal ini didukung oleh penelitian yang dilakukan oleh Oktaviani dan Irmayanti (2021). Stres di tempat kerja memiliki pengaruh negatif yang besar terhadap produktivitas, menurut penelitian ini. Pekerja yang memiliki tingkat stres yang tinggi akan menjadi kurang produktif bagi perusahaan. Penelitian ini menyajikan hipotesis kedua yang didasarkan pada literatur dan kerangka teori:

H2: Work stress is hypothesized to have a negative and significant effect on employee performance.

Social Support

According to Sarafino (1998), social support includes comfort, attention, appreciation, or help provided to a person or group (Sestiani & Muhid, 2022). Kuntjoro (2002) defines social support as the way individuals perceive their environment and the world around them. He emphasizes that the extent of perceived social support depends strongly on the individual's perspective (Rahama & Izzati, 2021). Furthermore, Bastaman (as cited in Maghfiroh, 2018) describes social support as the presence of certain individuals who

personally offer advice, motivation, guidance, and solutions when a person faces problems or obstacles in carrying out activities directed toward achieving goals.

Social support functions as a critical factor in mitigating the negative effects of burnout on employee performance. When employees experience burnout but receive adequate support from colleagues and supervisors, they are generally better equipped to manage emotional exhaustion and maintain motivation at work. Social support fosters a sense of belonging, provides solutions to work-related issues, and offers emotional reassurance, making employees feel valued and acknowledged.

According to Maslach and Leiter (2016), as referenced in Luh et al. (2021), partnerships marked by a dearth of social support can heighten the likelihood of burnout. This demonstrates how important social support is for mitigating burnout's negative effects on workers. Workers can keep up their productivity even when faced with extreme stress if they have a robust social support system to lean on in times of burnout. The third hypothesis is based on the literature review that this study presents:

H3: Social support moderates the relationship between burnout and employee performance by weakening the negative impact of burnout on performance.

According to Roberts and Gilbert, individuals can benefit from having social support from people they trust (Nugraha, 2020). Employees' ability to handle the stress and strain of the workplace, and their subsequent productivity, can be enhanced with the correct social support.

Workers are better able to deal with stress on the job when they have social support, which has additional benefits, including lowering the likelihood of burnout. When workers are encouraged, they are better able to deal with stress at work and overcome obstacles. Help with duties, direction from superiors, or words of encouragement to increase confidence on the job are all examples of social support. When workers are feeling demotivated or exhausted, it can help their emotional health to have the support of their coworkers. It stands to reason that their productivity will increase in tandem with the improvement of their emotional condition. Thus, social support is essential for improving employee comfort and indirectly increasing job productivity (Fajri, Alfareza, Satrio, Siddiq, 2024).

With sufficient social support, the negative effects of work stress on employee performance can be mitigated, enabling employees to maintain optimal performance even under pressure. In high-stress work environments, employees may experience fatigue, decreased motivation, and difficulties in completing tasks effectively. Specifically, in the food processing industry, excessive workload stress can lead to reduced product quality and a higher incidence of workplace accidents. Additionally, social support can significantly decrease occupational stress, as pointed out by Giao et al. (2020). The following theory is advanced from this survey of the relevant literature:

H4: Social support moderates the relationship between work stress and employee performance by weakening the negative influence of work stress on employee performance.

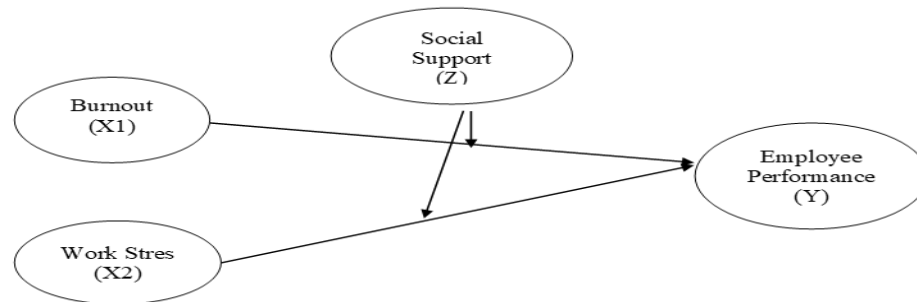


Figure 1. Conceptual Framework

RESEARCH METHOD

A quantitative research strategy based on survey methodology is employed in this study. Because it provides statistically meaningful analyses with data collected from numerous respondents in a very short period of time, this method was chosen. All participants gave their informed consent before filling out the survey, and the study has received ethics approval. All information is kept private and will be utilized solely for academic pursuits. Finding out how burnout, work stress, social support, and employee service relate to one another is the goal of this descriptive-correlational study.

According to Suryani and Hendrayadi (2015), primary data refers to data collected directly by researchers. In this study, important data were collected using questionnaires. This study consists of statements that are systematically arranged using an easy-to-understand Likert scale (Widowati & Mohklas, 2015). Several Kuningan food processing enterprises were each given a survey to fill out between December 2024 and January 2025. On a Likert scale from 1 to 5, where 1 signifies strongly disagreeing and 5 means strongly agreeing, the survey data were evaluated. One hundred fifty individuals took part in this research.

Before distributing the main questionnaire, a pilot test was conducted on 15 respondents to ensure that each question was clearly structured and easily understood before implementation in the primary research phase. The variables in this study are categorized into three types. The independent variables consist of burnout, which is measured using eight statement items adopted from Sirén, Patel, Örtqvist, and Wincent (2018), and work stress, which is measured using twelve statement items adopted from Fields (2002). The dependent variable in this research is employee performance, assessed through eleven statement items adopted from Pradhan and Jena (2017). Furthermore, this study includes a moderating variable, namely social support, which is measured using seven statement items designed to evaluate the extent to which social support influences the relationship between burnout, work stress, and employee performance (House, J. S., 1981).

RESULTS AND DISCUSSION

Profile Respondent

Research data was obtained from 150 respondents in filling out the questionnaire by dividing the questionnaire in spread to for employees from food industry processing in Kuningan.

Table 1.
Data Respondent Demographics

Type Sex	Frequency	Percent
MAN	31	20.70%
WOMAN	119	79.30%
Age	Frequency	Percent
≤ 25 Years	98	65.30%
26-35 Year	8	5.30%
36-45 Year	13	8.70%
≥ 46 Years	31	20.70%
Total	150	100.00%
Working Period	Frequency	Percent
≤ 5 Years	105	70.00%
6-10 Year	9	6.00%
11-15 Year	6	4.00%
≥ 15 Years	30	20.00%
Education	Frequency	Percent
SD	16	10.70%
Junior High School	11	7.30%
High School/Vocational School	80	53.30%
Diploma	4	2.70%
S- 1	39	26.00%

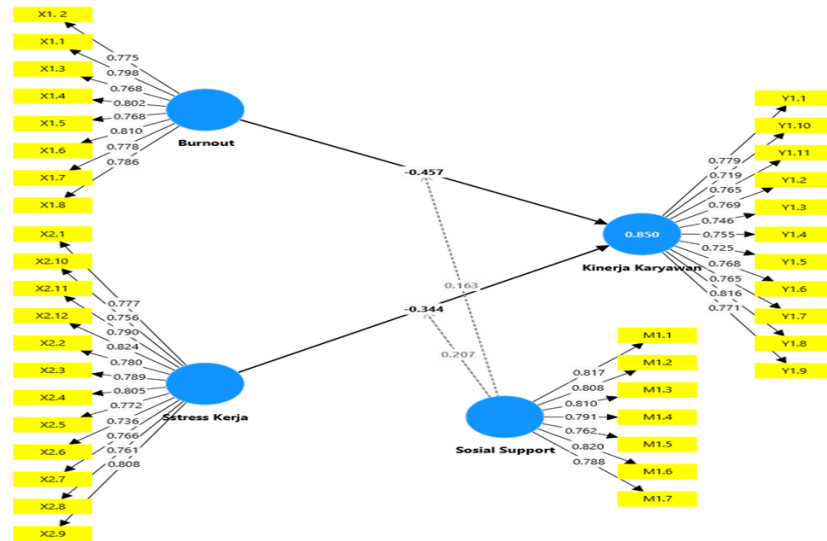
Source: SmartPLS Output Results

Based on demographic data, the majority of participants in this study were female (approximately 79.30%), with only 20.70% of male participants. This indicates a female-dominated sample. In terms of age distribution, most respondents were under 25 (65.30%), indicating a younger sample. Those aged 26-35 and 36-5 account for 5.30%, while respondents aged 6 and over account for a significant proportion of 20.70%, and a relatively small percentage of 8.70%. Regarding educational background, many respondents had high school diplomas or vocational qualifications (SMK) (53.30%), and 26.00% had bachelor's degrees (S1). 10.70%, or 7.30%, of respondents were only interested in elementary school (SD) or middle school (SMP), but only 2.70% of respondents were eligible. This indicates that most respondents have a secondary school education or a bachelor's degree.

There are two parts to the evaluation procedure in this study: the external model for measuring and the interior model for structural analysis. A thorough and reliable analysis is guaranteed by processing the data using SmartPLS software.

Research Model

The hypothesis was tested using SmartPLS 4 software



Cronbach's Alpha and Composite Reliability (Internal Consistency Reliability)

Verifying the internal consistency's dependability is the next stage in assessing the external model. The reliability of the configuration and Cronbach's alpha are used to conduct this test. Cronbach's alpha is a measure of the reliability of a scale by looking at the correlations between indicators within constructs. The configuration's consistency, accounting for changes in the external load's value across the indication, determines the linkage reliability. A value of 0.70 or higher for Cronbach's alpha and configuration reliability is deemed satisfactory by Hair et al. (2022). This proves that the measurement model has an adequate amount of internal consistency.

Table 2.
Cronbach's Alpha And AVE

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Burnout	0.912	0.913	0.928	0.618
Employee performance	0.928	0.928	0.938	0.581
Social Support	0.906	0.907	0.925	0.639
Job Stress	0.942	0.944	0.949	0.609

Source: SmartPLS Output Results

Every latent variable meets the reliability test requirements, according to the results shown in the table. This conclusion is supported by the fact that all latent variables have Composite Reliability and Cronbach's Alpha values greater than 0.70. Since every one of the study's latent variables met the requirements for internal consistency measurement, it can be concluded that they are all trustworthy.

Validity Convergence (AVE)

The ability of a framework to accurately quantify relevant indicators is referred to as convergent validity. The mean extracted variance (AVE) is a measure of convergent validity. According to Hair et al. (2022), if the AVE value exceeds 0.50, the concept is considered to

have excellent convergent validity. This means that more than 50 of the indicators are explained.

The AVE value for each construct in the tested model exceeds 0.50; thus, convergent validity was well achieved. Specifically, the AVE values for burnout are 0.618, employee performance is 0.581, social support is 0.639, and job tension is 0.609. These results indicate that more than 50 of the indicators for each construct are explained by their respective constructs.

Fornell-Larcker Criteria

Table 3.
Fornell-Larcker criterion

	Burnout	Employee performance	Social Support	Stress Work
Burnout	0.786			
Employee performance	-0.61	0.762		
Social Support	-0.454	0.76	0.8	
Stress Work	0.037	-0.599	-0.509	0.781

Source: SmartPLS Output Results

The model meets the Fornell-Larcker criterion for discriminant validity, as seen in the table above, where the square root of the AVE for each construct is greater than its correlation with other constructs. As a result, we know that the model's constructs are separate and appropriately distinguished.

Inner Model Evaluation (Structural Model Assessment)

Examining the study's variables in relation to one another is the main emphasis of the inner model evaluation. In order to evaluate the relevance of the proposed correlations, we look at the T-statistics and P-values for every path coefficient. In order to evaluate the immediate impact of one structural model variable on another, the direct effects are calculated. In this way, we may be sure that the actual evidence backs up the theoretical relationships we've proposed.

Table 4.
Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Burnout -> Employee Performance	-0.457	-0.462	0.053	8,609	0.000
Work Stress -> Employee Performance	-0.344	-0.353	0.055	6.29	0.000
Social Support x Work Stress -> Employee Performance	0.207	0.194	0.055	3,753	0.000
Social Support x Burnout -> Employee Performance	0.163	0.155	0.057	2,834	0.005

Source: SmartPLS Output Results

The analysis shows that burnout significantly lowers employee performance ($r = -0.057$, $t = 8.609$, $p = 0.057$). Workers experience a rise in burnout as a result of this. A T-value of 0.905, a P-value of 0.000, and a coefficient of 0.351 all point to the positive and statistically significant effect of social support on employee performance. This demonstrates that employees' performance can be enhanced by having good social support. Workplace stress significantly and negatively affects productivity, as shown by a -0.3 coefficient, a t-value of 6.290, and a P-value of 0.000. Workers' productivity drops when they're under a lot of pressure on the job.

The results also demonstrate that social support considerably reduces the impact of stress at work on productivity (coefficient: 0.207, T-value: 3.753, p-value: 0.000). This conclusion is in line with the workplace Demands-Resources (JD-R) paradigm, which states that workplace demands, like stress, can have a detrimental effect on outcomes like performance. However, personal and job resources, such as social support, can mitigate this effect. Employees' coping skills, emotional regulation, and resilience are all bolstered by social support, which acts as a psychological cushion in stressful settings. When employees often receive feedback, empathy, and support from their supervisors or peers, they are more likely to remain motivated and engaged, especially when faced with challenging circumstances.

This suggests that having social support helps mitigate the detrimental impact of work stress on productivity. Coefficient: 0.163, T-value: 2.83, p-value: 0.005). Further, it demonstrates that social support mediates the connection between burnout and performance on the job. Evidence like this suggests that even in settings where workers have plenty of social support, burnout can have a negative impact on productivity.

The results show that workers in the food manufacturing industry in the Indonesian province of Kuningan are significantly and negatively affected by workplace stress and burnout. The first part of this is the Job Demands-Resources (JD-R) theory, which argues that people are less productive when they are emotionally and psychologically exhausted from work-related stress (Schaufeli & Bakker, 2004). Employees' productivity and functional ability are negatively affected by inefficient work practices in the long run, as indicated by the negative coefficients for burnout ($\beta = -0.457$, $p < 0.001$) and stress at work ($\beta = -0.344$, $p < 0.001$).

Discussion

Furthermore, this study shows that the social environment is a moderator that reduces the detrimental impact of burnout and stress on productivity. In the burnout-performance and job stress-performance relationships, the social interaction effect was statistically significant ($\beta = 0.163$, $p < 0.01$) and ($\beta = 0.207$, $p < 0.001$). Social support, whether emotional, informational, or instrumental, acts as a buffer or protective mechanism that enhances individuals' psychological well-being when facing work-related stress. This is in line with previous research (e.g., Giao et al., 2020; Maslach & Leiter, 2016) that supports this idea.

In contrast to burnout, the effect of social moderation is slightly stronger in the relationship between work stress and performance. This indicates that social support is more effective in reducing situational and abrasive work stress, such as workload or time pressure, than burnout, which is a chronic condition that necessitates long-term. This difference is important to consider when developing more specific and contextual organizational intervention strategies.

In a practical sense, this provides strategic implications for business management. Implementing structured social support mechanisms, such as peer mentoring programs, support group counseling, and counseling services, can significantly reduce the negative psychological effects of work-related stress. Such interventions are also relatively inexpensive and can be easily adjusted, especially in the industrial sector for businesses with lower profit margins, such as food prices.

In addition, the demographic characteristics of the respondents, which were characterized by young and female respondents with a secondary education background, also have the potential to affect stress and the effectiveness of social support. As a result, more research is being conducted to investigate the effects of individual characteristics on work and life stress using the moderated mediation approach.

In this way, the study enhances understanding of the relationship between psychological knowledge and work habits in an industrial setting. This emphasizes how important it is to develop supportive work environments as a strategic approach to ensure that employees' productivity is at its peak, even in high-pressure work environments.

CONCLUSION

Employee performance in food businesses in Kuningan is severely hampered by burnout and job stress, according to this study. Decreased performance is a direct result of reduced drive and energy caused by high levels of burnout. However, when work stress levels are too high, it becomes more difficult to focus, reduces engagement, and inhibits performance.

The main results of this study emphasize the importance of social support as a moderating element that reduces the detrimental impact of burnout and stress on worker productivity. When employees are consistently supported by their supervisors, co-workers, and organizational structures, they can perform at their best, even when faced with intense pressure and emotional exhaustion. The importance of a nurturing workplace in increasing employees' emotional resilience and maintaining productivity is highlighted by this research.

Several caveats should be noted regarding this research. Firstly, these findings may not be applicable to other sectors or areas, as this study only looked at food businesses in Kuningan. Secondly, it is difficult to see trends or determine cause and effect as this is a cross-sectional study. Data collection is also prone to bias as it relies entirely on respondents' inherently subjective self-reports.

Some suggestions for further research are made based on these constraints. To increase the external validity of the results of this study, future research should expand its scope to include more industries or more geographical areas. The temporal dynamics of burnout, job stress, and social support can be better understood by using a longitudinal study design. To better understand the dynamics of social support in different organizational cultures and how it affects employee experiences, future research could use mixed methods or qualitative approaches. Finally, a more nuanced view of tactics to improve employee

performance under stress could be gained by investigating other mediating or moderating factors, such as emotional intelligence, organizational commitment, or leadership style.

In conclusion, organizations should prioritize the development of supportive workplace environments as a strategic approach to mitigating the adverse effects of burnout and work stress, thereby promoting sustainable employee performance and well-being.

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