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The Role of Burnout in Mediating the Relationship between Work Adaptation, Social Support, Workload, and Employee Performance at PT HM Sampoerna Tbk

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Abstract: The purpose of this study was to examine how employee performance at PT HM Sampoerna Tbk Plant Sukorejo was affected by adaptation to a new work environment, social support, and workload, with burnout as an intervening variable. Frequent divisional rotation without adequate orientation, limited supervisor support, and heavy workload left employees highly fatigued, prompting this study. A quantitative, causal-comparative, cross-sectional approach was used. The sample, selected through purposive sampling with a total sampling approach, consisted of 36 permanent employees who had changed divisions within the last three months. Using SmartPLS 4, Partial Least Squares Structural Equation Modeling (PLS-SEM) analyzed data collected via a five-point Likert scale questionnaire. Results show that new work environment adaptation and social support had a negative and significant effect on burnout, while workload had a positive and significant effect on burnout. Adaptation and social support also had a positive and significant effect on employee performance, while workload and burnout had a negative effect. The effects of the three exogenous variables on performance were partially mediated by burnout. The model explained 70.1% of the variance in burnout and 83.2% of the variance in performance.

Keywords: Burnout; Employee Performance; New Work Environment Adaptation; Social Support; Workloads

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1. Introduction

Human resources are a critical determinant of organizational competitiveness, particularly in the manufacturing sector, where employees must continuously adapt to changing organizational structures and production demands. PT HM Sampoerna Tbk regularly implements inter-division job rotation to improve employee competencies and support production targets. However, without adequate orientation and mentoring, such transitions may create psychological stress and increase employees' risk of burnout.

Burnout, defined as chronic physical and emotional exhaustion resulting from prolonged work stress (Maslach & Leiter, 2022), has become a major workplace issue worldwide. More than half of employees globally have experienced burnout symptoms, with the problem intensifying after the COVID-19 pandemic

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due to rapid changes in work arrangements and technology (Handaru & Hidayat, 2026). In Indonesia, approximately 42.7% of employees experience moderate to high burnout, leading to absenteeism, declining performance, and higher turnover intentions (Rhamadhan & Raharjo, 2025; Fhauzan & Ali, 2024).

A preliminary survey conducted among employees at PT HM Sampoerna Tbk Plant Sukorejo who had recently undergone job rotation revealed difficulties in adapting to the new work environment, limited social support, excessive workload, and suboptimal performance. These findings are consistent with previous studies indicating that employee performance is influenced by both internal and external factors, while excessive workload, inadequate workplace support, and psychological strain contribute to burnout and reduced performance (Diastantri & Saryatmo, 2025; Nauli et al., 2025; Paujiyah & Surtiani, 2025). At the plant level, these challenges are reflected in frequent job rotations without structured orientation, weak supervisor support, demanding production targets, workload imbalance, and increasing symptoms of emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2022).

Previous studies have separately demonstrated that poor adaptation increases burnout (Nadapdap et al., 2024; Situmorang & Tarigan, 2025), social support reduces burnout (Ratih et al., 2023; Stanley & Sebastine, 2023), and excessive workload is a strong predictor of burnout (Juhnisa & Fitria, 2020; Schaufeli et al., 2023). However, limited research has simultaneously examined the roles of new work environment adaptation, social support, and workload in explaining employee performance through burnout, particularly within the cigarette manufacturing industry. To address this gap, this study adopts the Job Demands–Resources (JD-R) framework (Bakker & Demerouti, 2017) to investigate the direct and indirect relationships among these variables.

Accordingly, this study examines the effects of new work environment adaptation, social support, and workload on burnout and employee performance, as well as the mediating role of burnout in these relationships. The findings are expected to contribute to the human resource management literature while providing practical recommendations for improving onboarding, workplace support systems, workload management, and burnout prevention at PT HM Sampoerna Tbk Plant Sukorejo.

2. Materials and Methods

2.1. Research Design

This study employs a quantitative approach grounded in the positivist paradigm, in which data collected through a structured research instrument are analyzed statistically to test predetermined hypotheses (Sugiyono, 2022). The research type is causal-comparative, aimed at examining plausible cause-and-effect relationships by observing existing outcomes and tracing them back to their probable causes (Bougie & Sekaran, 2020); Specifically, the study determines whether and to what extent new work environment adaptation, social support, and workload produce changes in the burnout and performance of employees at PT HM Sampoerna Tbk Plant Sukorejo. In terms of time horizon, the study adopts a cross-sectional design, in which data are collected from all respondents at a single point in time (Creswell & Creswell, 2021), a design chosen for its efficiency and its adequacy for answering the descriptive-causal research questions posed here.

2.2. Population and Sample

The population of this study consists of permanent employees of PT HM Sampoerna Tbk Plant Sukorejo. Over the three months preceding data collection, 36 employees underwent inter-division rotation, and this group constitutes the study population. Because the population meeting the inclusion criterion-having transferred to a new division within the preceding three months, the period identified as the most critical and psychologically vulnerable phase of adaptation-was relatively small and specific, all 36 eligible employees were included as respondents. The sampling technique therefore combines purposive sampling with a total sampling approach: every member of the population who satisfies the research criteria is enrolled as a respondent, a strategy intended to maximize the representativeness of the data given the limited and clearly bounded population.

2.3. Data Types, Sources, and Collection Techniques

The study relies on quantitative data, namely numerical responses obtained from the research questionnaire. Primary data were collected directly from the 36 respondents, while secondary data were drawn from the company's official publications, national scientific-journal portals (Google Scholar

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Indonesia, SINTA), international databases (Scopus, Web of Science, PubMed), and relevant textbooks in human resource management, industrial-organizational psychology, and research methodology. Data were collected through an online survey administered via Google Forms, chosen for its efficiency in reaching geographically dispersed respondents, its cost- and time-effectiveness, its flexibility for respondents, and its capacity for automatic data storage and export.

2.4. Operational Definition of Variables

Five variables were operationalized in this study: new work environment adaptation (X1), social support (X2), and workload (X3) as exogenous variables; burnout (Z) as the intervening variable; and employee performance (Y) as the endogenous variable. Each construct was measured reflectively using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Table 1 summarizes the operational definitions, dimensions, and indicator sources for each construct.

Table 1. Operational Definition of Variables

Variable	Definition	Dimensions/Indicators	Items	Source
New Work Environment Adaptation (X1)	The cognitive, affective, and behavioral processes of adjusting to changes in work conditions, systems, or technology.	Adjustment to new systems/procedures; adjustment to co-workers; adaptation to new technology; adjustment to organizational culture	8	Wang & Wang (2021); Robbins & Judge (2020)
Social Support (X2)	Emotional, instrumental, informational, and appraisal assistance received from supervisors and co-workers.	Emotional support; instrumental support; informational support; appraisal support	8	Cohen & Hoberman (1983); Robbins & Judge (2020)
Workload (X3)	The amount and complexity of tasks an employee must complete within a given period.	Task quantity; time pressure; task complexity; task-ability fit; rest-time limitation; priority conflict; emotional burden; concentration demand	8	Salliyuana & Hidayat (2024); Utami et al. (2025)
Burnout (Z)	A psychological syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment.	Emotional exhaustion; depersonalization/cynicism; reduced personal accomplishment	10	Maslach & Leiter (2022)
Employee Performance (Y)	Work outcomes are achieved in accordance with assigned tasks and responsibilities within a given period.	Quality; quantity; timeliness; resource efficiency; independence; initiative/creativity; teamwork; responsibility	8	Mangkunegara (2021); Robbins et al. (2025)

Source: developed by the researcher, 2026.

2.5 Data Analysis Technique

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4, chosen for its capacity to simultaneously estimate a complex model that includes a mediating variable, to evaluate the measurement and structural models concurrently, and to perform well

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without involving multivariate normality-an important consideration given the relatively small sample size (Hair et al., 2019).

2.5.1 Descriptive Analysis

Descriptive statistics-minimum, maximum, mean, and standard deviation-were calculated for each variable, and respondent characteristics were tabulated by gender, age, education, tenure, and work status. Mean scores were interpreted using a five-category interval scale (class width = 0.8): 1.00-1.80 (strongly disagree), 1.81-2.60 (disagree), 2.61-3.40 (neutral), 3.41-4.20 (agree), and 4.21-5.00 (strongly agree) (Ghozali, 2021).

2.5.2 Measurement Model (Outer Model) Evaluation

Convergent validity was assessed via outer loadings (≥ 0.70) and Average Variance Extracted (AVE $\geq$ 0.50). Discriminant validity was assessed using the Fornell-Larcker criterion (the square root of each construct's AVE should exceed its correlations with other constructs) and the Heterotrait-Monotrait ratio (HTMT < 0.90). Construct reliability was assessed via Composite Reliability (CR ≥ 0.70) and Cronbach's Alpha (≥ 0.70) (Hair et al., 2019; Bougie & Sekaran, 2020).

2.5.3 Structural Model (Inner Model) Evaluation

The structural model was evaluated using the coefficient of determination (R^2; 0.75 = substantial, 0.50 = moderate, 0.25 = weak), effect size (f^2; 0.02 = small, 0.15 = medium, 0.35 = large), and the Variance Inflation Factor (VIF < 3.3 indicating the model is free of multicollinearity) (Hair et al., 2019; Ghozali, 2021).

2.5.4 Structural Equations and Hypothesis Testing

The structural model consists of two equations:

$$\textit{Equation 1 (Burnout Model): } Z = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon_1$$

$$\textit{Equation 2 (Performance Model): } Y = \alpha_2 + \beta_4 X_1 + \beta_5 X_2 + \beta_6 X_3 + \beta_7 Z + \varepsilon_2$$

where Y = employee performance; Z = burnout (intervening variable); X1 = new work environment adaptation; X2 = social support; X3 = workload; α = intercepts; β = path coefficients; and ε = error terms. Hypotheses were tested via bootstrapping with 5,000 subsamples in SmartPLS 4, at a two-tailed significance level of $\alpha = 0.05$. A path was deemed significant when $|t\text{-statistic}| \geq 1.96$ or p-value < 0.05. Indirect (mediation) effects were evaluated using the 95% bootstrap confidence interval, with full mediation indicated when the direct effect is non-significant but the indirect effect is significant, and partial mediation indicated when both are significant.

3. Results

3.1. Overview of the Research Object

PT Hanjaya Mandala Sampoerna Tbk ("Sampoerna") is a leading Indonesian cigarette manufacturer with a history spanning more than a century, founded in Surabaya in 1913 and formally established as a limited company in 1930. Since 2005, Sampoerna has operated as a subsidiary of PT Philip Morris Indonesia and is affiliated with Philip Morris International Inc. The company operates nine production facilities across Java and employs more than 19,816 permanent employees, with roughly 90,000 jobs supported across its entire partnership ecosystem. PT HM Sampoerna Tbk Plant Sukorejo, the object of this study, is one of the company's Kretek Cigarette Machines (SKM) production facilities located in Pasuruan, East Java, and regularly rotates employees across divisions as part of its human-capital development strategy.

3.2. Respondent Characteristics

The 36 respondents, all permanent employees who had experienced division rotation within the previous three months, are profiled in Table 2.

Table 2. Respondent Characteristics

Characteristic	Category	Frequency	Percent (%)
Gender	Male	25	69.4
	Female	11	30.6
Age	25–34 years	12	33.3

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	35–44 years	15	41.7
	45 years and above	9	25.0
Education	Senior high school / vocational	8	22.2
	Diploma (D1/D2/D3)	9	25.0
	Bachelor's degree (S1)	19	52.8
Tenure	1–3 years	12	33.3
	4–6 years	9	25.0
	More than 6 years	15	41.7
Work status	Hybrid	5	13.9
	Full work-from-office (WFO)	31	86.1

Source: primary data processed, 2026.

Respondents were predominantly male (69.4%), consistent with the labor composition typical of manufacturing production lines, and were concentrated in the 35-44 age group (41.7%), suggesting a workforce with substantial job experience. More than half (52.8%) held a bachelor's degree, indicating an educational profile capable of understanding the questionnaire accurately. A plurality (41.7%) had more than six years of tenure at the company, and the large majority (86.1%) worked full-time from the office, reflecting the operational, production-floor nature of the plant and indicating that adaptation pressure in this setting is predominantly physical and interpersonal rather than related to digital or remote-work technology.

3.3. Descriptive Statistics of Research Variables

Descriptive analysis of respondents' answers shows that new work environment adaptation and social support were both perceived at a moderate-to-low level during the three-month post-rotation period, workload was perceived as relatively high, burnout indicators were elevated (particularly emotional exhaustion and loss of work motivation), and employee performance, while adequate on average, showed some variation across indicators such as timeliness and initiative. These patterns are consistent with the pre-survey findings reported in Section 1 and provide the empirical basis for the inferential analysis that follows.

3.4. Measurement Model (Outer Model) Evaluation

Prior to hypothesis testing, the measurement model was evaluated for convergent validity, discriminant validity, and reliability, following the criteria of Hair et al. (2019).

3.4.1. Outer Loadings

All 42 indicators across the five constructs produced outer loadings above the 0.70 threshold, ranging from 0.819 to 0.969: 0.826-0.940 for new work environment adaptation (X1), 0.819-0.969 for social support (X2), 0.895-0.954 for workload (X3), 0.846-0.941 for burnout (Z), and 0.902-0.964 for employee performance (Y). These results confirm that every indicator is a valid reflective measure of its intended construct.

3.4.2. Convergent Validity (AVE)

Table 3. Average Variance Extracted (AVE)

Construct	AVE
New Work Environment Adaptation (X1)	0.806
Social Support (X2)	0.826
Workload (X3)	0.868
Burnout (Z)	0.834
Employee Performance (Y)	0.894

Source: SmartPLS 4 output, 2026.

All AVE values exceed the 0.50 minimum threshold, ranging from 0.806 to 0.894, confirming that each construct explains more than half of the variance in its indicators and thus satisfies convergent validity (Hair et al., 2019).

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3.4.3. Discriminant Validity

Table 4. Fornell-Larcker Criterion

	X1	X2	X3	Z	Y
Adaptation (X1)	0.898				
Social Support (X2)	0.018	0.909			
Workload (X3)	0.061	− 0.035	0.932		
Burnout (Z)	− 0.421	− 0.350	0.622	0.913	
Performance (Y)	0.487	0.523	− 0.514	− 0.843	0.945

Note: bold diagonal values are the square roots of AVE. Source: SmartPLS 4 output, 2026.

Table 5. Heterotrait-Monotrait Ratio (HTMT)

	X1	X2	X3	Z	Y
Adaptation (X1)					
Social Support (X2)	0.089				
Workload (X3)	0.102	0.075			
Burnout (Z)	0.421	0.352	0.632		
Performance (Y)	0.488	0.531	0.519	0.858	

Source: SmartPLS 4 output, 2026.

The square root of each construct's AVE (diagonal values in Table 3) exceeds its correlations with all other constructs, and every HTMT ratio in Table 5 falls below the 0.90 threshold. Both criteria confirm that discriminant validity is fully established across the five constructs (Hair et al., 2019; Henseler et al., 2015).

3.4.4. Construct Reliability

Table 6. Construct Reliability

Construct	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	Conclusion
New Work Environment Adaptation (X1)	0.966	0.976	0.971	Reliable
Social Support (X2)	0.969	0.979	0.974	Reliable
Workload (X3)	0.978	0.981	0.981	Reliable
Burnout (Z)	0.978	0.978	0.980	Reliable
Employee Performance (Y)	0.983	0.984	0.985	Reliable

Source: SmartPLS 4 output, 2026.

Cronbach's Alpha ranges from 0.966 to 0.983 and Composite Reliability (rho_c) ranges from 0.971 to 0.985, both comfortably exceeding the 0.70 minimum, confirming that all constructs are measured with strong internal consistency.

3.5. Structural Model (Inner Model) Evaluation

3.5.1. Coefficient of Determination (R^2)

Table 7. Coefficient of Determination (R^2)

Endogenous Variable	R^2	Category
Burnout (Z)	0.701	Moderate-to-substantial
Employee Performance (Y)	0.832	Substantial

Source: SmartPLS 4 output, 2026.

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New work environment adaptation, social support, and workload jointly explain 70.1% of the variance in burnout, while all four constructs together explain 83.2% of the variance in employee performance-both indicating strong predictive capability for the proposed model (Hair et al., 2019).

3.5.2. Effect Size (f^2) and Multicollinearity (VIF)

Table 8. Effect Size (f^2)

Path	f^2	Category
X1 → Burnout (Z)	0.686	Large
X1 → Performance (Y)	0.358	Large
X2 → Burnout (Z)	0.341	Large
X2 → Performance (Y)	0.577	Large
X3 → Burnout (Z)	1,356	Large
X3 → Performance (Y)	0.168	Medium
Z → Performance (Y)	0.315	Large

Source: SmartPLS 4 output, 2026.

Workload exerts by far the largest effect on burnout ($f^2 = 1.356$), indicating it is the dominant driver of burnout in this model, ahead of new work environment adaptation ($f^2 = 0.686$) and social support ($f^2 = 0.341$). On the performance equation, social support shows the largest effect ($f^2 = 0.577$), followed by adaptation ($f^2 = 0.358$), burnout ($f^2 = 0.315$), and workload ($f^2 = 0.168$, medium).

Table 9. Variance Inflation Factor (VIF)

Path	VIF	Conclusions
X1 → Burnout (Z)	1,004	Free of multicollinearity
X1 → Performance (Y)	1,693	Free of multicollinearity
X2 → Burnout (Z)	1,002	Free of multicollinearity
X2 → Performance (Y)	1,343	Free of multicollinearity
X3 → Burnout (Z)	1,005	Free of multicollinearity
X3 → Performance (Y)	2,368	Free of multicollinearity
Z → Performance (Y)	3,340	Free of multicollinearity

Source: SmartPLS 4 output, 2026.

All VIF values remain below the 3.3 threshold recommended for PLS-SEM, indicating that the structural model is free from problematic multicollinearity among the exogenous constructs (Hair et al., 2019).

3.6. Hypothesis Testing (Bootstrapping)

Hypotheses were tested using bootstrapping with 5,000 subsamples in SmartPLS 4. A hypothesis is supported when p-value < 0.05 at the 95% confidence level (Hair et al., 2019). Table 10 reports the direct effects and Table 11 the indirect (mediating) effects through burnout.

Table 10. Direct Effects

Hypothesis	Path	β	p-value	Conclusion
H1	X1 → Z	− 0.454	0.000	Supported
H2	X2 → Z	− 0.320	0.000	Supported
H3	X3 → Z	0.639	0.000	Supported
H4	X1 → Y	0.319	0.001	Supported
H5	X2 → Y	0.361	0.000	Supported
H6	X3 → Y	− 0.259	0.012	Supported
H7	Z → Y	− 0.421	0.001	Supported

Source: SmartPLS 4 bootstrapping output, 2026.

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Table 11. Indirect Effects (Mediation through Burnout

Hypothesis	Path	β	p-value	Conclusion
H8	X1 → Z → Y	0.191	0.005	Supported (partial mediation)
H9	X2 → Z → Y	0.135	0.020	Supported (partial mediation)
H10	X3 → Z → Y	−0.269	0.014	Supported (partial mediation)

Source: SmartPLS 4 bootstrapping output, 2026.

All ten hypotheses are supported at $p < 0.05$. Because the direct effects of X1, X2, and X3

4. Discussion

All ten hypotheses (H1–H10) are supported, confirming that new work environment adaptation, social support, and workload influence employee performance directly and indirectly through burnout, consistent with the Job Demands–Resources (JD-R) theory (Bakker & Demerouti, 2017).

New work environment adaptation significantly reduces burnout (H1; $\beta = -0.454$, $p = 0.000$), indicating that employees who adapt more effectively experience lower emotional exhaustion. This finding supports the JD-R perspective that poor adaptation functions as a job demand that accelerates the health-impairment process and is consistent with Santoso et al. (2025), Nadapdap et al. (2024), and Giorgi et al. (2020). In contrast, social support significantly reduces burnout (H2; $\beta = -0.320$, $p = 0.000$) by providing emotional, instrumental, informational, and appraisal resources that strengthen employees' resilience, corroborating Ratih et al. (2023), Hutapea et al. (2025), and Stanley and Sebastine (2023).Workload is identified as the strongest predictor of burnout (H3; $\beta = 0.639$, $p = 0.000$; $f^2 = 1.356$). Excessive workload continuously depletes employees' physical and psychological resources, supporting the health-impairment process proposed by Schaufeli et al. (2023) and consistent with the findings of Juhnisa and Fitria (2020), Widianti and Herlina (2023), and Wang et al. (2025).

Regarding employee performance, new work environment adaptation positively influences performance (H4; $\beta = 0.319$, $p = 0.001$), indicating that employees who adapt quickly to new systems and procedures perform more effectively, in line with Nadapdap et al. (2024) and Situmorang and Tarigan (2025). Similarly, social support has the strongest positive effect among the exogenous variables (H5; $\beta = 0.361$, $p = 0.000$; $f^2 = 0.577$), confirming previous findings by Sari et al. (2024), Saputra and Kurniawan (2024), and Widiastuti et al. (2025).Conversely, workload negatively affects employee performance (H6; $\beta = -0.259$, $p = 0.012$), consistent with Widianti and Herlina (2023).Burnout significantly reduces employee performance (H7; $\beta = -0.421$, $p = 0.001$), making it the strongest predictor of performance in the structural model. This finding is supported by Maslach and Leiter (2022) and corroborated by Suriyanti et al. (2025), Fhauzan and Ali (2024), and Anggraeni (2025).Finally, burnout partially mediates the effects of new work environment adaptation (H8; $\beta = 0.191$, $p = 0.005$), social support (H9; $\beta = 0.135$, $p = 0.020$), and workload (H10; $\beta = -0.269$, $p = 0.014$) on employee performance. These mediation results further validate the JD-R framework proposed by Bakker and Demerouti (2017) and are consistent with the findings of Nadapdap et al. (2024), Situmorang and Tarigan (2025), Wibawa (2025), Widiastuti et al. (2025), Sundari and Meria (2022), and Nursani et al. (2025). Overall, the results suggest that improving employees' adaptation to new work environments, strengthening workplace social support, and managing workload effectively are essential strategies for reducing burnout and enhancing employee performance.

5. Conclusions

This study sets out to examine how new work environment adaptation, social support, and workload jointly shape employee performance, directly and through burnout as an intervening variable, among employees of PT HM Sampoerna Tbk Plant Sukorejo who have recently experienced division rotation. All ten hypotheses were supported. New work environment adaptation ($\beta = -0.454$) and social support ($\beta = -0.320$) reduce burnout, while workload increases it and is its dominant predictor ($\beta = 0.639$, $f^2 = 1.356$). Adaptation ($\beta = 0.319$) and social support ($\beta = 0.361$) raise employee performance directly, while workload ($\beta = -0.259$) and burnout ($\beta = -0.421$) suppress it; social support carries the largest overall effect on performance ($f^2 = 0.577$). Burnout partially mediates the effect of all three exogenous variables on performance (H8-H10), and the model explains 70.1% of the variance in burnout and 83.2% of the variance in performance, indicating strong explanatory power consistent with the Job Demands-Resources theory (Bakker & Demerouti, 2017).

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These findings carry clear managerial implications. Because workload is the dominant driver of burnout, management should conduct periodic workload analysis and distribute tasks proportionally, with a graduated workload transition of roughly three months for newly rotated employees. Because social support yields the largest effect on performance, management should invest in supervisor training on empathetic feedback, peer-support groups, and an Employee Assistance Program offering professional counseling. Because adaptation significantly affects both burnout and performance, a structured onboarding program of at least four weeks, paired with senior-employee mentoring during the first three months after rotation and planned notice of at least one month prior to transfer, is recommended. At the individual level, employees are encouraged to proactively recognize early signs of burnout, assertively communicate excessive workload to their direct supervisor, make active use of available support channels, and set aside time for personal recovery through hobbies, exercise, or mindfulness practice.

This study is subject to certain limitations. The sample was restricted to 36 employees who had rotated divisions within the preceding three months, which, while appropriate for the research objective, constrains the generalizability of the findings and warrants cautious interpretation. Future research is encouraged to broaden the population to include all permanent employees of PT HM Sampoerna Tbk Plant Sukorejo or additional plant locations, to incorporate other potentially relevant variables such as resilience, leadership style, or organizational climate, and to adopt a longitudinal design tracking employees from before to after rotation in order to more precisely capture the dynamics of adaptation, burnout, and performance in manufacturing settings.

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