

Organizational Commitment as a Mediator of Burnout and Motivation on Employee Performance in a Public Sector Organization

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ABSTRACT

Employee performance is essential for achieving organizational effectiveness, particularly in public sector organizations responsible for delivering quality public services. However, previous studies have reported inconsistent findings regarding the effects of burnout and motivation on employee performance, especially through the mediating role of organizational commitment. Therefore, this study aims to examine the effects of burnout and motivation on employee performance through organizational commitment among employees of the Bojonegoro Regency Transportation Agency. A quantitative explanatory approach was employed using a structured questionnaire distributed to 215 employees selected through proportionate stratified random sampling. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The results indicate that burnout has a negative and significant effect on organizational commitment and employee performance, whereas motivation positively and significantly influences organizational commitment and employee performance. Organizational commitment also has a positive and significant effect on employee performance. Furthermore, organizational commitment fully mediates the relationship between burnout and employee performance, and partially mediates the relationship between motivation and employee performance. These findings extend the application of Social Exchange Theory and provide practical implications for government organizations to improve employee performance by reducing burnout, strengthening motivation, and enhancing organizational commitment.

INTRODUCTION

Employee performance is a fundamental determinant of organizational effectiveness, particularly in public sector institutions responsible for delivering high-quality public services. In government organizations, employee performance reflects not only the achievement of institutional objectives but also the efficiency of public resource utilization, accountability, and the quality of services delivered to society (Bastian, 2010, as cited in Rohim et al., 2022). Therefore, maintaining high employee performance has become increasingly important for public organizations facing growing service demands and limited organizational resources.

The Transportation Agency of Bojonegoro Regency represents an important context for examining this issue. According to the 2025 Government Agency Performance Accountability Report (LKJIP), several strategic performance indicators failed to reach their predetermined targets and some performance achievements declined compared with the previous year. In addition, the agency continues to face challenges related to limited human resources, budget constraints, and increasing public service demands, which potentially increase employees' workload and psychological pressure. These organizational conditions create a paradox in which the agency is expected to maintain high-quality public services despite facing increasing internal constraints. Consequently, understanding the psychological factors influencing employee performance in this organizational setting become increasingly important.

Among the factors influencing employee performance, burnout refers to a condition of physical, emotional, and mental exhaustion resulting from prolonged exposure to excessive work demand (Maslach & Leiter, 1997, as cited in Wulantika et al., 2023). Employees experiencing burnout tend to lose emotional attachment, enthusiasm, and psychological involvement in their work, making them less willing to remain dedicated to organizational goals. According to Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), employees evaluate the reciprocity between their contributions and the support provided by the organization. When employees experience continuous exhaustion without adequate organizational resources or support, they are less likely to reciprocate through positive attitudes, resulting in lower organizational commitment. This theoretical mechanism explains why burnout is expected to negatively influence organizational commitment. Empirical evidence reported by Ningsih et al. (2021) and Aditya et al. (2021) also demonstrated that burnout negatively and significantly affects organizational commitment. Therefore, the following hypothesis is proposed:

H1: Burnout has a negative and significant effect on organizational commitment.

Motivation represents the internal and external forces that encourage employees to achieve organizational goals (Robbins & Judge, 2022). According to Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), employees who perceive organizational support and fair treatment tend to reciprocate by developing stronger organizational commitment. Although previous studies conducted by Dinh Van Thang & Nguyen Quoc Nghi (2022), Hadi et al. (2023), and Nur et al. (2024) consistently reported a positively relationship between

motivation and organizational commitment, these findings were obtained in different organizational commitment, these findings were obtained in different organizational settings, including private companies and educational institutions. Whether the same relationship exist within a public sector transportation agency remains uncertain because employees operate under different institutional characteristics, bureaucratic procedures, public accountability, and employment systems. Therefore, re-examining this relationship in the context of the Transportation Agency of Bojonegoro Regency is necessary to determine whether previous empirical findings remain applicable in this unique public sector environment. According to Ghozali & Latan (2022), the significance of structural relationships should be verified empirically because their strength may vary across research contexts. Accordingly, the following hypothesis is proposed:

H2: Motivation has a positive and significant effect on organizational commitment.

Burnout is characterized by prolonged physical, emotional, and mental exhaustion resulting from excessive job demands (Maslach & Leiter, 1997, as cited in Wulantika et al., 2023). Employees experiencing burnout often have reduce energy, diminished concentration, and lower emotional involvement in their work, making it difficult to maintain high levels of performance. According to Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), employees who continuously experience unfavorable working conditions without sufficient organizational support are less likely to reciprocate through optimal work behaviours. Consequently, burnout is theoretically expected to reduce employee performance. This argument is supported by previous studies conducted by Prasetya et al. (2021), Ningsih et al. (2021), Aditya et al. (2021), Wahyu et al. (2022), and Wulantika et al. (2023), all of which reported that burnout negatively and significantly affects employee performance. Therefore, the following hypothesis is proposed:

H3: Burnout has a negative and significant effect on employee performance.

Motivation is one of the key factors influencing employee performance because motivated employees tend to exert greater effort, persistence, and responsibility in accomplishing organizational goals (Robbins & Judge, 2022). According to Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), employees who perceive organizational support and favorable working conditions are more likely to reciprocate through greater work effort and improved performance. Previous studies conducted by Purnomo et al. (2020), Aditya et al. (2021), Dinh Van Thang & Nguyen Quoc Nghi (2022), and Afrizal et al. (2022) consistently reported a positive relationship between motivation and employee performance. Therefore, further empirical investigation is needed to determine whether motivation significantly influences employee performance in the Transportation Agency of Bojonegoro Regency. Accordingly, the following hypothesis is proposed:

H4: Motivation has a positive and significant effect on employee performance.

Organizational commitment reflects employees' emotional attachment, loyalty, and willingness to remain with and contribute to the achievement of organizational goals (Allen & Meyer, 1990,

as cited in Aditya et al., 2021). According to Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), employees who perceive fair treatment and organizational support tend to reciprocate by developing stronger organizational commitment, which encourages them to exert greater effort and achieve higher levels of job performance. Previous studies conducted by Pitaloka & Meirini (2021), Aditya et al. (2021), and Nur et al. (2024) consistently reported that organizational commitment positively influences employee performance. However, Ghozali & Latan (2022) found that organizational commitment did not significantly affect employee performance, indicating that this relationship may depend on organizational characteristics and institutional settings. These inconsistent findings suggest that the influence of organizational commitment on employee performance remains inconclusive across different context. Consequently, further empirical investigation is required to examine whether organizational commitment significantly influences employee performance in the Transportation Agency of Bojonegoro Regency, a public sector organization operating under distinctive bureaucratic and service-oriented conditions. Accordingly, the following hypothesis is proposed:

H5: Organizational commitment has a positive and significant effect on employee performance.

Organizational commitment is expected to mediate the relationship between burnout and employee performance because prolonged burnout weakens employees' emotional attachment and psychological involvement in the organization. According to Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), employees experiencing continuous physical and emotional exhaustion are less likely to reciprocate organizational support through positive attitudes and behaviours. Consequently, burnout may indirectly reduce employee performance by weakening organizational commitment. Previous research by Ningsih et al. (2021) demonstrated that organizational commitment mediates the relationship between burnout and employee performance. Nevertheless, empirical evidence regarding this mediating mechanism remains limited, particularly within public-sector organizations such as local government transportation agencies. Therefore, further investigation is required to examine whether organizational commitment functions as a mediating mechanism between burnout and employee performance in the Transportation Agency of Bojonegoro Regency. Accordingly, the following hypothesis is proposed:

H6: Organizational commitment mediates the relationship between burnout and employee performance.

Organizational commitment is also expected to mediate the relationship between motivation and employee performance. Employees with higher levels of work motivation tend to develop stronger emotional attachment, loyalty, and willingness to contribute to organizational goals. According to Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), employees who perceive organizational support reciprocate by strengthening their organizational commitment, which subsequently encourages higher levels of job performance. Previous studies, including Nur et al. (2024), reported that organizational commitment mediates the relationship between motivation and employee performance. However, empirical evidence

examining this mediating mechanism in public-sector transportation organizations remain scarce. Given the distinctive characteristics of government organizations, including bureaucratic structures, public accountability, and diverse employment systems, further investigation is necessary to determine whether organizational commitment mediates the relationship between motivation and employee performance in the Transportation Agency of Bojonegoro Regency. Accordingly, the following hypothesis is proposed:

H7: Organizational commitment mediates the relationship between motivation and employee performance.

Although previous studies have examined burnout, motivation, organizational commitment, and employee performance, empirical findings remain inconclusive, particularly regarding the mediating role of organizational commitment in public sector organizations. Moreover, most studies have focused on private companies, educational institutions, or healthcare settings, while evidence from local government transportation agencies remains limited. Given their high public accountability, increasing service demands, limited resources, and complex operational responsibilities, further investigation in this context is needed to enrich the existing body of knowledge.

This study contributes to the human resource management literature by examining organizational commitment as a mediating mechanism between burnout, motivation, and employee performance in the Transportation Agency of Bojonegoro Regency. By extending the application of Social Exchange Theory to the Indonesian public sector, this study provides empirical evidence on the psychological mechanisms underlying employee performance and offers practical implications for reducing burnout, strengthening motivation and organizational commitment, and improving employee performance. Accordingly, this study aims to analyze the direct effects of burnout and motivation on employee performance, as well as their indirect effects through organizational commitment.

Based on the proposed hypotheses, a conceptual framework was developed to illustrate the relationships among the research variables, including the mediating role of organizational commitment. The conceptual framework is presented in Figure 1.

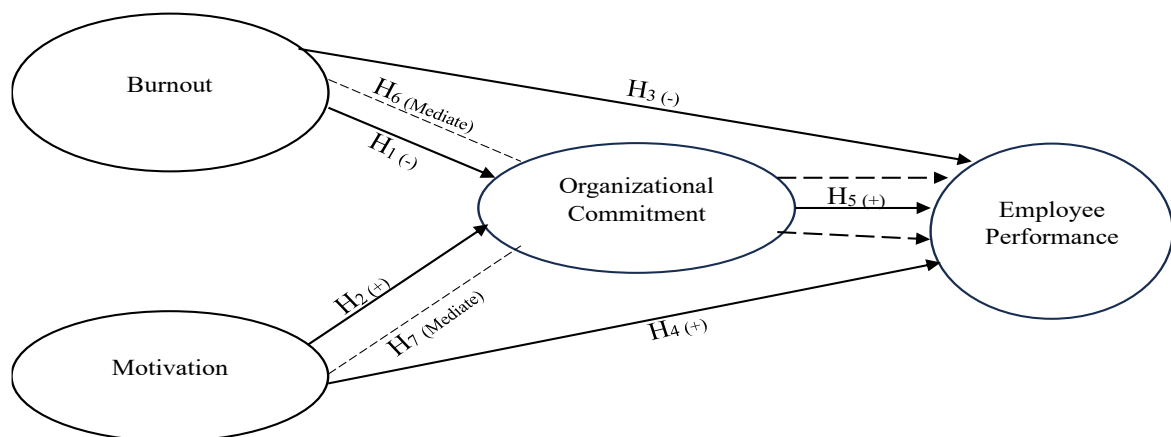


Figure 1. Conceptual Framework Model

Source: Developed by the authors (2026)

RESEARCH METHOD

This study employed a quantitative research approach to examine the relationships among burnout, motivation, organizational commitment, and employee performance at the Transportation Agency of Bojonegoro Regency. The study population consisted of 463 employees, including 58 Civil Servants (PNS) and 405 Government Employees with Work Agreements (PPPK). Because the population comprised two employment categories with substantially different proportions, proportionate stratified random sampling was employed to ensure that each employment group was represented according to its actual proportion within the population. The sample size was determined using the Slovin formula with 5% margin of error, resulting in 215 respondents, consisting of 27 PNS and 188 PPPK employees. Within each stratum, respondents were selected randomly, thereby reducing sampling bias and improving the representativeness of the sample. Consequently, the selected respondents adequately reflected the composition of the study population and enhanced the generalizability of the findings within the Transportation Agency of Bojonegoro Regency.

Primary data were collected through a structured questionnaire. The research instrument measured four latent variables: burnout, motivation, organizational commitment, and employee performance. The measurement indicators were adapted from validated scales in previous studies. Burnout was measured using the dimensions proposed by Maslach & Jackson (1981, as cited in Ningsih et al., 2021), consisting of emotional exhaustion, depersonalization, and reduced personal accomplishment. Motivation was measured based on the indicators proposed by Jufrizen et al. (2021), fair compensation, favorable working conditions, recognition of employee achievements, career development opportunities, and harmonious workplace relationships. Organizational commitment was assessed using the three-dimensional model introduced by Allen & Meyer (1990, as cited in Aditya et al., 2021), comprising affective commitment, continuance commitment, and normative commitment. Employee performance was measured using the performance indicators proposed by Bernardin & Russell (2013:179, as cited in Narimawati & Nopiani, 2022), including work quality, work quantity, timeliness, effectiveness, and interpersonal relationships. Responses were assessed using a five-point Likert scale ranging from one (strongly disagree) to five (strongly agree). Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4. The measurement model (outer model) was evaluated through outer loading, Average Variance Extracted (AVE), Composite Reliability (CR), Cronbach's Alpha, Fornell-Larcker Criterion, and the Heterotrait-Monotrait Ratio (HTMT). The structural model (inner model) was evaluated using the coefficient of determination (R^2), effect size (f^2), and hypothesis testing through the bootstrapping procedure. A hypothesis was considered supported when the bootstrapping results produced a t-statistic greater than 1.96 and a p-value below 0,05. The mediating role of organizational commitment was assessed through indirect effect analysis, while Multi-Group

Analysis (MGA) was conducted to examine whether the structural relationships differed significantly between PNS and PPPK employees.

RESULTS & DISCUSSION

A total of 215 questionnaires were successfully collected and considered valid for analysis, representing a response rate of 100 percent. The respondents consisted of employees of the Transportation Agency of Bojonegoro Regency from two employment categories, namely Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). The demographic profile was analyzed to provide an overview of the characteristics of the research participants and to ensure that the sample adequately represented the study population.

Table 1 presents the demographic characteristics of the respondents based on gender, age, employment status, last education, and length of work. These characteristics provide contextual information for interpreting the empirical findings and describing the composition of the research sample.

Table 1. Respondent Demographic Data

Characteristics	Category	Frequency	Percentage
Gender	Male	195	91%
	Female	20	9%
Age	20 – 25	4	2%
	26 – 30	28	13%
	31 – 35	19	9%
	36 – 40	31	14%
	> 40	133	62%
Employment status	Civil Servant (PNS)	27	13%
	Government Employee with a Work Agreement (PPPK)	188	87%
Last education	Do Not Complete Primary School	0	0%
	Primary School/Equivalent	11	5%
	Junior High School/Equivalent	18	8%
	Senior High School/Vocational High School/Equivalent	156	73%
	Diploma	6	3%
	Bachelor's Degree	22	10%
	Master's Degree	2	1%
	Doctoral Degree	0	0%
Length of work	<1	5	2%
	1 – 3	7	3%
	4 – 6	32	15%
	>7	171	80%

Source: Data Research (Processed), 2026

Based on Table 1, the majority of respondents were male (91%), over 40 years old (62%), and Government Employees with Work Agreements (PPPK) (87%). The majority had completed Senior High School/Vocational High School/Equivalent (73%) and had more than seven years of work experience (80%), indicating that the sample was predominantly composed of experienced employees.

Table 2. Validity Test

Variable	Indicator	Outer Loading
Burnout	I feel emotionally exhausted after work	0.819
	I feel mentally drained when carrying out daily tasks	0.873
	I feel that the relationship with coworkers or service recipients are not very important	0.805
	For me, the most important thing is that the task gets done	0.819
	I feel less satisfied with my work results	0.875
	I feel that I have not met my personal expectations regarding my performance	0.880
Motivation	I feel that the compensation I receive is in line with my responsibilities	0.918
	I am satisfied with the salary system in my workplace	0.914
	The work facilities provided meet my needs	0.915
	The workplace is comfortable for working	0.932
	I receive appreciation from my supervisor for my work results	0.912
	I feel valued when I achieve work targets	0.906
	I am given opportunities to attend training or self-development programs	0.887
	There is a clear career path in my workplace	0.928
	I have a good working relationship with my coworkers	0.832
	Communication among employees in my workplace runs well	0.850
Organizational Commitment		0.844
	I am proud to be part of this instantion	0.810
	I am happy to be part of this instantion	
	I remain in this organization because leaving it would be a loss for me	0.909
	I feel that I would have to sacrifice too much if I left this instantion	
	I feel that staying in this organization is the right thing to do	0.917
Employee Performance	I feel responsible for continuing to work in this instantion	0.933
		0.916
	I try to improve the quality of my work results	0.861
	My work results meet the standards set by the organization	0.910
	I complete tasks according to the target	0.927
	I can complete more task than other employees in the same position	0.772
	I complete tasks within the set deadlines	0.851
Employee Performance	I manage my time well to ensure tasks are completed on time	0.936
	I strive to complete tasks effectively without unnecessary use of resources	0.905
	I utilize work resources efficiently to achieve job objectives	0.918
	I can complete tasks well without continuous supervision from my supervisor	0.856
	I take the initiative to find solutions to work problems before asking my supervisor for help	0.875
Employee Performance	I work well with the team to achieve common goals	0.856
	I interact with coworkers in a professional manner	0.882

Source: Data Research (Processed), 2026

Table 2 presents the outer loading values of all measurement indicators. Hair et al. (2022) stated that indicators with outer loading values above 0.70 demonstrate acceptable convergent validity. The results indicate that all outer loading values range from 0.772 to 0.936, exceeding the recommended threshold. Thus, all indicators are considered valid and capable of measuring

their respective latent constructs. Consequently, all measurement items were retained for further analysis.

Table 3. Fornell-Larcker Criterion

Variable	Burnout	Commitment Organization	Employee Performance	Motivation
Burnout	0.846			
Organizational Commitment	-0.512	0.889		
Employee Performance	-0.529	0.849	0.880	
Motivation	-0.458	0.761	0.783	0.900

Source: Data Research (Processed), 2026

As presented in Table 3, the Fornell-Larcker Criterion confirms satisfactory discriminant validity for all constructs. The square root of the Average Variance Extracted (AVE) for Burnout (0.846), Organizational Commitment (0.889), Employee Performance (0.880), and Motivation (0.900) is greater than the corresponding inter-construct correlations. These result indicate that each construct demonstrates adequate discriminant validity and is empirically distinct from the other construct.

Table 4. Heterotrait-Monotrait Ratio (HTMT)

Variable	Burnout	Commitment Organization	Employee Performance	Motivation
Burnout				
Organizational Commitment	0.547			
Employee Performance	0.557	0.883		
Motivation	0.482	0.790	0.803	

Source: Data Research (Processed), 2026

As presented in Table 4, all Heterotrait-Monotrait Ratio (HTMT) values are below the recommended threshold of 0.90, ranging from 0.482 to 0.883. These findings indicate that the measurement model satisfies the HTMT criterion for discriminant validity, confirming that each construct is empirically distinct and measures a different underlying concept.

Table 5. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Burnout	0.920	0.938	0.715
Motivation	0.974	0.977	0.810
Organizational Commitment	0.947	0.958	0.791
Employee Performance	0.973	0.976	0.775

Source: Data Research (Processed), 2026

Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) were used to evaluate the reliability and convergent validity of the measurement model, as presented

in Table 5. The results indicate that all constructs are reliable, with Cronbach's Alpha values ranging from 0.920 to 0.974, exceeding the recommended threshold of 0.70. Likewise, Composite Reliability values range from 0.938 to 0.977, well above the minimum requirement of 0.70, confirming strong internal consistency. Furthermore, the AVE values range from 0.715 to 0.810, all exceeding the recommended threshold of 0.50, indicating that the constructs possess satisfactory convergent validity.

Table 6. R-Square (R^2)

Variable	R-Square	R-Square Adjusted
Organizational Commitment	0.613	0.609
Employee Performance	0.772	0.769

Source: Data Research (Processed), 2026

As presented in Table 6, the adjusted R^2 value for Organizational Commitment is 0.609, indicating that Burnout and Motivation explain 60.9% of the variance in Organizational Commitment, representing a moderate level of explanatory power. Meanwhile, the adjusted R^2 value for Employee Performance is 0.769, indicating that Burnout, Motivation, and Organizational Commitment explain 76.9% of the variance in Employee Performance, representing a substantial level of explanatory power.

Table 7. Effect Size (F-Square)

Structural Path	F^2	Effect Size
Burnout → Organizational Commitment	0.087	Small
Motivation → Organizational Commitment	0.906	Large
Burnout → Employee Performance	0.032	Small
Motivasi → Employee Performance	0.175	Medium
Organizational Commitment → Employee Performance	0.537	Large

Source: Data Research (Processed), 2026

As presented in Table 7, the f^2 values indicate varying effect size among the structural relationships. Burnout has a small effect on Organizational Commitment ($f^2 = 0.087$) and Employee Performance ($f^2 = 0.032$). Motivation has a large effect on Organizational Commitment ($f^2 = 0.906$) and a moderate effect on Employee Performance ($f^2 = 0.175$). In addition, Organizational Commitment has a large effect on Employee Performance ($f^2 = 0.537$). Overall, these findings suggest that Motivation and Organizational Commitment are the strongest contributors to the endogenous constructs in the proposed model.

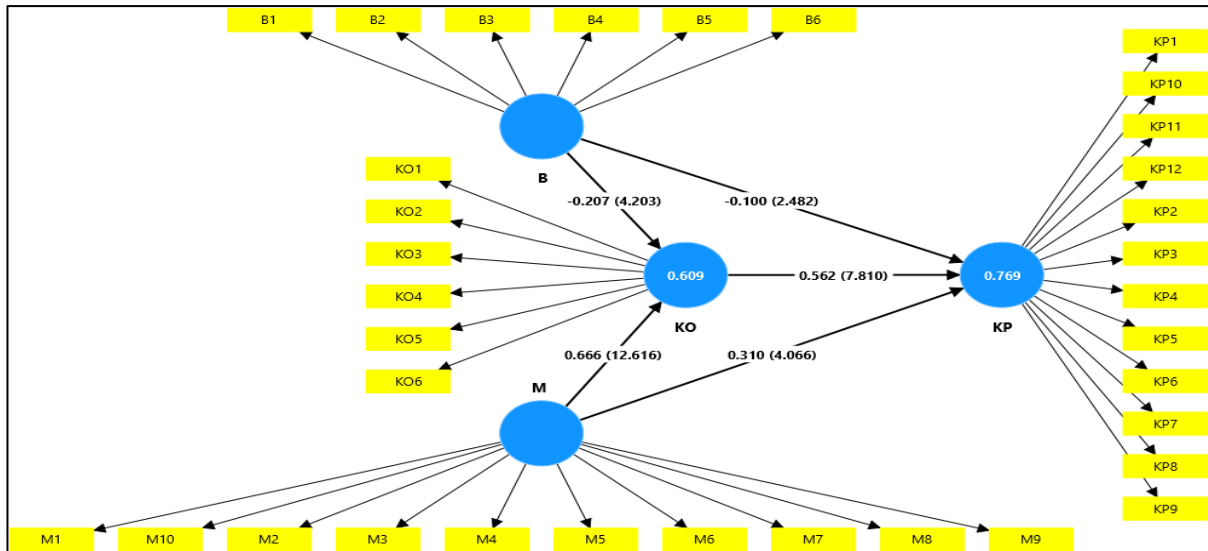


Figure 2. Structural Model Analysis

Source: Processed Data (2026)

Note: B = Burnout; M = Motivation; KO = Organizational Commitment; KP = Employee Performance

Figure 2 presents the structural model of this study based on the Structural Equation Modeling (SEM) analysis. In the model, organizational commitment serves as a mediating variable, illustrating the relationships between burnout, motivation, and employee performance. The model also depicts the direct effects of burnout and motivation on employee performance, as well as the indirect effects through organizational commitment.

Table 8. Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standart Deviation (STEDEV)	T Statistics (O/STDEV)	P Values
Burnout > Organizational Commitment	-0.207	-0.206	0.049	4.203	0.000
Motivation > Organizational Commitment	0.666	0.666	0.053	12.616	0.000
Burnout > Employee Performance	-0.100	-0.100	0.040	2.482	0.013
Motivation > Employee Performance	0.310	0.315	0.076	4.066	0.000
Organizational Commitment > Employee Performance	0.562	0.555	0.072	7.810	0.000
Burnout > Organizational Comiitemnt > Employee Performance	-0.116	-0.116	0.036	3.241	0.001
Motivation > Organizational Comiitemnt > Employee Performance	0.374	0.369	0.049	7.709	0.000

Source: Data Research (Processed), 2026

The Influence of Burnout on Organizational Commitment. The results of this study indicate that burnout has a negative and significant effect on organizational commitment. Table 8 shows

that the T-statistic is $4.203 > 1.96$, the p-value is $0.000 < 0.05$, and the path coefficient is -0.207 . Therefore, H1 is accepted. These findings indicate that lower levels of burnout are associated with higher organizational commitment among employees. The findings support Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), which posits that employees tend to reciprocate organizational conditions by demonstrating stronger commitment. Lower levels of work-related exhaustion enable employees to maintain positive reciprocal relationships with the organization, thereby strengthening their commitment. The findings are also consistent with Ningsih et al. (2021) and Aditya et al. (2021), who reported that burnout has a negative and significant effect on organizational commitment. Furthermore, the findings are closely related to the organizational conditions of the Transportation Agency of Bojonegoro Regency. Although the agency faces increasing public service demands, limited human resources, and budget constraints, the descriptive analysis indicates that employees generally experienced low levels of burnout while maintaining high organizational commitment. This condition suggests that employees were able to adapt to their work demands and remained emotionally attached to the organization despite operational challenges. Moreover, the majority of respondents had worked for more than seven years, indicating that they possessed sufficient experience to manage job pressures and understand their organizational responsibilities. As a result, lower burnout enabled employees to preserve stronger organizational commitment, which in turn supported the agency in maintaining the achievement of most organizational performance targets despite several strategic indicators not yet reaching the expected targets.

The Influence of Motivation on Organizational Commitment. The results of this study indicate that motivation has a positive and significant effect on organizational commitment. Table 8 shows that the T-statistic is $12.616 > 1.96$, the p-value is $0.000 < 0.05$, and the path coefficient is 0.666 . Therefore, H2 is accepted. These findings suggest that higher work motivation leads to stronger organizational commitment. The findings support Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), which posits that employees who perceive organizational support and fair treatment tend to reciprocate by demonstrating stronger organizational commitment. The findings are also consistent with those Hadi et al. (2023), Nur et al. (2024), and Dinh Van Thang & Nguyen Quoc Nghi (2022), who reported that work motivation has a positive and significant effect on organizational commitment. Furthermore, these findings are also consistent with the organizational context of the Transportation Agency of Bojonegoro Regency. The descriptive analysis showed that employees generally reported high levels of work motivation and organizational commitment, indicating that they remained enthusiastic and dedicated to achieving organizational objectives despite facing increasing public service demands, limited human resources, and budget constraints. This condition reflects that employees perceived their work as meaningful and recognized the organization's efforts in supporting the accomplishment of their duties. Consequently, motivated employees were more willing to develop a stronger sense of belonging, loyalty, and responsibility toward the organization. Such organizational commitment is essential for maintaining employee dedication and supporting the agency in achieving most of its organizational performance

targets despite several strategic indicators requiring further improvement.

The Influence of Burnout on Employee Performance. The results of this study indicate that burnout has a negative and significant effect on employee performance. Table 8 shows that the T-statistic is $2.482 > 1.96$, the p-value is $0.013 < 0.05$, and the path coefficient is -0.100 . Therefore, H3 is accepted. These findings indicate that lower levels of burnout are associated with higher employee performance. The results support Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), which suggests that employees who experience supportive working conditions and lower work-related exhaustion are more likely to reciprocate through better performance. The findings are also consistent with Ningsih et al. (2021), Aditya et al. (2021), Wahyu et al. (2022), and Wulantika et al. (2023), who reported that burnout has a negative and significant effect on employee performance. Furthermore, the findings are consistent with the organizational conditions of the Transportation Agency of Bojonegoro Regency. Although the agency operates under increasing public service demands, limited human resources, and budget constraints, the descriptive analysis revealed that employees generally experienced low levels of burnout and high levels of employee performance. This indicates that employees were able to manage work-related pressures without experiencing excessive physical or emotional exhaustion that could hinder their job performance. Furthermore, the majority of respondents had more than seven years of work experience, suggesting that they had developed sufficient knowledge, skills, and adaptability to cope with work demands effectively. As a result, lower burnout enabled employees to maintain their productivity and work quality, thereby supporting the agency in achieving most of its organizational performance targets despite several strategic indicators that still require improvement.

The Influence of Motivation on Employee Performance. The results of this study indicate that motivation has a positive and significant effect on employee performance. Table 8 shows that the T-statistic is $4.066 > 1.96$, the p-value is $0.000 < 0.05$, and the path coefficient is 0.310 . Therefore, H4 is accepted. These findings indicate that higher levels of work motivation is associated with better employee performance. The results support Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), which suggests that employees who perceive organizational support and opportunities for growth reciprocate by demonstrating greater motivation and improved job performance. The findings are also consistent with Dinh Van Thang & Nguyen Quoc Nghi (2022) and Afrizal et al. (2022), who reported that work motivation has a positive and significant effect on employee performance, although they differ from Gazali et al. (2021), who found no significant relationship. Furthermore, these findings are closely associated with the organizational context of the Transportation Agency of Bojonegoro Regency. The descriptive analysis indicated that employees generally demonstrated high levels of work motivation and employee performance despite operating in an environment characterized by increasing public service demands, limited human resources, and budget constraints. This suggests that employees remained committed to fulfilling their responsibilities and were motivated to contribute to the agency's objectives regardless of the operational challenges they encountered. Such motivation encouraged employees to perform

their duties more effectively, maintain the quality of public services, and achieve organizational targets. This organizational condition is reflected in the agency's performance, where most strategic performance targets were successfully achieved despite several indicators still requiring improvement. Therefore, motivated employees play a crucial role in sustaining organizational performance and supporting the Transportation Agency of Bojonegoro Regency in delivering effective public services.

The Influence of Organizational Commitment on Employee Performance. The results of this study indicate that organizational commitment has a positive and significant effect on employee performance. Table 8 shows that the T-statistic is $7.810 > 1.96$, the p-value is $0.000 < 0.05$, and the path coefficient is 0.562. Therefore, H5 is accepted. These findings indicate that higher organizational commitment is associated with better employee performance. The results support Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), which explains that employees who develop strong commitment in response to organizational support and fair treatment are more likely to reciprocate through higher levels of performance. The findings are also consistent with Pitaloka & Meirini (2021), Aditya et al. (2021), and Nur et al. (2024), who reported that organizational commitment has a positive and significant effect on employee performance, although they differ from Gazali et al. (2021), who found no significant relationship. Furthermore, these findings are consistent with the organizational conditions of the Transportation Agency of Bojonegoro Regency. The descriptive analysis demonstrated that employees generally exhibited high levels of organizational commitment and employee performance, indicating a strong sense of loyalty, responsibility, and willingness to contribute to the agency's objectives. Despite facing increasing public service demands, limited human resources, and budget constraints, employees remained committed to carrying out their duties and supporting the organization's mission. This strong organizational commitment encouraged employees to maintain discipline, collaborate effectively, and consistently perform their responsibilities in accordance with organizational expectations. As a result, employees were able to sustain high levels of performance, which contributed to the achievement of most organizational performance targets, although several strategic performance indicators still require further improvement. These findings suggest that strengthening organizational commitment is essential for maintaining employee performance and ensuring the continuous delivery of effective public services within the Transportation Agency of Bojonegoro Regency.

The Mediating Role of Organizational Commitment in the Relationship between Burnout and Employee Performance. The results of this study indicate that organizational commitment significantly mediates the relationship between burnout and employee performance. Table 8 shows that the indirect effect has a T-statistic of $3.241 > 1.96$, a p-value of $0.001 < 0.05$, and a path coefficient of -0.116. Therefore, H6 is accepted. These findings indicate that lower burnout enhances employee performance indirectly by strengthening organizational commitment. The results support Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), which explains that employees experiencing lower work-related exhaustion are more likely to develop stronger organizational commitment, which is then reciprocated through improved job performance. The findings are also consistent with Ningsih et al. (2021), who reported that

organizational commitment mediates the negative relationship between burnout and employee performance. Furthermore, these findings are consistent with the organizational conditions of the Transportation Agency of Bojonegoro Regency. Although the agency faces increasing public service demands, limited human resources, and budget constraints, the descriptive analysis showed that employees generally experienced low levels of burnout while maintaining high organizational commitment and employee performance. This organizational condition suggests that employees were able to cope with work demands without experiencing excessive physical or emotional exhaustion that could weaken their attachment to the organization. Consequently, employees remained committed to fulfilling their responsibilities and maintaining the quality of their work. These findings indicate that organizational commitment serves as an important psychological mechanism through which lower burnout contributes to better employee performance. In other words, minimizing burnout not only directly helps employees maintain their work performance but also indirectly strengthens organizational commitment, which further supports employee performance and contributes to the achievement of most organizational performance targets within the Transportation Agency of Bojonegoro Regency.

The Mediating Role of Organizational Commitment in the Relationship between Motivation and Employee Performance

The results of this study indicate that organizational commitment significantly mediates the relationship between motivation and employee performance. Table 8 shows that the indirect effect has a T-statistic of $7.709 > 1.96$, a p-value of $0.000 < 0.05$, and a path coefficient of 0.374. Therefore, H7 is accepted. These findings indicated that higher work motivation enhances employee performance indirectly by strengthening organizational commitment. Furthermore, organizational commitment acts as a partial mediator, as motivation continues to have a significant direct effect on employee performance while its effect becomes stronger through organizational commitment. The results support Social Exchange Theory by Peter Blau (1964, as cited in Ahmad et al., 2023), which explains that employees who receive organization support reciprocate by increasing their motivation, strengthening their commitment, and ultimately improving their performance. The findings are also consistent with Nur et al. (2024), who reported that organizational commitment mediates the positive relationship between work motivation and employee performance. Furthermore, these findings are also consistent with the organizational context of the Transportation Agency of Bojonegoro Regency. The descriptive analysis indicated that employees generally reported high levels of work motivation, organizational commitment, and employee performance. This suggests that motivated employees not only exert greater effort in carrying out their duties but also develop stronger loyalty, responsibility, and emotional attachment to the organization. Such commitment encourages employees to consistently perform their responsibilities and maintain the quality of public services despite increasing work demands and organizational resource constraints. Therefore, organizational commitment acts as an important mechanism through which work motivation enhances employee performance. This finding implies that efforts to strengthen employee motivation should be accompanied by organizational initiatives that foster

commitment, as both factors work together to support sustainable employee performance and the achievement of organizational objectives within the Transportation Agency of Bojonegoro Regency.

Table 9. Multi-Group Analysis (MGA)

	Civil Servants (PNS)			Government Employees with Work Agreements (PPPK)			MGA	
	Coefficient	T-Statistic	P-Value	Coefficient	T-Statistic	P-Value	Difference	P-Value
B → KO	-0,071	0,580	0,562	-0,232	4,281	0,000	0,161	0,225
M → KO	0,813	8,498	0,000	0,633	10,132	0,000	0,180	0,111
B → KP	-0,00003	0,0003	0,9997	-0,118	2,757	0,006	0,11797	0,263
M → KP	0,510	3,128	0,002	0,281	3,493	0,000	0,229	0,175
KO → KP	0,450	2,698	0,007	0,577	7,423	0,000	-0,127	0,448
B → KO → KP	-0,032	0,528	0,299	-0,134	3,295	0,000	0,102	0,160
M → KO → KP	0,366	2,386	0,009	0,365	6,862	0,000	0,001	0,945

Source: Data Research (Processed), 2026

The Multi-Group Analysis (MGA) showed that all relationships had MGA p-values greater than 0.05, indicating no significant differences between Civil Servants (PNS) and Government Employees with Work Agreements (PPPK) regarding the relationships among burnout, motivation, organizational commitment, and employee performance. These findings provide important implications for the Transportation Agency of Bojonegoro Regency. The absence of significant differences suggests that employment status does not alter the way burnout, motivation, and organizational commitment influence employee performance. This may indicate that both PNS and PPPK employees operate within the same organizational environment, are subject to similar organizational policies and work systems, and respond similarly to organizational management practices. Consequently, organizational strategies aimed at reducing burnout, strengthening motivation, and enhancing organizational commitment can be implemented consistently across both employment groups without requiring substantially different human resource management approaches. Furthermore, these findings imply that integrated human resource management practices may effectively support employee performance regardless of employment status, thereby contributing to the achievement of organizational objectives within the Transportation Agency of Bojonegoro Regency.

CONCLUSION & SUGGESTION

This study concludes that burnout has a negative and significant effect on organizational commitment and employee performance, while motivation has a positive and significant effect on organizational commitment and employee performance. Organizational commitment also has a positive and significant effect on employee performance. Furthermore, organizational

commitment fully mediates the relationship between burnout and employee performance and partially mediates the relationship between motivation and employee performance. These findings indicate that organizational commitment serves as an important psychological mechanism linking employees' working conditions to their performance. In the context of the Transportation Agency of Bojonegoro Regency, the findings suggest that maintaining low levels of burnout while strengthening employee motivation can reinforce organizational commitment, which subsequently contributes to improved employee performance. Therefore, the findings suggest that organizational initiatives aimed at maintaining employee motivation, reducing work-related exhaustion, and strengthening organizational commitment may contribute to sustaining employee performance and supporting the achievement of organizational objectives. These findings extend the application of Social Exchange Theory by demonstrating that organizational commitment functions as an important psychological mechanism linking burnout and motivation to employee performance within the context of a local government organization. In addition, the Multi-Group Analysis (MGA) revealed no significant differences in either the direct or indirect relationships between PNS and PPPK employees, suggesting that the relationships among burnout, motivation, organizational commitment, and employee performance are comparable across both employment categories.

This study has several limitations that provide opportunities for future research. First, the study employed a quantitative cross-sectional design using self-administered questionnaires, which primarily explains the statistical relationships among burnout, motivation, organizational commitment, and employee performance but does not fully capture employees' experiences or the organizational processes underlying these relationships. As a result, the underlying reasons why employees experience low burnout, maintain high organizational commitment, and sustain their performance could not be explored in greater depth. Therefore, future studies are encouraged to employ qualitative or mixed-method approaches to obtain a deeper understanding of how organizational policies, leadership practices, and workplace conditions influence employees' motivation, organizational commitment, and performance. Second, this study was conducted in a single public sector organization, namely the Transportation Agency of Bojonegoro Regency. Future research is therefore recommended to include multiple government institutions or compare different public sector organizations to improve the generalizability of the findings and examine whether organizational context influences the observed relationships.

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