

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON BURNOUT LEVELS AMONG CIVIL SERVANTS

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Abstract. *This study aims to analyze the influence of transformational leadership style on burnout levels among Civil Servants (PNS) at the Investment and One- Stop Integrated Services Office (DPMPTSP) in Samarinda City. Using a quantitative approach, data were collected through an online questionnaire completed by 37 civil servants. The data analysis was conducted using simple linear regression to determine the relationship between transformational leadership style and burnout. The results revealed that transformational leadership style does not significantly affect burnout levels among civil servants in the institution. However, this leadership style still positively impacts aspects of employee motivation and engagement. This study highlights the importance of workload management and social support in efforts to reduce employee burnout.*

Keywords: *Burnout, Civil Servants, Transformational Leadership Style.*

1. INTRODUCTION

Civil Servants (PNS) as state apparatus play a central role in carrying out the functions of government and development to achieve national goals as mandated in the Preamble of the 1945 Constitution (UUD 1945). These national goals encompass aspects of security, welfare, education, and active contributions to creating a peaceful and just world order. To realize these goals, a planned, targeted, and sustainable national development process is required (Andrian & Cholil, 2023). As human resources (HR) in the public sector, civil servants are responsible for ensuring the continuity of national development through quality, efficient, and equitable public services.

In line with the advancements of the digital era, the demands on civil servants (PNS) to provide effective and innovative public services have increasingly grown. One of the key agencies in public service is the Investment and One-Stop Integrated Service Office (DPMPTSP), which is responsible for investment services and integrated licensing. However, the complexity of tasks and high work pressure often lead employees to experience burnout, characterized by emotional exhaustion, indifference toward work, and a decline in job performance (Luthans, 2011). This condition negatively affects organizational productivity and the quality of public services.

Burnout has become one of the major issues in studies of both public and private organizations. Evan et al. (2021) identified two primary causes of burnout: the lack of social support from leaders and colleagues and work-related stress. This research underscores the importance of leadership support in addressing burnout. In the context of leadership, transformational leadership has emerged as an effective approach to reducing burnout. Bosak et al., (2021) demonstrated that transformational leadership can enhance employee trust and motivation, leading to improved performance. Similarly,

Kusuma, (2019) found that inspirational leadership styles can boost employee performance. Furthermore, Torar & Wulandari, (2023) highlighted the effectiveness of transformational leadership in strengthening patient safety culture in hospitals.

This study provides a scientific contribution by highlighting the importance of implementing a transformational leadership style to reduce employee burnout in government agencies. Additionally, it integrates theoretical and empirical approaches, which are still rarely applied in the context of government bureaucracy, to explore the impact of transformational leadership on the quality of public services.

2. LITERATURE REVIEW

2.1 *The Impact of Transformational Leadership on Burnout*

This study reveals that transformational leadership can help create a positive work environment by reducing burnout levels. For example, Yiming et al., (2024) demonstrate that transformational leaders are capable of providing emotional support and inspiration to employees, which can reduce work-related stress. Research by Bosak et al., (2021) also shows that transformational leadership is effective in reducing burnout among hospital staff through individualized approaches and intellectual stimulation.

However, other studies reveal different results. For instance, Sjahruddin et al., (2024) found that the influence of transformational leadership on burnout was not significant, especially in well-structured work environments, such as at the Investment and One-Stop Integrated Service Office. In this study, factors such as standard operating procedures (SOPs) and regular work schedules had a greater impact on burnout levels than leadership style.

Managing burnout is essential to maintaining employee productivity and well-being. Parastra et al. (2022) emphasize that an effective transformational leadership style can foster work motivation and reduce the risk of burnout. However, organizations are also advised to pay attention to stress management, workload, and work flexibility, as suggested by Nasrip et al., (2023).

Based on this review, further research is needed to consider additional factors that may influence burnout, such as work-life balance, job type, and interpersonal dynamics in the workplace. Organizational leaders are also expected to develop a holistic approach to preventing burnout among employees.

This review provides a theoretical and empirical foundation that supports the importance of further research to explore the interaction between transformational leadership styles and burnout.

3. RESEARCH METHODS

This research was conducted at the Investment and One-Stop Integrated Services Office (DPMPSTSP) of Samarinda City, East Kalimantan, with a research population of 37 Civil Servants (PNS), who were also used as the sample through saturated sampling technique. Primary data was collected using an online questionnaire based on Google Forms, which was distributed for one month, and complemented by direct observation in the workplace to strengthen the analysis results. This study adopts a quantitative approach, using the Likert scale to measure the variables of transformational leadership style and burnout based on relevant indicators. The data analysis techniques include validity and reliability testing of the instruments, classical assumption tests (normality and heteroskedasticity), as well as simple linear regression analysis to determine the effect of transformational leadership style on burnout.

4. RESULTS AND DISCUSSION

4.1 *Results*

Table 1.

Variable		T- value	P- value	The Level	Significance	Description
Transformational Style	Leadership	1,386	0,175	0,05		Not Significant
R Square						
0,052						

This study aims to analyze the effect of transformational leadership style on burnout among Civil Servants (PNS) at the Investment and One-Stop Integrated Service Office (DPMPTSP). Based on the analysis results, it was found that the transformational leadership style does not have a significant effect on burnout levels. The hypothesis test results show a p-value of 0.175, which is greater than the significance level of 0.05. Therefore, the hypothesis stating that transformational leadership has a significant effect on burnout is rejected.

4.2 Discussion

These results are consistent with the findings of Sjahrudin et al., (2024), who state that transformational leadership style does not always have a significant impact on burnout or employee performance, especially in organizations that are already well-structured. However, this study also contradicts the findings of Bosak et al., (2021) and Woosley & Sprang (2023), who claim that transformational leadership style can reduce burnout through emotional support and motivation. This suggests that the impact of transformational leadership may vary depending on the organizational context and work dynamics.

In this study, one of the factors that led to the insignificance is the job structure at DPMPTSP, which is already well-organized, with fixed work schedules and clear standard operating procedures. This structure may reduce the impact of transformational leadership on burnout, as employees can manage their work more independently and systematically.

The results of this study have important implications for theory and practice:

1. **Theory:** Transformational leadership style may be insignificant in the context of highly structured organizations, thus requiring additional or alternative leadership approaches to reduce burnout.
2. **Practice:** Organizations need to consider other factors, such as social support, stress management, and workload management, as part of strategies to reduce burnout among employees.

This study contributes to the literature on the relationship between leadership style and burnout, particularly in the context of government agencies. The findings suggest that the impact of transformational leadership on burnout is contextual and cannot be generalized to all types of organizations. For future research, it is recommended to explore additional variables, such as social support and work-life balance, to provide a more comprehensive understanding of the factors influencing burnout.

CONCLUSION

The results of this study indicate that transformational leadership style does not have a significant influence on the level of burnout among Civil Servants (PNS) at the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP). Although this leadership style positively impacts employees' motivation, confidence, and

engagement, its contribution to reducing burnout is relatively small. Based on the hypothesis test, the p-value of 0.175, which is greater than the significance level of 0.05, indicates that transformational leadership style does not significantly affect burnout.

This study emphasizes that, despite the proper implementation of transformational leadership style, other factors, such as a well-defined work structure, fixed schedules, and standardized operational procedures, tend to have a more dominant influence on the level of burnout. Therefore, organizations should not solely rely on transformational leadership style but also consider other aspects, such as stress management, social support, and workload management, to create a healthier and more productive work environment.

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