



# Personality, Burnout Syndrome, and Transformational Leadership as Predictors of Employees' Work Performance with Work Motivation as Intervening Variable – A Conceptual Analysis

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**Abstract.** The article examines the theoretical landscape in which work motivation mediates the relationships among personality, burnout syndrome, and transformational Leadership, thereby affecting employee performance, with reference to the basic theory of Self-Determination Theory (SDT). The methodology employs a structured conceptual framework that synthesises literature from various relevant previous empirical studies to develop and analyse conceptual models. The results of the analysis show that although personality, burnout syndrome, and transformational Leadership have a direct influence on employee performance, empirical inconsistencies suggest the presence of unidentifiable mediating variables. The existence of work motivation will likely bridge the gap in previous research. The originality of this study lies in its emphasis on the role of work motivation as a mediator among public sector employees, an area that has not been comprehensively explored before. The conceptual analysis of this study highlights the importance of designing more effective strategies to enhance positive personality traits, reduce burnout, strengthen transformational Leadership, and increase work motivation in bureaucratic environments, thereby improving employee performance.

**Keywords:** Personality, Burnout Syndrome, Transformational Leadership, Work Motivation, Employee Performance, Conceptual Analysis

## 1 Introduction

Competent, ethical, and highly motivated human resources (HR) are strategic factors in determining an organization's success. One of them is a government, trying to improve and accelerate services by enabling employees not only to develop existing potential but also to be committed and motivated through the centre's vision. In public sector management, employee performance is a key factor in the success of policy implementation and the delivery of high-quality services [1]. However, there is more to the murky world of bureaucracy, where certain staff members are repeatedly exposed. Based on initial observations, some government employees demonstrate strong performance through discipline, innovation, and initiative in completing tasks. However, some employees work only to fulfil their formal responsibilities without showing enthusiasm for achievement or actively participating in the development of

agency programs. This phenomenon indicates differences in work motivation levels, which can affect organizational productivity.

Motivation is how a leader encourages and directs employees to achieve organizational goals and foster a sense of performance within the agency itself [2]. Research conducted by [3] states that work motivation has a significant effect on performance. An essential aspect of performance, besides motivation, is personality. Personality plays a role in determining how individuals think, feel, and act in the work environment. The five-factor model of personality, developed by [4], comprises the following broad factors: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism, which are empirically linked to employee work behaviour and performance. In addition to personality, burnout syndrome is also a significant factor that can contribute to a decline in employee performance. Research by [5] and [6] suggests that burnout hurts employee motivation and performance. Another aspect that is no less important is transformational Leadership. In the context of public organizations, transformational Leadership has been proven to increase employee commitment and performance [7].

Both theoretically and empirically, personality, burnout, and transformational leadership are found to predict employee performance. However, differing research results were reported in some previous studies. Several studies have found that personality directly affects performance. [8], [9], other studies report no effect [10]. A similar finding was also found in the variables of burnout and transformational Leadership, with some studies showing a significant adverse effect of burnout on performance [11]. In the case of transformational Leadership, certain variables also have a direct impact on performance. [12], while others work only by increasing motivation [13]. This inconsistency suggests an empirical gap that can be filled by introducing work motivation as a mediating factor. Motivation is an inner impulse that encourages individuals to obtain specific objectives and goals [14]. According to Self-Determination Theory [15], motivation stems from meeting the need for autonomy, competence, and relatedness. The role of work motivation as a mediating variable has been described in several studies. [12], [16] proving that work motivation can mediate the relationship between Leadership and employee performance. Similarly, [8] also found that personality and burnout have an indirect influence on performance through their impact on motivation. The results of future research, as reported by [17], suggest including additional variables beyond Leadership to gather more complete data on factors affecting Employee Performance, including motivation.

This study identifies an urgent need to develop a more comprehensive conceptual framework. The phenomenon of performance discrepancy between highly motivated employees and those who merely go through the motions indicates a complex interaction between internal and external factors. Therefore, using a conceptual analysis approach, this study aims to analyse and synthesise the theoretical tripartite relationship among Personality, Burnout Syndrome, and Transformational Leadership and their effects on Employee Performance. Crucially, this study will elaborate on how the Motivation variable functions as a central mediating mechanism, given its fundamental role in driving commitment, productivity, and optimal performance. The results of this conceptual analysis are expected to produce a new, robust theoretical model as an empirical basis for further research.

## **2 Literature Review**

### **2.1 Self-Determination Theory**

Self-Determination Theory (SDT) is a macro-theory framework to describe human motivation, development and well-being [15]. This theory was proposed in [15] within their landmark book, "Intrinsic Motivation and Self-Determination in Human Behavior." This theory suggests that the satisfaction of autonomy, competence, and relatedness is a fundamental human need that, when satisfied through either extrinsic or intrinsic activities, contributes to growth experiences for individuals at any developmental level. Overall, Self-Determination Theory offers a robust, widely applicable theoretical framework for understanding human motivation across diverse settings.

### **2.2 Personality**

According to [18], personality comes from the word *persona* (Latin), which is a mask used in drama to show a specific role or appearance that is not real. [19] states that personality has five dimensions that play an essential role in personality stability. Extraversion indicates our level of comfort in relationships. Extroverts tend to be expressive, confident, and sociable. Introverts tend to be shy, fearful, and calm. Agreeableness refers to an individual's tendency to be understanding of others. Agreeable people are cooperative, warm, and trusting. Conscientiousness is a measure of reliability. Very conscientious people are responsible, organized, reliable, and persistent. Individuals with low scores on this dimension tend to be easily distracted, disorganized, and unreliable. Emotional stability: This dimension is often labelled with its opposite, emotion, and refers to a person's ability to cope with stress. People with high positive emotional stability tend to be calm, confident, and secure. Those with low negative emotional stability tend to be nervous, anxious, depressed, and insecure. Openness to Experience encompasses a range of interests and engagement with new and innovative ideas. Very open people are creative, curious, and artistically sensitive. Conversely, those at the other end of the spectrum are conventional and feel comfortable in familiar situations.

### **2.3. Burnout Syndrome**

According to [20], Burnout syndrome is a syndrome that often occurs in people who experience a decline in daily activities due to extremely high psychological demands at work. [21] explaining the three dimensions of burnout syndrome, namely the level of physical exhaustion, which includes feeling tired over time, decreased immunity, frequent illnesses such as headaches, back pain, muscle pain, flu, and so on, as well as changes in appetite or sleep. Emotional exhaustion, a dimension where a person feels inadequate and constantly doubts their abilities, feels helpless and unmotivated, loses motivation, becomes increasingly cynical and pessimistic, and experiences a decline in job satisfaction. Personal exhaustion is a

dimension in which a person avoids responsibility, procrastinates, takes longer to complete tasks, uses drugs or alcohol to cope, becomes frustrated, skips work, arrives late, or leaves early.

## **2.4 Transformational Leadership**

According to [22], Transformational Leadership is a process in which people engage with others and create relationships that enhance motivation and morale among leaders and followers. [23] describing the four dimensions of transformational Leadership, namely, idealised influence, a dimension in which leaders, despite their charisma, demonstrate conviction, emphasise trust, demonstrate the most essential values, emphasise the importance of goals, and commitment. Intellectual stimulation, a dimension that shows leaders who encourage their followers to be more creative, come up with ideas, and solve existing problems using new approaches that require critical thinking and rational reasoning rather than mere assumptions. Individual consideration: This dimension describes leaders who treat others as individuals, consider their needs and aspirations, listen to them, and provide education and training to their subordinates. Inspirational motivation: This dimension describes leaders who inspire others in their work and encourage their followers to achieve shared goals, making the process more meaningful.

## **2.5 Work Motivation**

[24] states that motivation is one of the key elements in a person's behaviour. [25], Motivation originates from the Latin word *movere*, meaning "to move" or "impulse." Motivation is the reason or impulse that drives someone to act. [24] describing the three dimensions of work motivation, namely Need for Achievement, which involves enjoying challenges at work, responsibility, which is the attitude or behaviour of carrying out assigned tasks and responsibilities, and recognition and work achievements. Need for Power, which involves seeking a position within a group and looking for opportunities to expand one's influence and authority. Need for Affiliation, which involves maintaining a good relationship with the organization and fostering practical cooperation.

## **2.6 Employee Performance**

[26] states that this performance-focused motivation requires something measurable; in other words, management expects solid evidence that human resources have contributed meaningfully to achieving the company's strategic objectives. [26] Using three basic dimensions to assess employee performance, namely target achievement, this dimension can be implemented throughout the company to reduce costs by 10 per cent. This must be translated into targets regarding how individual employees or teams will achieve these cost reductions. Quantity and quality, this dimension includes criteria such as whether instructors have prepared themselves

well. The assumption is that "prepared" is the standard guideline for "what should be." Competency mastery (skills, knowledge, and personal behaviour) is a dimension in which individuals have time constraints. To complete a job, mastery of competency is also needed to complete tasks faster than specified and maximize the time available for other activities. The need for supervision encompasses the level of autonomy employees exhibit in carrying out tasks without waiting for orders from superiors, as well as the degree to which work results conform to company standards, even in the absence of direct supervision.

### **3 Methodology**

This study uses a conceptual approach to clarify theoretical constructs and develop new insights by reviewing the latest literature on personality, burnout syndrome, transformational Leadership, work motivation, and employee performance. This approach aims to integrate relevant theories to elaborate on the interactions among key variables and to formulate a structured framework. According to experts, a conceptual review facilitates the identification of research gaps and the development of a framework that can be applied in further empirical studies. The study identified and reviewed relevant literature that aligned with the research questions to provide a coherent picture of how personal, psychological, and leadership characteristics can impact performance through work motivation. The result of this method is a conceptual framework available for empirical testing in future research. Specifically, the proposed model will serve as the basis for operational research hypotheses, ensuring coherence between theoretical dimensions and the empirical indicators to be measured. Thus, this research contributes to the development of knowledge in the discipline of management and provides practical implications for strategies to improve human resource performance.

The framework is designed to answer several key questions, namely: (1) Does personality affect work motivation? (2) Does burnout syndrome affect work motivation? (3) Does transformational leadership affect work motivation? (4) Does personality affect employee performance? (5) Does burnout syndrome affect employee performance? (6) Does transformational leadership affect employee performance? (7) Does work motivation affect employee performance? (8) Does work motivation affect employee performance and mediate the relationship between personality and employee performance? (9) Does work motivation affect employee performance and mediate the relationship between burnout syndrome and employee performance? (10) Does work motivation affect employee performance and mediate the relationship between transformational leadership and employee performance?

## **4. Results & Discussion**

### **4.1 Personality Has a Positive Influence on Work Motivation**

Personality has a substantial positive impact on work motivation, as supported

by several studies examining the interaction between personality dimensions and motivational mechanisms [27]. By integrating personality factors and models of motivation, such as Self-Determination Theory, it is evident that personality represents a disposition toward both intrinsic and extrinsic motivations, which, in turn, affect engagement and performance on a task [28]. Overall, these results suggest that personality plays a significant role in motivating and influencing individual performance across various work settings, including government. In the conceptual model developed, personality dimensions function as antecedent variables that moderate or mediate the effectiveness of other organizational factors, such as transformational leadership, on motivation. Therefore, organizations need to implement person-job fit strategies based on personality assessments in order to maximize the alignment of individuals with role demands, which will intrinsically encourage sustained motivation.

#### **4.2 Burnout Syndrome Has a Negative Influence on Work Motivation**

Fatigue syndrome hampers work motivation, as evidenced by its negative relationships with work engagement and performance in the literature, stemming from exertion factors at work. Previous research has associated fatigue with work engagement [29]. Furthermore, the stigma attached to fatigue can lead to discrimination in promotions, thereby reducing employee motivation by limiting career advancement opportunities [30]. Overall, the above research emphasises the negative impact of fatigue on work motivation. Therefore, the conceptual framework proposed in this study positions burnout syndrome as an independent variable. The implication is that managerial interventions focused on mitigating fatigue (such as restructuring workloads and providing psychosocial support) will be effective strategies for directly maintaining and increasing work motivation.

#### **4.3 Transformational Leadership Has a Positive Influence on Work Motivation**

Transformational Leadership has a positive impact on work motivation in various types of organizations. The latter form of leadership, in which leaders inspire and motivate workers to work more effectively, is closely related to higher autonomous motivation among employees, particularly at the collective level, as shown by studies conducted in Canadian organizations [31]. The relationship between transformational leadership and work motivation is also supported by the finding that work motivation can mediate the influence of perceived accountability on innovative work behaviour, indicating that, in this type of leadership, potential stressors are transformed into motivational drivers [32]. Overall, the above research highlights the substantial influence of transformational leadership on improving work motivation and organizational performance comprehensively. Thus, within this conceptual framework, transformational leadership is defined as a predictor variable that has the power to mitigate the negative effects of burnout syndrome while clarifying the positive effects of personality-job fit. This model emphasizes the need for organizations to develop

transformational competencies at the managerial level as a strategic investment to maintain employee motivation.

#### **4.4 Personality Has a Positive Influence on Employee Performance**

Personality in the context of mental health, personality traits are associated with various mental health problems, where neuroticism is often associated with adverse outcomes. In contrast, extroversion and conscientiousness are generally associated with better mental health [33]. Furthermore, personality traits also impact creativity: a proactive personality may enhance creative performance through increased creative self-efficacy and is influenced by psychological safety [34]. Overall, this work underscores the significance of personality traits on performance across a broad range of domains and environments. Therefore, these findings confirm the position of Personality as a stable trait variable that should be considered an initial determinant in conceptual models, influencing individuals' vulnerability to burnout and their capacity to respond to transformational leadership. This analysis implies that the effect of personality on performance is not only direct but also mediated by psychological conditions (such as burnout) and reinforced by situational factors (such as leadership style).

#### **4.5 Burnout Syndrome Has a Negative Influence on Employee Performance**

Fatigue syndrome, a complex psychological condition involving emotional exhaustion, depersonalization and reduced personal accomplishment, diminishes work commitment and productivity [35]. The stigma associated with burnout can also create career obstacles, for example, in the promotion process, as workers who have experienced exhaustion are often perceived as having low leadership capacity and stress resilience, which can affect their motivation and professional development [30]. Therefore, within the conceptual framework developed, burnout syndrome is identified as a critical psychological mediating variable that explains why personality factors and transformational leadership can significantly affect work motivation and performance. This confirms the importance of placing burnout mitigation at the center of the intervention, as its success will directly strengthen internal motivation mechanisms, ultimately improving employee performance. Thus, this model theoretically suggests that investment in mental and psychosocial health is a fundamental prerequisite that organisations must fulfil before optimising leadership factors or person-job fit personality.

#### **4.6 Transformational Leadership Has a Positive Impact on Employee Performance**

Transformational Leadership is also a type of Leadership that focuses on followers' emotional needs, adherence to collective values and norms, and the pursuit of collective goals, all of which foster a helpful process for creating social capital and a healthy climate [36]. Transformational leaders are known for stimulating their follow-

ers to generate new ideas, inviting them to consider issues from different angles, and helping them adapt to change; these characteristics can drive organizational performance through effective knowledge management [37]. In digitalisation, transformational leadership, combined with organisational agility, is a highly influential factor in fast digitisation, motivating strategic leadership to address the challenges of digital change [38]. Thus, this conceptual analysis positions Transformational Leadership as an activating variable that not only has a direct impact but also critically moderates the relationship between personality and burnout with regard to work motivation. The theoretical implication is that the presence of transformational leaders can protect employees from the adverse effects of their negative innate traits (such as anxiety) and neutralise pressures from the work environment, thereby ensuring optimal motivation and performance.

#### **4.7 Work Motivation Has a Positive Impact on Employee Performance**

Work motivation has been proven to have a significant positive impact on employee performance, as supported by various cross-context studies [39]. Leadership counts, as ambidextrous leadership styles play a vital positive role in voice behaviour through work motivation, demonstrating the effect of leadership on performance motivation [39]. Furthermore, self-management of life through various strategies, including goal setting, enables employees to maintain task performance while experiencing low energy levels, highlighting the complex interrelationship among motivation, self-regulation, and job performance. [40]. Overall, these studies reinforce the argument that work motivation, both intrinsic and extrinsic, contributes significantly to improving employee performance across various sectors and organizational contexts. Therefore, within the conceptual framework developed, work motivation is definitively positioned as a key mediating variable that influences the effects of Transformational Leadership and Personality, as well as mitigating the impact of Burnout Syndrome on Employee Performance. This synthesis emphasizes that the success of managerial interventions in improving performance depends heavily on their ability to effectively influence and sustain intrinsic and extrinsic motivation for each employee.

#### **4.8 Work Motivation Mediates the Positive Influence of Personality on Employee Performance**

The association among personality, work motivation, and worker performance is complex, with multiple potential mediators. Several empirical studies have demonstrated that work motivation serves as an important mediating variable between leadership and employee behaviour, including voice behaviour. Analyses of the integration between personality and motivational processes indicate that motivation not only mediates but also enhances the effect of personality on performance [41]. Overall, empirical evidence supports work motivation as a core mediating variable that links personality traits to employee performance, potentially leading to a variety of positive outcomes in different organisational and industrial contexts, including

voice behaviour, adaptive performance, work engagement, and individual well-being across diverse settings. Thus, the results of this conceptual analysis articulate a strong theoretical proposition that Work Motivation serves as a crucial link that ensures the positive traits of employees (personality) can produce maximum performance. The relationship formulated by the author has become a model that is ready to be tested in the field.

#### **4.9 Work Motivation Mediates the Negative Influence of Burnout Syndrome on Employee Performance**

The association between work motivation, burnout syndrome, and performance is a complex, multidimensional phenomenon, in which work motivation generally plays a significant mediating role. Healthcare: Regarding basic psychological needs (work-related BNS or W-BNS), job engagement was significantly and positively associated with the fulfilment of W-BNS, with motivation and work satisfaction mediating this association, emphasising the role that motivation (and its characteristics) plays as a core mechanism in reducing fatigue and enhancing performance. [36]. In addition, sustainable human resource management practices that focus on improving employee resilience and engagement also indirectly enhance performance through their role in motivating employees, emphasising the motivational contribution to creating productive human resources [42]. The present study, as a whole, supports the notion that fatigue negatively impacts job performance and also demonstrates that work motivation serves as an essential mediator that buffers the subtle influence of fatigue load. Therefore, companies must establish a workplace that enhances intrinsic motivation among their employees and provides them with the tools and resources to perform at their best.

#### **4.10 Work Motivation Mediates the Positive Influence of Transformational Leadership on Employee Performance**

Transformational Leadership (TFL) has attracted extensive study due to its significant influence on various aspects of employee performance, with work motivation often serving as an important mediating factor [43]. In general, these studies agree that motivation to work, whether through psychological empowerment, psychological capital, or organizational culture, plays a substantive mediating role in the relationship between transformational leadership style and employee performance [44]. This confirms that TFL not only inspires and motivates employees but also catalyses the creation of psychological and organisational conditions that support performance improvement in various contexts and work settings. Through this conceptual analysis, the author formulates a strong statement (proposition) that Work Motivation functions as an important mechanism that transforms inspiration from transformational leaders into measurable performance improvements, thereby making this model ready for field research validation.

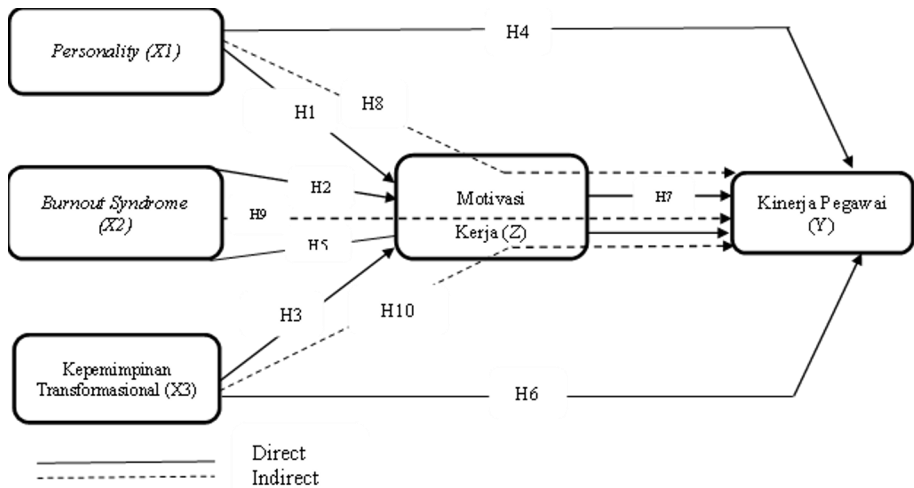


Fig. 1. Conceptual framework

**Figure 1.** The conceptual framework in this study was developed from a comprehensive literature review and a synthesis of previous empirical findings. This model suggests that personality, burnout syndrome, and transformational Leadership influence employee performance, both directly and through the mediating role of work motivation. This conceptualisation aligns with Self-Determination Theory (SDT), which emphasises the importance of fulfilling psychological needs, optimising internal resources, and contributing motivation as the primary drivers of individual behaviour and performance in organisations. Work motivation is positioned as an essential intervening variable in this model. Individuals with positive personality traits, low levels of work fatigue, and supportive transformational Leadership tend to exhibit higher levels of work motivation. This motivation plays a role in increasing commitment, productivity, and performance achievement. Conversely, high levels of burnout syndrome have the potential to reduce motivation, weaken the influence of Leadership, and negatively impact employee performance. Therefore, work motivation becomes a key mechanism that explains the relationship between personal, psychological, and Leadership variables and employee performance in an organization.

## 5. Conclusion

This conceptual study thoroughly analyses the interconnection between personality, burnout syndrome, transformational Leadership, work motivation, and employee performance. Based on Self-Determination Theory (SDT), this conceptual

framework posits that work motivation serves as the primary mediating variable connecting the impact of individual factors and Leadership on performance. The results of the conceptual analysis indicate that upbeat personality, low burnout levels, and the implementation of transformational Leadership not only have a direct influence on employee performance but also significantly increase work motivation. High work motivation serves as a key mechanism for fulfilling psychological needs, strengthening feelings of competence, and optimising the utilisation of employees' internal resources, ultimately contributing to sustainable performance improvement. This framework provides deep insights into the complex dynamics that influence employee performance within the context of public bureaucracy as an integral element that integrates personal, psychological, and leadership dimensions. Thus, the main contribution of this study is the formulation of an integrated theoretical model that can be empirically tested in further studies, while also serving as a roadmap for comprehensive managerial interventions in organizational settings.

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