

The Impact of Organizational Culture and Transformational Leadership on Job Stress and Burnout in Oil Palm Plantation Companies: Moderating Role of Job Demands and Coworker Trust in Paser Regency, Indonesia

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Abstract: - This study examines the influence of organizational culture and transformational leadership on job stress and burnout among employees at oil palm plantation enterprises in Paser District, Indonesia. It also considers job demands and coworker trust as moderating factors. Despite the palm oil industry's significant contribution to the economy, plantation workers often face unfair treatment, low wages, labor exploitation, inadequate living conditions, and heavy workloads. The lack of effective union management and an 'anything goes' culture among workers has led to continued oppression and a lack of trust in unions. Oil palm laborers face the potential hazards of infectious infections, psychological strain, psychiatric disorders, and pesticide exposure as a result of their job and living conditions. Many workers are dissatisfied with their employment status and income, and their participation in social security and health programs is minimal. Companies often avoid responsibility for work accidents and do not enroll workers in social security programs. Employment relationships between companies and workers are sometimes conducted illegally without labor contracts, leading to violations of workers' rights. Job stress and burnout are major problems in the palm oil industry, with workers experiencing fatigue and cynicism towards their work. This study used a sample of 275 workers from palm oil plantations. This study aimed to provide an understanding of the factors that contribute to job stress and burnout among oil palm plantation workers and to suggest potential interventions to improve their well-being and working conditions.

Key-Words: - Organizational Culture, Transformational Leadership, Job Stress, Burnout, Job Demands, Coworker Trust.

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1 Introduction

Workers or day laborers in Indonesia who work in the plantation sector continue to experience unfair treatment from employers, and the state seems indifferent to these conditions. Workers living in remote locations and accepting the "What Is" culture among workers or casual laborers leads to the oppression they experience hidden in the plantation environment. Low pay, labor exploitation, inadequate living conditions, and heavy workloads are common problems experienced by plantation workers. The lack of effective management of labor unions means that they no longer actively fight for the interests of their

members and are often used by employers to pursue their interests. All of this has led to a lack of trust from the workers towards the unions. This creates a picture that the oppression of plantation workers in Indonesia is still ongoing, and no organization can protect the interests of workers in palm oil plantations, [1].

According to [2], Oil palm plantations thrive in tropical regions with suitable climates and soil, such as those found in Indonesia. In Indonesia, these plantations are primarily located in seven provinces: South Sumatra, North Sumatra, Riau, Jambi, West Kalimantan, Central Kalimantan, and East

Kalimantan. These provinces offer ideal conditions for oil palm cultivation, including ample rainfall, consistent temperatures, and fertile soil. The expansion of oil palm plantations in these areas has significantly contributed to Indonesia's position as the world's largest producer of palm oil. However, this rapid growth has also raised concerns about deforestation, loss of biodiversity, and the impact on local communities and indigenous peoples. The distribution of these plantations is shown in Figure 1.

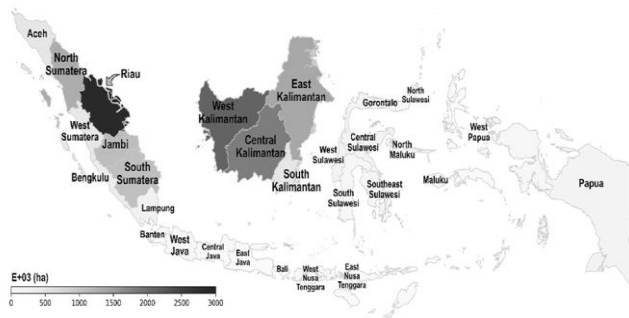


Fig. 1: Distribution of the Top 10 Oil Palm Centers in Indonesia 2021

Source: [2]

Given the significant role of the oil palm plantation business in the economy, there has been considerable research interest in the field laborers employed on these farms, as evidenced by studies, [3], [4]. Oil palm workers face the potential danger of contracting infectious diseases, experiencing stress and mental disorders, and being exposed to several chemicals in their work and residential situations, [5]. In research, employees in palm oil farms expressed dissatisfaction stemming from the unpredictability of their employment status and salary.

Workers in the oil palm plantation sector continue to face welfare challenges. Their condition did not improve, and they tended to worry. One indication is the minimal participation of palm oil plantation workers in the Social Security Administration for Employment (BPJS-TK) and health programs. Assistant Deputy for Large-Scale Participation at BPJS-TK, explained that despite efforts to coordinate with companies to enroll workers in the program, there are still obstacles due to the difficulty of conducting direct checks in large plantation areas. Many companies argued that most of their workers did not reach the target of 20 working days per month, with some working only two days a week. According

to him, this problem can be solved by providing direct education to companies so that they can understand that direct and indirect workers are vulnerable to various undesirable risks. Oil palm plantation workers have high occupational risks, ranging from the risk of exposure to plant dust that can damage the eyes when picking fresh fruit bunches to exposure to chemicals in fertilizers that, in the long run, can cause health problems such as reproductive disorders. Chairman of the Central Leadership Council of the Indonesian Plantation Workers Union, stated that this is a serious problem. According to him, handling accidents will be easier if workers are registered with BPJS-TK. However, companies' awareness of the registration of workers in the BPJS-TK remains very low. Moreover, companies refuse to take responsibility when workers experience work accidents, [6].

In palm oil plantations, the employment relationship between companies and laborers is sometimes carried out illegally without a work contract. By using illegal employment relationships, employers can avoid fulfilling workers' rights, especially those of illegal workers and helpers, [7]. Research on human rights in palm oil plantations in Indonesia found that only workers with staff status have work documents, and their rights are guaranteed, [8].

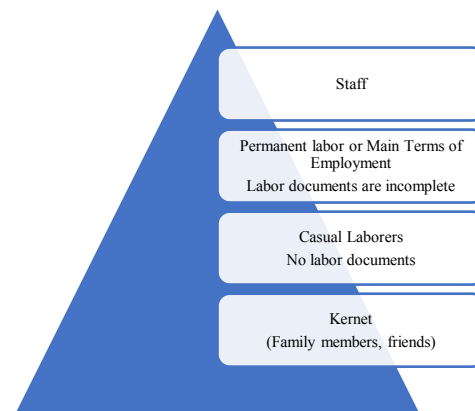


Fig. 2: Employment Structure in Oil Palm Plantations

Source: [9]

Meanwhile, despite having complete work documents, permanent workers classified as the main terms of employment cannot guarantee their rights. Workers outside the staff can often be easily transferred to other plantations or fired, especially casual workers and helpers who do not have official documents. In Figure 2, these casual workers and

helpers are generally part of the families of permanent workers and include members of other casual workers. The oil palm plantation industry has at least six different types of workers: permanent workers, contract workers, daily workers, piece-rate daily workers, subcontracted lift workers, and kernets, [9].

Job stress is a significant occupational issue in the palm oil industry as a result of work environment conditions, [10]. Job stress is a form of stress that arises from workplace conditions and has detrimental effects on personal performance, as well as physical and mental well-being, [11]. Employees who frequently encounter elevated levels of stress in their workplace may exhibit symptoms of tiredness and cynicism toward their job responsibilities. This state is commonly known as burnout. Job stress and burnout encompass both psychological and physiological reactions to external pressure, [12]. Burnout is the last phase of workplace breakdown and is primarily linked to an imbalance between personal and professional pressures on individuals, [13].

Research within oil palm enterprises has shown significant interest in studying stress and burnout. According to a study conducted by [14], employees at Twifo Oil Palm Plantation in Africa had higher levels of physical and emotional stress. The primary factors contributing to stress were the condition of one's work environment, interpersonal connections, and opportunities for professional progression. Management should prioritize addressing job stress due to its profound impact on employees' mental and physical well-being, [15]. [16] contended that heightened stress levels have a profound effect on the physical and emotional well-being of workers, ultimately resulting in employee burnout and a decline in performance. A study conducted by [17] on people working in palm oil farms in Selandar Jasin Melaka, Malaysia, revealed a strong and significant correlation between stress, family issues, work environment, and employee absenteeism.

The plantation's organizational structure confers direct power and responsibility to the field manager for overseeing the plantation within a certain area, as stated in reference [18]. This grants field managers the authority to determine the working conditions of field workers on plantations, including palm oil farms. Transformational leadership is crucial for businesses to successfully navigate and overcome dangers and crises, [19]. Research in the field of leadership has placed significant emphasis on transformational leadership since the 1980s, [20]. However,

transformational leadership has been the subject of research for the past three years, as indicated in references [21] and [22]. Several research have investigated the correlation between transformational leadership and burnout [23], [24], job stress [25] and commitment to the organization, [19], [26]. Transformational leadership is a type of leadership that focuses on the needs and development of followers, with the aim of working together to achieve a shared objective, [27]. Transformational leadership surpasses traditional leadership approaches by fostering the growth of followers, altering their values and beliefs, exerting influence over them, and instilling in them the confidence to exceed their own expectations when performing duties, as stated in [20]. Transformational leadership has an impact on burnout, as indicated by references [24] and [28].

Organizational culture, along with leadership, contributes significantly to the mitigation of work-related stress and burnout. Multiple research has substantiated the correlation between organizational culture and burnout [29], [30], job stress [13] and turnover intention, [31], [32]. Organizational culture serves as a catalyst that fosters collaboration among employees, [13]. Burnout is influenced by a range of organizational elements, such as interpersonal and intrapersonal aspects, as stated in reference, [33].

Job demands and colleague trust are frequently linked to discussions regarding job stress, burnout, and mental problems among employees. This might also be extended to encompass field laborers employed in palm oil enterprises. An environment characterized by cooperation and support, where trust is established among colleagues, can assist employees in managing job-related stress and enhancing their productivity, leading to a stronger sense of loyalty towards their firm, [34]. Consequently, employees who have a strong sense of confidence in their coworkers are more likely to effectively manage work-related stress by receiving assistance and support from their colleagues, [35]. As per the job demand resources model (JD-R model), job demands can lead to the depletion of resources, such as employee energy and health concerns, [36], [37]. As job expectations intensify, people may encounter burnout as they strive to fulfill challenging job requirements that involve significant exertion. This study aimed to investigate the influence of organizational culture and transformational leadership on work stress and burnout among field employees of oil palm plantation enterprises in the Paser Regency.

The study also examined how job demands and trust moderated this relationship. The primary agricultural crop in the Paser Regency is oil palm, covering an area of 178,328 hectares and with a production of 2,014,529 tons in 2021, [38]. This statistic represents 11.4% of the total palm oil production in the East Kalimantan Province. In addition to the Paser District, palm oil plantations in East Kalimantan are primarily located in the East Kutai and Kutai Kartanegara Districts. Oil palm plantations are preferred because of the favorable economic growth experienced by the community. The presence of private plantation parties significantly enhanced the value of oil palms.

2 Literature Review

2.1 Organizational Culture

Organizational or corporate culture refers to a set of values, conventions, beliefs, attitudes, and assumptions that influence people's behavior and actions, even if they are not publicly stated, [39]. Organizational culture refers to a collection of values, beliefs, and behaviors that establish the fundamental character of an organization and influence its people to align themselves with its objectives, [40]. According to [41], work culture is characterized by company employees' values, traditions, and behaviors. Organizational culture is formed from the values and beliefs of previous members, [42].

Several studies have confirmed that organizational culture positively affects employee performance, [43], [44] and job satisfaction. Another opinion states that organizational culture is the glue that can unite an organization so that it can be united, [45]. Organizational culture incorporates norms of behavior, procedures, organizational values, and policies. Meanwhile, [46], defined organizational culture as a shared value system embraced by members of an organization and became a characteristic that distinguishes the organization from other organizations. Organizational culture has enormous value; therefore, it can encourage organizations to adopt the best values to create efficient and sturdy organizations, [47]. Work culture must constantly change because, as seen from the external conditions of the organization, it also changes, which include changes in technology that are increasingly developing and sophisticated, changes in

local government policies, and changes in competitors, [48].

The word organizational culture serves to describe a method of thought related to cultural phenomena, symbolic, or organizational features, [46]. Culture refers to a shared perception of social reality arising from the negotiation of meaning and the use of symbols in social interactions. Organizations essentially consist of meaning systems that are divided into various levels, [48]. A feeling of commonality or unconditional acceptance is necessary for organized activities to continue so that interactions can proceed without the need to be constantly interpreted and reinterpreted, [49]. Organizational culture in an entity cannot be ignored because its role is very important in giving the organization a distinctive identity, [50].

Organizational culture refers to the values shared by the members of an organization. These include individual initiatives, integration, organizational direction, management support, reward systems, risk tolerance, conflict tolerance, and communication patterns, [46]. Strong organizational cultural values can create an environment that supports quality growth and enables sustainable growth. According to, [45], organizational culture serves as the glue that combines various elements within an organization to achieve unity. Organizational culture provides a shared system used to give meaning to things and is the basis for communication and mutual understanding among organizational members, [39]. Organizational culture incorporates norms of behavior, procedures, organizational values, and policies. According to [51], there are seven characteristics of organizational culture.

1. Innovation and risk-taking

This is seen in the degree to which members are actively encouraged to demonstrate innovation, creativity, and willingness to take calculated risks. These characteristics describe an innovative culture that is flexible and adaptable to new ideas.

2. Attention to detail

This can be observed in the degree to which individuals are willing to focus on meticulous analysis and pay attention to precision.

3. Result orientation

The degree to which management prioritizes outcomes over the methods and procedures employed to achieve those outcomes is evident so that maximization of achievement will occur. Therefore, result-oriented cultural adaptation

allows employees to work anywhere and anytime because their performance assessment is based on the results obtained.

4. People orientation

This is demonstrated by the degree to which management considers the repercussions of these actions on individuals inside the firm.

5. Team orientation

This can be observed in the degree to which work activities are structured around teams rather than individuals. A team-oriented culture collaborates with and emphasizes the corporation among its employees.

6. Aggressiveness

An aggressive organizational culture emphasizes competitive advantage; it will highly value competitiveness, be sensitive to the pace of competitors, and strive to outperform competitors. This culture can be said to be an ambitious but revolutionary work culture sensitive to existing changes to maintain sustainability.

7. Steadiness

This can be observed in the degree to which organizational efforts prioritize the preservation of the existing state of affairs rather than focusing on expansion or innovation.

These cultural characteristics were rated from lowest to highest. This organizational assessment describes culture based on members' shared understanding of the organization and how it can operate. In contrast to the framework put forward by [49] in the Organizational Culture Index (OCI), three dimensions become the main value of organizational culture:

1. Innovative Culture

Innovative culture is characterized as entrepreneurial, ambitious, stimulating, driven, and risk-taking as it relates to creativity, result orientation, and a challenging work environment.

2. Bureaucratic Culture

Bureaucratic culture is a hierarchical culture characterized by clear lines of responsibility and authority, organization of work, or control of power.

3. Supportive Culture

Supportive culture is characterized by a people-oriented, encouraging, and trusting work environment. This culture generally has an environment that is friendly, harmonious, trustworthy, collaborative, and other. Supportive

culture has flexibility and rules that dynamically follow the existing environment. Therefore, a supportive culture is believed to provide maximum output.

It is impossible to say that one culture is better than another, but it depends on the needs and conditions of the organization, [39]. According to [46], organizational culture has four functions that can define an organizational environment. The first function is that culture has a role in determining boundaries; this boundary is the strength of an employee so that he can work according to the description determined at the beginning in accordance with the procedure. Second, culture facilitates greater commitment to the organization than personal interests, and the existence of organizational culture provides a forum for the commitment that must be upheld when working. Third, increasing social stability and the existence of this organizational culture will provide an overview of the social environment so that stability and climate are maintained. Fourth, culture becomes an organization's identity; organizational culture is an image created by an organization that makes culture an inherent thing in an organization. Finally, culture defines the rules of a game. The unique aspect of this cultural function is that the organizational culture created is the basis for creating rules, SOPs, and ethics in an organization. These cultural functions make the creation of an organizational culture crucial in the operational system.

2.2 Transformational Leadership

Transformational leadership is characterized by deep and mutual engagement between one or more individuals, resulting in personal growth and improved motivation and morals for both leaders and followers, [52]. Transformational leadership is a dynamic in which leaders and their group members collaborate to increase motivation and passion in achieving higher levels of performance, [53]. Transformational leadership, often referred to as transformational leadership, is a model approach commonly used or adopted to assess a leader's behavior. This approach is intended to change and provide direction to team members or employees to achieve the goals or results desired by an organization, [54]. Transformational leadership is follower-centred and a process toward achieving a common goal, [27]. Transformational leadership, in contrast to traditional leadership methods, has the

ability to cultivate the potential of followers, alter their values and beliefs, and exert influence by broadening and improving their objectives while instilling in them the confidence to surpass their own expectations, [20]. Transformational leaders are characterized by their optimistic outlook on followers and their belief in their ability to perform at their highest potential. Consequently, leaders can motivate, authorize, and provoke followers to surpass typical levels of performance.

The four elements of transformative leadership include idealized influence, intellectual stimulation, inspiring drive, and individual consideration, as stated in reference, [55]. [56], throughout their study, they deconstruct the notion of transformational leadership into five distinct dimensions: ascribable idealized influence, behavioral idealized influence, inspiring drive, intellectual stimulation, and individual contribution.

2.3 Work Stress

Job stress is a combination of high demands and low decisions, [57]. According to [58], job stress is the psychological state of a person when faced with demands, constraints, and opportunities that have important outcomes but lack certainty. Burnout is a phenomenon closely related to job stress, which is described as a condition in which physical and mental resources are completely exhausted owing to excessive effort in achieving unrealistic job goals, [41]. Symptoms include irritability, hopelessness, exhaustion, cynicism, entrapment, and resentment. According to, [59], several conditions can lead to stress.

1. Task Design

This occurs when workloads are heavy, working long hours and shifts, busy and routine tasks with little inherent meaning, and working long hours.

2. Management style

Less involvement of workers in decision-making processes, limited communication, and policies that do not support families.

3. Interpersonal relationship

Less supportive social atmosphere and lack of support or cooperation from coworkers and management.

4. Work role

Inappropriate or uncertain job expectations, too much responsibility. For example, workers may face difficult situations when satisfying customer needs and company targets.

5. Career concerns

A lack of opportunities for growth, advancement, promotion, or circumstances with rapid change leads to worker unpreparedness.

6. Environmental conditions

These conditions include crowds, noise, congestion, pollution, and comfort in the working environment.

The process of stress prevention involves three steps, [59]:

1. Problem identification

A suitable method for determining the scope and source of stress in an organization or company depends on the size of the organization and its resources.

2. Design and implement interventions

Once the source of stress and scope of the problem has been identified, the next step is to design and implement an intervention strategy. Hostile work environments and excessive workloads can affect company-wide interventions. Interventions that can be implemented quickly include effective communication and stress management training. Interventions that require additional time include redesigning the manufacturing process.

3. Evaluation (evaluating the intervention)

Evaluation is an important step in stress prevention. The evaluation should focus on the type of information gathered during the problem identification phase, including information from employees about their conditions, perceived stress levels, health concerns, and job satisfaction.

2.4 Burn Out

The concept of burnout was initially suggested in [60]. [60] coined the term "burnout" and defined it as a condition of tiredness or irritation that arises from professional connections that do not yield anticipated results. [61] conducted significant research on this topic and provided a clear definition of burnout as a syndrome. Burnout is described as a gradual reaction to long-term stress, characterized by "emotional exhaustion, depersonalization, and reduced personal achievement." This phenomenon is commonly observed among those who work in roles that include interacting with others. Burnout is characterized by three dimensions: emotional tiredness, depersonalization, and lower personal accomplishment, as stated in reference, [33]. Burnout is defined as a state of extreme fatigue and a lack of

interest or involvement in one's job. [62], exhaustion is the result of intense physical, emotional, and mental strain, while disengagement from labor is the emotional, cognitive, and behavioral rejection of employment. The Maslach Burnout Inventory (MBI) is commonly used to assess burnout, which is presented in Figure 3.

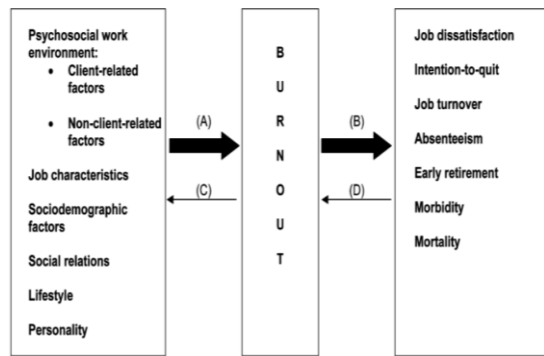


Fig. 3: *Burnout concept in the PUMA study*
Source : [63]

2.5 Job Demands

The Job Demands-Resources (JD-R) model posits that all jobs entail risk factors linked to job stress, which can be categorized into two groups: job demands and job resources. The JD-R model is versatile and all-encompassing and may be utilized in different employment environments, irrespective of specific demands and resources. Job demands refer to several elements, such as physical, psychological, or organizational features, that necessitate employees to consistently exert physical and mental effort, [63]. Job demands, such as strenuous and rapid work, are typically linked to both physical and psychological burdens, [64].

According to the work demands-resources model (JD-R model), job demands have the potential to deplete resources, such as employee energy, and cause health issues. On the other hand, job resources play a crucial role in providing employees with the necessary motivation and enabling them to accomplish their work objectives, [36]. According to the JD-R model, employees are more likely to experience burnout when there is an increase in job demands owing to the increased effort required to meet these demands, [35].

2.6 Coworker Trust

Coworker trust is significant in building and maintaining relationships within work teams, [35]. An atmosphere of collaboration and assistance in the

workplace fostered through trust can aid employees in managing work-related stress and enhancing their productivity, leading to a stronger sense of loyalty towards their firm, [34], [35], [65]. Thus, workers with a high level of trust in coworkers tend to be better able to reduce job stress with the support provided by fellow coworkers, [35].

Increased coworker trust is necessary to build high-performing teams that help companies execute business strategies, [66]. Employee trust in coworkers has negatively correlated with work-shirking behavior, [67]. Trust is the basis of efforts to build social relationships in the work environment.

3 Research Hypothesis

Given the problem description, study aims, and insights derived from theoretical and empirical investigations, we formulated the following research hypotheses Figure 4:

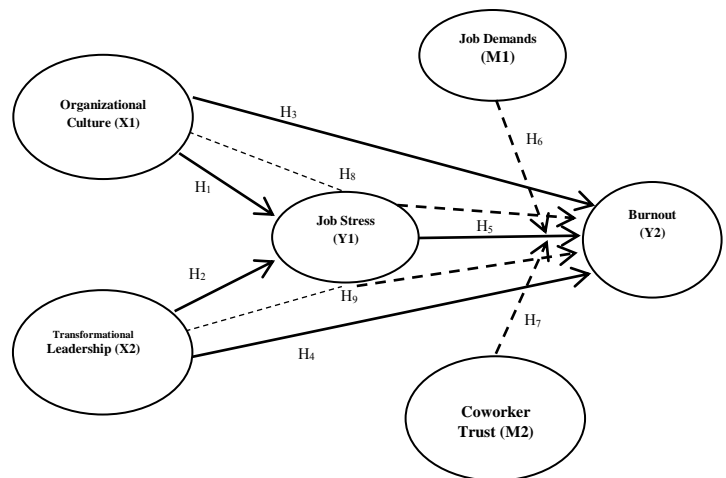


Fig. 4: Research Framework

3.1 Organizational Culture has a Significant Effect on Job Stress

Organizational culture has the power to shape employees and significantly impact their behavior, attitudes, and performance, [68]. The mentioned study found that it has an impact on various aspects such as the quality of life connected to health, emotional exhaustion, the effort required to manage emotions, contentment with one's job, dedication to the organization, stress experienced at work, the feeling of being empowered, and the intention to leave the workplace, [69]. A study conducted by [70] revealed

that work culture has a direct impact on job stress. Multiple studies have substantiated the correlation between corporate culture and occupational stress, as indicated by references, [13], [70].

3.2 Transformational Leadership had a Significant Effect on Job Stress

Transformational leadership inspires subordinates to put aside their personal interests and prioritize the interests of the organization or company. It also has excellent motivating ability, [71]. Research conducted by [72] revealed that transformational leadership is associated with a detrimental impact on job stress levels. Additionally, other studies, [73], have consistently demonstrated a strong negative effect of transformational leadership on job stress. Job stress is a state in which, mentally and physically, a person feels disturbed, which directly and adversely affects productivity, effectiveness, personal health, and the quality of work of individuals due to the intervention of their leaders. In addition, research conducted by [25] discovered an inverse correlation between transformational leadership and occupational stress.

3.3 Organizational Culture has a Significant Effect on Burnout

[74], state that organizational culture has the potential to cause burnout in employees. This is because of the difference between individual expectations and the reality faced in the work environment. This gap between expectations and reality refers to the expectations of achievement and performance desired by individuals. In accordance with the concept conveyed by [61], negative experiences experienced by a person can create emotional stress. If a situation persists, it can result in emotional stress, leading to emotional exhaustion.

[74], showed a positive correlation between organizational culture and burnout. Organizational cultures with low levels of dysfunction tend to have high levels of burnout. Conversely, high- and well-functioning organizational cultures tend to have low levels of burnout.

According to [75], organizations can trigger burnout. This research highlights a number of factors that cause burnout in organizations, including bureaucratization, an organizational orientation that is more concerned with competition than collaboration, increasing internal conflict, a sense of ignominy, lack of vision and stagnation, physical and psychological environmental conditions, and administrative

responses, such as uniform and regulatory issues. Some of the factors that cause burnout in organizations may arise from the existing organizational culture.

3.4 Transformational Leadership had a Significant Effect on Burnout

Several studies have investigated the correlation between transformational leadership and burnout, as referenced in sources, [23] and [24]. The findings of the study conducted by [76] indicate that the transformational leadership style has a noteworthy but modest positive impact on employee burnout. The study conducted by [77] investigated the correlation between leadership style and burnout among hotel managers in Cyprus. The findings indicated that there was a notable positive correlation between transformational leadership and personal achievement, but there was a negative association between transformational leadership and emotional tiredness, as well as depersonalization.

3.5 Job Stress had a Significant Effect on Burnout

Job stress is strongly linked to burnout, as indicated in previous studies, [78] and [79]. According to the conservation of resources (COR) hypothesis, job-related stress arises when employee resources are endangered or depleted. Employees require resources to handle job stress and mitigate its impact on burnout and turnover intention, as stated in [35]. Job stress can be defined as a negative emotional experience that is associated with feelings such as fear, excessive anxiety, anger, and depression, which occur in the workplace, [80]. Excessive job stress can lead to high levels of burnout. Findings from research conducted by [81] and [82], indicate that the nature and intensity of work stress influence the level of burnout experienced by an employee. Thus, an increase in daily work stress is likely to predict a positive increase in employee burnout.

3.6 Work demands can Moderate the Effects of Job Stress on Burnout

Job demands significantly contribute to the development of job stress and burnout. Employees may encounter stress and suffer from burnout as they strive to meet the expectations of their employment. The research undertaken by the study yielded some significant findings, [83], indicating that job demands

can be a mediating factor between job stress and burnout. High job demands can result in burnout and affect employees' physical and mental health. However, employees' energy resources are essential to achieving their work goals, [37].

3.7 Coworker Trust is Able to Moderate the Effect Of Job Stress on Burnout

An important factor in reducing job stress and burnout is coworker trust. A workplace that fosters cooperation and support based on trust can assist employees in managing work-related stress and enhancing productivity. The level of trust among coworkers is closely linked to the amount of assistance they receive from each other and is based on their perception of a high level of support, as stated in reference, [84]. The study's findings, as presented in [27], provide additional evidence that coworker trust can act as a moderating factor in the association between job stress and burnout. Specifically, high levels of coworker trust have been shown to mitigate the harmful consequences of job stress and burnout.

4 Research Methods

4.1 Population and Sample

This study focused on the population of oil palm plantation workers in Paser Regency, East Kalimantan Province. The total number of workers was 36,243 individuals, [38]. According to the reference [85], the minimum number of samples is five times greater than the number of indicators utilized. This study used 55 indicators; therefore, the number of samples collected was $55 \times 5 = 275$. The following criteria were used in this study:

1. Workers in private and state-owned oil palm companies operating in Paser District, East Kalimantan Province
2. Worked for more than six months, so understood the work culture of the organization.
4. Can read and write well.
5. Permanent worker or casual laborer status.

4.2 Research Instruments

This study has six variables (Organizational Culture, Transformational Leadership, Job Stress, Burnout, Job Demands, and Coworker Trust). The manifest variables used as variable indicators can be seen in Table 1 (Appendix).

5 Analysis Results and Discussion

5.1 Result

Before processing the data, questionnaires were distributed to 275 oil palm plantation workers in Paser Regency, East Kalimantan Province. The data distribution process was conducted by meeting directly and assisting in filling out the questionnaire. All questionnaires met the filling criteria, and 275 respondents (91.3% male and 8.7% female) were sampled. The majority of respondents were male because they were field employees of oil palm plantation companies who had jobs that demanded physical labor. 46.8 Of the respondents, 46.8% fell within the age range of 20-30 years, while 38.5% were between the ages of 31-40. The vast majority of respondents (84.9%) had a high school or comparable degree of education.

The algorithmic loading structure study revealed that some question items or indicators could not be incorporated into the Smart PLS analysis model. The minimal threshold value that satisfies the requirements is a loading factor value greater than 0.70, as stated in reference, [92]. Figure 5 shows the measurement of the loading factor.

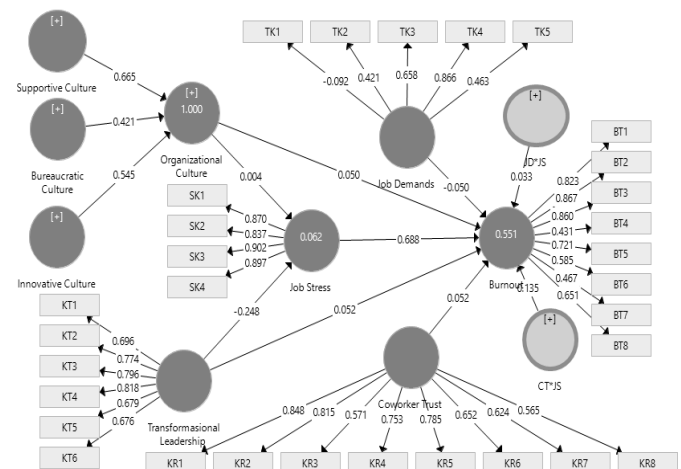


Fig. 5: Path Diagram of Model Analysis Results with the First Loading Factor Measurement Algorithm

Source: Smart PLS Analysis Output

The results of the algorithm analysis in Figure 5 show that there are several indicators that have a loading factor or indicator value of <0.70 , or are outliers that must be excluded from the exogenous and endogenous variables. Next, the results from Figure 5 were run again until the loading factor or indicator

value was >0.70 . The final results of the analysis are shown in Figure 6.

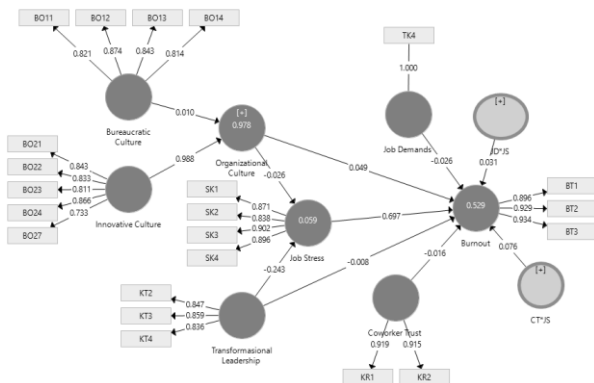


Fig. 6: Path Diagram of Model Analysis Results with Measurement Algorithm Final Loading Factor
Source: Smart PLS Analysis Output

5.2 The Outer Model Evaluation of Reflexive Constructs with Validity and Reliability

Several value measurements in Table 2 demonstrate the validity and dependability of the structural model for reflexive constructs.

Table 2. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	AVE
Organizational Culture	0.870	0.911	0.719
Transformational Leadership	0.805	0.884	0.718
Job Stress	0.900	0.930	0.769
Burn Out	0.909	0.943	0.846
Moderating Coworker Trust	0.922	0.935	0.643
Moderating Job Demands	0.941	0.886	0.665

Source: Smart PLS Analysis Output

In accordance with the findings presented in Table 2, the Cronbach's alpha values obtained through this confirmatory research surpass 0.70 for all reflexive construct indicators. This outcome signifies that all indicators of the reflexive construct are reliable and meet the reliability criteria. Additionally, the composite reliability value derived from this confirmatory investigation exceeded 0.70, further affirming its reliability. Furthermore, all constructs' average variance extracted (AVE) values were above 0.50, signifying both convergent validity and high reliability. As shown in Table 2, the model's validity criteria were assessed through discriminant analysis.

5.3 The Inner Model Evaluation of Reflexive Constructs

An evaluation of the inner model used in this study is presented in Table 3.

Table 3. R-square Value Evaluation

	R Square	R Square Adjusted
Burn Out	0.529	0.516
Job Stress	0.059	0.052
Organizational Culture	0.978	0.978

Source: Smart PLS Analysis Output

Based on the data presented in Table 3, it can be seen that the R^2 value of 0.529 indicates that 52.9% of the variation in the burnout variable can be explained by the model. The Adjusted R^2 value of value of 0.516 was slightly lower, correcting for the number of predictors in the model.

The R^2 value of 0.059 indicates that only 5.9% of the variation in the Job Stress variable can be explained by the model. The Adjusted R^2 value of 0.052 corrects for the number of predictors in the model and also indicates that the model has very low explanatory power for this variable.

The R^2 value of 0.978 indicates that 97.8% of the variation in the Organizational Culture variable can be explained by the model. The Adjusted R^2 value remains the same, indicating that the model is very good at explaining the variation in this variable. Overall, these results show that the model has different abilities to explain variations in each variable. The model is very strong in explaining Organizational Culture, quite good for burnout, but very weak for Job Stress.

Path Diagram Model Analysis Results

The direct effect route coefficient analysis results shown in Figure 6 can be further examined by presenting the direct influence of the exogenous variables on the endogenous variables in Table 4.

According to the path coefficient values in Table 4, the two factors have a considerable impact, as indicated by their statistical t-value over 1.96. Conversely, the remaining five factors either had no impact or possessed a t-statistic value below 1.96. Furthermore, this study demonstrates that not all hypotheses can be validated.

Table 4 presents the significant findings. Statistical analysis revealed a substantial negative influence of transformational leadership on job stress, as indicated by a t-value of 3.254, which was above

the critical value of 1.96. Additionally, a p-value of 0.001, which was less than the significance level of 0.05, further confirmed the negative and significant effects. Therefore, these findings support our hypothesis. Similarly, the relationship between job stress and burnout was statistically significant, with a t-value of 14.761, which was greater than the critical value of 1.96. A p-value of 0.000, which is less than the significance level of 0.05, further confirms the positive and significant effect, thus supporting the hypothesis.

Table 4. Path Coefficients Direct Effect Between Variables

	Original Sample	T Statistics	P values	Hypothesis
Organizational Culture \Rightarrow Job Stress	-0.026	0.428	0.669	Rejected
Transformational Leadership \Rightarrow Job Stress	-0.243	3.254	0.001	Accepted
Organizational Culture \Rightarrow BurnOut	0.049	1.404	0.161	Rejected
Transformational Leadership \Rightarrow Burn Out	-0.008	0.149	0.088	Rejected
Job Stress \Rightarrow Burn Out	0.697	14.761	0.000	Accepted
Job Demands Moderating Job Stress & BurnOut	0.031	0.313	0.754	Rejected
Coworker Trust Moderating Job Stress & Burnout	0.076	1.263	0.207	Rejected

Note: P-Value < 0.05 Sig

Source: Smart PLS Analysis Output

An analysis of the impact of organizational culture on job stress resulted in a statistical t-value of 0.428, which was below the crucial threshold of 1.96. Additionally, the associated p-value of 0.669 was greater than the significance level of 0.05. These findings suggest that there is no meaningful impact, which leads to the rejection of the hypothesis.

The analysis of the impact of organizational culture on burnout showed a statistical t-value of 1.404, which was below the crucial threshold of 1.96. Additionally, the associated p-value of 0.161 was higher than the significance level of 0.05. These findings suggest that there is no meaningful impact, which leads to the rejection of the hypothesis.

The impact of transformational leadership on burnout is shown by a statistical t-value of 0.149, which falls below the critical threshold of 1.96, and a p-value of 0.0881, which exceeds the significance

level of 0.05. The effect was deemed small, leading to the rejection of the hypothesis.

Job demands influenced the impact of job stress on burnout, as indicated by the statistical t-value of 0.313, which was below the essential barrier of 1.96. Additionally, the p-value of 0.754 was greater than the significance level of 0.05. These findings suggest that there is no meaningful impact, which leads to the rejection of the hypothesis.

The impact of workplace stress on burnout was influenced by coworker trust, as indicated by the statistical t-value of 1.263, which was below the essential threshold of 1.96. Additionally, the p-value of 0.207 was higher than the significance level of 0.05. These results suggest that there is no substantial effect, which leads to the rejection of the hypothesis. Based on these results, the hypothesis testing results can be presented as follows:

1. Hypothesis 1: rejected because the statistical t-value is $0.428 < 1.96$ or p-value $0.669 > 0.05$, which indicates that Organizational Culture has no significant effect on Job Stress.
2. Hypothesis 2: accepted because the statistical t-value is $3.254 > 1.96$ or p-value $0.001 < 0.05$, which indicates that Transformational Leadership has a negative and significant effect on Job Stress.
3. Hypothesis 3: rejected because the statistical t-value is $1.404 < 1.96$ or p-value $0.161 > 0.05$, which indicates that Organizational Culture has no significant effect on burnout.
4. Hypothesis 4: rejected because the statistical t-value is $0.149 < 1.96$ or p-value $0.088 > 0.05$, which indicates that Transformational Leadership has no significant effect on burnout.
5. Hypothesis 5: accepted because the statistical t-value is $14.761 > 1.96$ or p-value $0.000 < 0.05$, which indicates that Job Stress has a positive and significant effect on burnout.
6. Hypothesis 6: rejected because the statistical t-value is $0.313 < 1.96$ or p-value $0.754 > 0.05$, which indicates that Job Demands do not significantly moderate the relationship between Job Stress and burnout.
7. Hypothesis 7: rejected because the statistical t-value of $1.263 < 1.96$ or p-value $0.207 > 0.05$, which indicates that Coworker Trust does not significantly moderate the relationship between Job Stress and burnout.

6 Discussion

From this research study, there are only two accepted hypotheses.

6.1 Transformational Leadership on Job Stress

Transformational leadership exerts a detrimental and substantial impact on the work-related stress experienced by oil palm plantation workers in the Paser Regency of East Kalimantan Province. Hence, an increase in transformational leadership is associated with noteworthy adverse effects on job stress. The most prominent predictor of the transformational leadership variable in this study was the provision of encouragement and appreciation to employees by leaders. The impact of transformational leadership on job stress has been thoroughly researched and multiple studies have provided evidence of its effects. Research conducted by [52] and [93] indicated a clear inverse correlation between transformative leadership and occupational stress. [93], discovered that transformational leadership is more strongly negatively correlated with job stress-related presenteeism than transactional leadership. Similarly, a study by [52], found a notable inverse correlation between transformative leadership and occupational stress. These findings indicate that transformational leadership can exert a detrimental and substantial effect on diminishing employee levels of workplace stress.

6.2 Job Stress on BurnOut

The study found a clear and strong correlation between job stress and burnout among oil palm plantation workers in Paser Regency, East Kalimantan Province. Specifically, an increase in job stress is directly linked to an increase in worker burnout. The most prominent indicator in this study's Job Stress variable is "My job is exceedingly stressful." Job stress refers to a detrimental emotional state that arises from several conditions, including extreme fear, anxiety, rage, and depression, [81]. Excessive job stress can result in elevated burnout. The findings of [35], [82] and [83], indicate that the kind and intensity of work-related stress have a direct impact on the extent of burnout experienced by employees. Therefore, an increase in work stress on a particular day is expected to predict increased employee burnout. Based on the conservation of resources

7 Conclusion & Recommendation

After conducting a thorough debate and analysis, the following conclusions can be inferred:

1. Organizational Culture has no significant effect on Job Stress
2. Transformational Leadership has a negative and significant effect on Job Stress

Based on these conclusions, the following suggestions can be made for companies:

- a. Improved leadership training program: Organise regular training for managers to improve their ability to encourage and recognize employees. Focus on techniques to provide positive feedback, motivate employees, and recognize their contributions.
 - b. Improving Communication: Encourage managers to communicate openly with employees about company goals and individual tasks and reward good performance.
 - c. Employee Welfare Program: Implementing policies that support work-life balance, such as flexible work schedules and adequate leave. Provide employees with access to counseling services or mental health programs to help manage work stress.
3. Organizational Culture has no significant effect on burnout.
 4. Transformational Leadership had no significant effect on burnout.
 5. Job Stress has a positive and significant effect on burnout.

Based on these conclusions, the following suggestions can be made for companies:

- a. Identify and Monitor Sources of Stress: conduct regular surveys and interviews to identify the main sources of stress in the workplace. This can help companies understand the specific problems that employees face. Employees' physical and mental health is regularly monitored through medical checkups and psychological evaluations.
- b. Improvement of Working Conditions: Improve working environment conditions by providing adequate facilities, such as comfortable rest areas, hygiene facilities, and ergonomic work equipment. Review employee workloads and ensure that tasks are distributed fairly and realistically.
- c. Develop Employee Support Programs: Provide access to mental health programs such as counseling and therapy to help employees

manage their stress. Develop wellness programs that include physical activities such as team sports, yoga, or other recreational activities that can help employees relax and reduce stress.

6. Job Demands did not significantly moderate the relationship between job stress and burnout.
7. Coworker Trust does not significantly moderate the relationship between job stress and burnout.

Declaration of Generative AI and AI-assisted Technologies in the Writing Process

During the preparation of this work the author used the Grammarly tool in order to check language correctness. After using this tool, the author reviewed and edited the content as needed and take full responsibility for the content of the publication.

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APPENDIX

Table 1. Measurement items

Variables	Dimensions	Measurement Items	Source
Organizational Culture	Supportive culture	<ul style="list-style-type: none"> d. The management style is distinguished by a focus on collaboration and teamwork. e. My organization prioritizes building and maintaining strong interpersonal connections, resembling an extended family. f. Embracing novelty and actively seeking out opportunities are highly regarded. g. The individuals in my organization exhibit a high degree of sociability. h. The management style is distinguished by individual autonomy. i. My organization fosters a supportive and fair environment for employees. j. My organization provides a secure environment. k. My organization is held together by the cohesive force of mutual trust and commitment. 	[86], [87]
	Bureaucratic culture	<ul style="list-style-type: none"> a. The organizational structure follows a hierarchical model. b. Within my organization, individuals are typically guided by formal protocols that dictate their actions. c. The organization I am a part of is highly organized and has a well-defined structure. d. My organization is a structured environment. e. The environment of my organization is subject to strict regulations and controls. f. My organization is structured with explicit regulations and protocols. g. My organization is diligent in monitoring the performance of employees. h. My organization has a hierarchical structure. 	
	Innovative culture	<ul style="list-style-type: none"> a. The managerial style is distinguished by a willingness to take risks and a commitment to innovation. b. My organization is focused on achieving outcomes and completing tasks efficiently. c. My organization is known for its innovative and imaginative approach. d. The environment in my organization is highly demanding and intense. e. My organization is highly stimulating and characterized by a dynamic environment. f. My organization generates novel challenges. Emphasis is placed on being at the forefront of innovation. g. Enterprising - my organization prioritizes the acquisition of fresh resources. h. The environment in my organization is highly competitive. 	
Transformational Leadership		<ul style="list-style-type: none"> a. My manager effectively conveys a distinct and optimistic outlook for the future. b. The manager demonstrates a personalized approach towards the team, providing support and fostering their growth. c. The manager provides staff with motivation and appreciation. d. My boss cultivates trust, engagement, and collaboration among team members. e. My management promotes innovative problem-solving and challenges underlying assumptions. f. The values of my manager are clearly defined, and he/she consistently demonstrates them in his/her actions. 	[88]
Job Stress		<ul style="list-style-type: none"> a. I experience significant stress as a result of my occupation. b. I have minimal work-related stress. c. The nature of my occupation induces a significant amount of stress. d. Rarely do I experience work-related stress. 	[89]
Burnout		<ul style="list-style-type: none"> a. I have excessive fatigue in the morning due to my contemplation about the arduous nature of my job. b. I am fatigued from my work. c. I am experiencing emotional exhaustion as a result of my employment. d. I possess sufficient assistance to successfully complete the task. e. I am experiencing a sense of dissatisfaction with my employment. f. I believe that I have successfully finished the task according to its original purpose. g. I possess the ability to efficiently resolve consumer issues. h. I consistently complete my tasks independently without seeking assistance. 	[90]
Job Demands		<ul style="list-style-type: none"> a. The nature of my profession necessitates working at a rapid pace. b. My occupation necessitates diligent effort. c. My occupation necessitates specific expertise. d. My occupation necessitates a substantial amount of commitment. e. The demands of my employment are substantial. 	[35]
Coworker Trust		<ul style="list-style-type: none"> a. Colleagues carry out their tasks with a high level of professionalism and unwavering commitment. b. I have confidence in my colleagues' ability to successfully complete the task. c. I can depend on my colleagues to handle the majority of the tasks. d. My colleagues and I are capable of providing responsive service to our coworkers. e. I am content with the work accomplished by my colleagues. f. I am content with my present colleagues as they demonstrate strong teamwork abilities. g. If I communicate a problem to my coworkers, they will react positively. h. I am able to express my thoughts openly to my coworkers due to the confidence I have in their attentive listening skills. 	[91]