

## Personality Wars: Nurturing Job Satisfaction While Battling Burnout and Heavy Work Investment

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### Abstract

This study aims to conduct an empirical investigation of the perceived impact of heavy work investment based on the positive impact of job satisfaction and the negative impact of burnout. Data was collected from 200 respondents working in the e-commerce industry and analyzed using structural equation modeling (SEM). The results showed significant direct and indirect effects of sharing job satisfaction and burnout on heavy work investment. The results show that a person's personality can affect a person's work attachment and workaholics in doing his job. In contrast, the work attachment that a person feels can affect the job satisfaction that has been done, but in fact, the work attachment felt by employees cannot be influenced by fatigue factors. In line with the application of workaholics carried out by employees does not affect their job satisfaction. Instead, workaholics can affect a person's fatigue in doing their job. Theoretically, the results of this study provide evidence regarding the effect of heavy work investment on fatigue and job satisfaction in a company. The managerial implication of the results of this study is the planning of a new model in the investigation of psychological health derived from the control of heavy work investment.

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## INTRODUCTION

The development of technology in the world has certainly made work patterns more practical and simpler. This certainly has an impact on increasing company productivity. The more activities that can be carried out with the use of technology makes companies reduce the number of their workforce for efficiency reasons. In 2022, some e-commerce companies in the country experienced turmoil due to the rampant termination of employment (PHK) carried out by several e-commerce companies. The main reason for layoffs is that the company is more agile and can maintain growth rates so that it continues to impact consumers and partners positively. On the other hand, layoffs create tension for employees, so various responses occur to employees.

One of the steps that is considered to avoid layoffs is to show a competitive advantage. To demonstrate competitive advantage, employees are encouraged to work harder than before. In line with achieving a competitive advantage, employees will feel excessive pressure, such as heavy workloads and increased time commitments. Previously, Lee and Billington (1995) estimated that 22% of the global workforce works more than 48 hours per week, while Hewlett and Luce (2006) found that 62% of high earners work more than 50 hours per week and 35% work more than 60 hours per week. Hours per week and 10% work 80 hours or more, so today's employees will be more proactive in working solely to achieve their productivity so that their competitive advantage is visible to their employers (Tziner et al., 2019).

Since the early 1970s, the importance of work in human life has transcended economic and other considerations. This indicates that work is a necessity not just a demand. Before the increase in the number of layoffs, especially for e-commerce in Indonesia. It was common to find employees dedicating most of their time to work, compared to other activities. Recently, time spent working has increased dramatically, in part as a result of increased access to technology and the industry's competitiveness.

The situation described has previously been introduced by Snir dan Harpaz (2012) such as the concept of hard work investment, which includes the long hours of work (time) and the physical and mental effort (effort) that workers invest while working. The phenomenon of investment in work has been documented in Asia by Amagasa, Nakayama, Takahashi, Fein, Skinner, and Machin in Australia, and Shamar, Harpaz and Snir in Europe, among others. However, this phenomenon raises an interesting and necessary question: the impact of investing in hard work can be beneficial or harmful for companies and employees. This is consistent with the view of (Rabenu et al., 2021) that labor-intensive investment can have both positive and negative outcomes for workers and the organization.

In contrast to the results of the study conducted by van Beek et al. (2013), in which work investment significantly impacts job satisfaction, employee turnover, and employee performance, as well as in the study of Tziner et al. (2019) only has an impact on burnout, so this study combines the two. Job satisfaction is the positive effect of investing in hard work while fatigue is the negative effect of investing in hard work.

In addition, although previous research has clearly shown that hard labor investments can be classified into two categories (i.e., workaholics and work attachment), there are still differences where in the research of Tziner et al. (2019) heavy work investment can be categorized as work intensity dan time commitment. Based on the concept carried out by Schaufeli (2012), heavy work investment is categorized into workaholics and work attachment. This is in line with the concept of (Gaudino et al., 2019) where heavy work investment is an overlapping of work attachment and workaholics.

Furthermore, this research is a follow-up to our previous research. In our previous research, we found that the antecedents of heavy work investment (workaholics and work attachment) experienced by millennial generation employees in e-commerce are personality, organizational climate, and organizational support. However, in that study, researchers did not follow up on the relationship between

conscientiousness, extroversion, ease, and openness to experience categorized as personality dimensions of HWI. So, in this study, researchers are interested in exploring personality dimensions to test and analyze them against heavy work investment. This study also extends research findings, with researchers examining the impact of heavy work investment (HWI) on burnout and job satisfaction.

Based on the previous description, this study aims to analyze the influence of personality on heavy work investment (work attachment and workaholism). and analyze heavy work investment in e-commerce employees in Indonesia represented by employees of Bukalapak, Tokopedia, Shopee, and Lazada to determine the positive impact, namely job satisfaction and the negative impact, namely fatigue.

## THEORETICAL BACKGROUND

### 2.1 Heavy Work Investment

The heavy work investment model was first introduced by Snir dan Harpaz (2012), which focuses on exploring work engagement and workaholics as positive and negative investment concepts in heavy work. Work attachment describes heavy work investment from a positive side and workaholics describe heavy work investment from a positive side (Rabenu et al., 2021).

Job engagement reflects the psychological state of job-related satisfaction, which is the result of a combination of three main components: high energy levels and resilience during labor (i.e. vitality); feelings of enthusiasm, excitement, and pride (i.e. dedication); and intense concentration related to difficulty in stopping work (i.e. absorbing) (Schaufeli & Bakker, 2004).

Furthermore, workaholics can be characterized by a dual addiction model involving excessive work and a compelling need to work. The excessive work component pertains to visible signs of overwork, including investing excessive time and money in work-related pursuits. Meanwhile, the compulsive work aspect delves into the psychological processes driving the relentless urge to work, often accompanied by feelings of guilt when not engaged in work. In essence, these features serve to underscore the workaholic tendencies exhibited by individuals (Schaufeli, 2016).

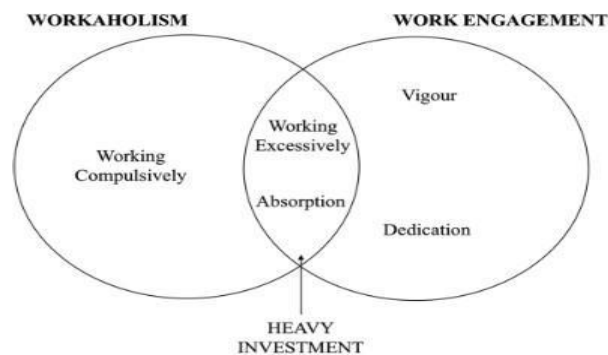


Figure 1 – Relationship between Workaholism and Work Engagement  
Resource: Stefano & Gaudiino (2019)

According to research by Stefano and Gaudiino (2019), the relationship between work engagement and workaholism is explained as a key component of heavy work investment. Work engagement, specifically absorption, describes the common behavior between workaholics and engaged employees, as both are

completely immersed in their work. Therefore, the experimental results consistently demonstrated a cross-sectional relationship between absorptive capacity, work engagement, and workaholism. This has also been supported by several studies.

## ***2.2 Conceptual Framework and Hypothesis Development***

The theoretical framework and research hypotheses were formulated using Hobfoll's (1989) conservation of resources theory. This theory posits that existing resources can be leveraged to acquire more resources, enhancing individuals' problem-solving abilities. A positive personality, characterized by energy, confidence, and a favorable self-image, can serve as a powerful motivator, bolstering one's dedication to their work (Niessen et al., 2018). Consistent with earlier theories, the JD-R model suggests that abundant job resources can enhance employees' commitment to their work, whereas elevated job demands can lead to the development of workaholic tendencies (Bakker & de Vries, 2021).

### ***2.2.1. Effect of Personality on Workaholism***

Personality traits among individuals certainly differ from one another. Some individuals choose to invest their performance in work, but others choose to work as needed (Ng et al., 2007). As cited by van Wijhe, Schaufeli and Peeters (2016) individual dispositions, sociocultural experiences, and behavioral reinforcement such as rewards can affect workaholism. Individual disposition in this case is personality. Actions, thoughts, and inherent characteristics can impact how a person perceives and feels about their work. This is particularly evident in the context of work intensity, where individuals' responses, often classified under the Big Five personality traits, can vary significantly.

The Big Five traits encompass extroversion, agreeableness, conscientiousness, neuroticism, and openness to experience. For instance, someone with a high level of extroversion tends to display assertive, outgoing, and determined behavior in their work environment (Burke et al., 2006). Individuals with extraversion tend to be responsible and motivated to pursue positions where they have control over others. Intense competition can increase the motivation of individuals with extraversion personalities. Individuals with extraversion personalities easily adapt to new people and are sociable.

Therefore, individuals with extraversion personalities can adapt well to a very stressful environment. Moreover, individuals with high emotional intelligence prioritize interpersonal relationships and demonstrate empathy, enabling them to prioritize others' needs over their own. Therefore, individuals with extraversion personalities have the basic ability to manage workaholics.

A similar opinion was expressed by Clark, Vifor and Phelps (2023) which explains that individuals with outgoing, agreeable, open to experience, and conscientious can be used as a personal resource in any situation. However, neuroticism personality is different, this is because emotional instability, stress, worry, and anxiety tend to occur if they feel workaholics. Employees with workaholics are dedicated to work and this is a form of validation for individuals with neuroticism personalities (Van den Broeck et al., 2011). Spagnoli et al. (2020) have the same opinion which illustrates that workaholics encourage employees to work under pressure and channel their performance more than what they can give to the company. Therefore, the high demands of work make individuals with neuroticism personalities have a low ability to overcome workaholics or tend not to workaholics.

***H1: There is a Positive and Significant Effect of Personality on Workaholism.***

### *2.2.2. Effect of Personality on Work Engagement*

Gleason, Jensen-Campbell, and South Richardson (2004) It has been stated that an individual's personality has an impact on their subjective happiness and satisfaction. Additionally, agreeable and conscientious individuals tend to avoid aggressive behavior. Specific traits such as conscientiousness, extroversion, agreeableness, and openness to experience are identified as workplace assets contributing to overall subjective well-being.

A similar opinion was expressed by Mazzetti, Schaufeli, and Guglielmi (2016), who explained that workaholics represent a pattern of dispositional behavior, and personality factors are the main source of work obsession. He explains that workaholics represent a pattern of predisposed behavior and personality factors are the main source of work obsession. In addition, the study also identified several personality factors that are the catalysts for the formation of workaholics known as the big five personality traits (openness, conscientiousness, extroversion, agreeableness, and neuroticism).

Individuals with high job engagement, or in other words, are likely to have job engagement characteristics, through positive experiences in their work, especially with strong, dedication and increased receptivity (Bakker & Albrecht, 2018).

***H2: There is a Positive and Significant Effect of Personality on Work Attachment.***

### *2.2.3. The Effect of Work Engagement on Job Satisfaction*

In contrast to workaholics, employees who are genuinely committed to their work do so willingly and enthusiastically. They derive pleasure and satisfaction from their professional activities, finding them enjoyable (Van Beek, Taris, and Schaufeli, 2011; Van Beek et al., 2012). Additionally, dedicated employees possess valuable professional resources and often have high job requirements (W. B. Schaufeli, Taris, and Bakker, 2008; Van Beek et al., 2012). Such work environments facilitate personal growth, development, and learning (Xanthopoulou et al., 2007). Engaged employees also experience a healthy work-life balance (W. B. Schaufeli et al., 2008). Consequently, this research concludes that job engagement significantly enhances job satisfaction. (Beek et al., 2014).

Job attachment has a positive effect on job satisfaction. This is conceptualized by (Rai & Maheshwari, 2020) who describe job attachment and job satisfaction as a form of enthusiasm for work, thus, job attachment is a construct that can increase job satisfaction. Various researchers argue that job attachment is a good predictor of individual satisfaction, organizational success, and financial performance (Al-Hamdan et al., 2021). Workers who are engaged with their work will feel satisfied with the results of their work (Lu et al., 2016). In general, work engagement refers to a psychological state in which individuals are deeply involved and enthusiastic about their work tasks and activities (Mascarenhas et al., 2022).

This state is recognized as a positive condition that enhances individual contentment and team productivity in the workplace. Essentially, achieving personal job satisfaction involves three key elements: passion, dedication, and enthusiasm (Yan & Donaldson, 2023). Job engagement includes a high degree of passion, dedication, and passion, giving employees a high level of energy and perseverance, a sense of enthusiasm and pride, as well as focus. high on job duties. Job engagement is associated with increased employee performance, job satisfaction, and organizational commitment, as well as reduced intention to quit. (Ferraro et al., 2020).

***H3: There is a Positive and Significant Effect of Job Attachment on Job Satisfaction***

#### *2.2.4. The Effect of Work Engagement on Burnout*

According to the job demands-resources (jd-r) model, work characteristics are divided into two main components: job demands and job resources (Hakanen et al., 2006). Several studies have been conducted and confirmed that burnout has a negative relationship with work engagement (Ang et al., 2018). The same thing was stated by Ahmad, Saffardi, and Teoh (2020) The same thing was stated by Ferraro et al. (2020) that work engagement is a distinct and independent concept that has a negative influence on burnout. In addition, fatigue is more related to health problems and work engagement to motivational states, so often research proves that there is a direct influence of motivational states represented by work engagement on health problems represented by fatigue (D'Amico et al., 2020).

*H4: There is a Negative and Significant Effect of Work Attachment on Fatigue*

#### *2.2.5. The Effect of Workaholics on Job Satisfaction*

Workaholics are individuals who demonstrate an inclination to excessively engage in work and become fixated on it, displaying compulsive work behavior (Schaufeli et al., 2009b, p. 322). Previous studies have revealed that workaholics experience detrimental consequences, including strained social relationships outside of work, overall life dissatisfaction (Bonebright et al., 2000), as well as job stress, and health issues (Burke, 2000). Moreover, research has indicated that workaholics adversely affect job satisfaction (Van Beek et al., 2014).

*H5: There is a Negative and Significant Effect of Workaholics on Job Satisfaction*

#### *2.2.6. The Effect of Workaholics on Burnout*

Previous research has shown that there is a positive relationship between workaholics and burnout as individuals exhibiting workaholic behavior tend to overwork and thus cause them to burn out. strength (W. B. Schaufeli et al., 2006). Workaholics often impose overwhelming work pressures on themselves because they struggle to disconnect from their work environment, driven by their obsessive and addictive tendencies. Additionally, when employees face consistently high demands, it can result in burnout (Stoeber & Damian, 2016). Workaholics struggle to efficiently handle their time and workload, causing an imbalance in their personal energy and resource recovery, ultimately leading to burnout (Horn, 2015). Furthermore, their monotonous activities and addictive personalities deplete their physical and mental resources (Huml et al., 2021).

Moreover, workaholics often pursue perfection in their tasks, leading them to continuously review and revise their work, never finding contentment in the outcome. They frequently set additional standards for themselves (Engelbrecht et al., 2020). This perpetual pursuit of perfection places unforeseen demands on them, ultimately resulting in burnout. Constant exposure to such stress makes it challenging for workaholics to recover lost energy, ultimately contributing to burnout (Molino et al., 2016).

*H6: There is a Positive and Significant Effect of Workaholics on Burnout.*

Based on the literature review above, workaholics and work attachment are part of heavy work investment seen from the positive and negative sides. For this reason, this research will develop a conceptual framework that is classified based on the impact of heavy work investment from the positive side (job satisfaction) and the negative side (fatigue). Based on the previous description, the constellation of variable influences can be described as follows:

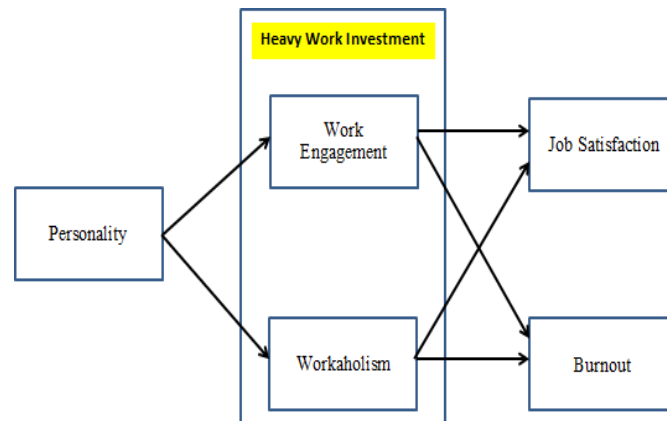


Figure 2 – Conceptual framework of the study  
Source: Data processed by researchers (2023).

## RESEARCH OBJECTIVE, METHODOLOGY AND DATA

### 3.1 Population

Population is a field that includes objects/subjects with certain qualities and characteristics determined by researchers to study and then draw conclusions (Sekaran & Bougie, 2003). The population in this study is infinite, because the collection of subjects or individuals who are the object of research is unknown or it is not possible to measure the total number of individuals in the area under study (Kozak et al., 2008). The population in this study are employees who work in e-commerce.

### 3.2 Sample Size and Sampling Technique

In this research, a non-probability sampling method was employed. Non-probability sampling is a technique where each item or member of the population does not have an equal chance of being selected as a sample. It includes methods such as systematic sampling, quota sampling, random sampling, targeted sampling, saturation sampling, and snowball sampling. Specifically, in this study, the sampling approach utilized was non-probability and purposive sampling as stated by Holmes-Smith (2010).

The sampling model applied in this research is purposive sampling. In purposive sampling, as described by Sekaran & Bougie (2003), researchers gather data from individuals who are not only willing but also meet specific criteria essential for providing the required information. Purposive sampling was chosen because it is anticipated that the selected sample will genuinely fulfill the criteria relevant to the research being conducted.

The limitation of this purposive sampling method is employees who are still actively working in e-commerce. Data collection is done through electronic surveys with the number of samples used totaling 200 respondents following Holmes-Smith (2010). According to Hair (2010), the minimum sample size should be at least five times more than the number of question items to be analyzed, and the sample size will be more acceptable if it has a ratio of 10: 1 The sample used in this study were employees who worked in e-commerce as many as 200 respondents.

### 3.3 Sources of Data and Data Collection Technique

This research exclusively relies on firsthand data obtained through a structured questionnaire administered to 200 participants. The questionnaire utilized a 6-point Likert scale, ranging from strongly disagree (1) to strongly agree (6), to assess responses. It is worth noting that the questionnaire employed in this study is a replica of the expert questionnaire focused on personality traits (Feist & Feist, 2009); Heavy Work Investment (Tziner et al., 2015); Job Satisfaction (Spector, 1994) and Fatigue (Maslach & Jackson, 1996).

### 3.4 Data Analysis

To analyze the gathered data, version 23 of the social science statistics package was employed for descriptive statistical analysis. Additionally, for the e-commerce industry benchmark, a one-way ANOVA was conducted with a significance level set at 0.05. To test the proposed hypotheses and explore the relationship between variables, exploratory factor analysis (EFA) within the framework of structural equation modeling (SEM) was carried out using the AMOS software package. Version 23 of the software was utilized for testing the proposed model. Before conducting the analysis, the researcher meticulously examined the data for accuracy, assessed normality, and identified any outliers. Normality was confirmed by evaluating the CR coefficient of deviation, and the kurtosis of the collected data fell within the range of  $\pm 2.58$ , as outlined by Garson (2012).

Regarding the issue of outliers, a Z value benchmark of within  $\pm 4$  was applied to all items, confirming the absence of outliers in the collected data. Consequently, the data were deemed valid for subsequent analysis, devoid of any significant obstacles that could impede further research. A validity test was performed for the job satisfaction variable using exploratory factor analysis (EFA), which has three components with a loading factor above 0.4 on 7 (seven) research statements, one statement is dropped because it has two components. It can be concluded that the validity of the structure is fulfilled in the Job satisfaction variable. The Work Engagement variable uses exploratory factor analysis (EFA), obtained, namely having three components with a loading factor above 0.4 in 6 (six) research statements and one statement that has a value of less than 0.4. It can be concluded that the validity of the structure is fulfilled on the Work Engagement variable.

Burnout uses exploratory factor analysis (EFA), out of 9 (nine) statements there are three components with a loading factor above 0.4 in 8 (eight) research statements and one statement that is dropped because it has two components. It can be concluded that the validity of the structure is fulfilled in the Burnout variable.

Meanwhile, the Personality variable uses exploratory factor analysis (EFA) and has five components with a loading factor above 0.4 on 12 (twelve) research statements. It can be concluded that the validity of the structure is fulfilled in the Personality variable. For the workaholic's variable which has 8 (eight) statements using exploratory factor analysis (EFA), three components are obtained with a loading factor above 0.4 on 7 (seven) research statements, and 1 statement is dropped because it has two components.

The conclusion drawn is that the workaholic variable's structure has been validated successfully. Furthermore, apart from the validity assessment, the reliability of the structure was gauged using Cronbach's alpha values, which are presented in the final column of Table 2 for all constructs. A confidence value exceeding 0.7 is universally acknowledged as satisfactory for all measured structures (Nunnally, 1978).



## RESULTS AND DISCUSSION

In this study, a total of 210 questionnaires were allocated based on the predetermined sample size. Out of these, 95.3%, equivalent to 200 questionnaires, were returned, while the remaining 4.7%, or 10 questionnaires, were not received by the researcher. The demographic characteristics of the respondents utilized in the study are outlined in Table 1.

Table 1 – Profiles of the respondents' and company's background

Demographic Profile of Respondents	Frequency	Percentage
Actively working in an e-commerce company	158	79
Served for all least five years in e-commerce company	124	62
<b>Gender:</b>		
Men	127	63.5
Women	73	36.5
<b>Education:</b>		
Diploma	72	36
Degree	95	47.5
Others	33	16.5
<b>Respondent Department:</b>		
Director	16	8
Manager	29	14.5
Supervisor	35	17.5
Coordinator	46	23
Staff	62	31
Others	12	6

Source: Data processed by Researchers, 2023.

This survey gathered data from 200 individuals chosen from six companies within the same industry. The selection of these six companies was made based on their similarity in industry. Concerning the demographic profiles of the respondents, one can see in Table 1. The table shows that 63.5% of them are male and 36.5% of them are female. In addition, regarding educational status, 36% of the respondents have at least a diploma level of education. Regarding employees who are actively working in e-commerce companies, 79% of respondents, 62% of have at least 5 years of work experience in e-commerce. While employees who became respondents were more in the e-commerce staff section as much as 31%.

Table 2 – Validity Test Results

Variables	Indicator	Statement item	Validity value	Description
<i>Job Satisfaction</i>	<i>The works itself</i>	<i>My job is enjoyable.</i>	0.875	Valid
		<i>I like doing the things I do at work.</i>	0,753	Valid
	<i>Promotion opportunities</i>	<i>Those who do well on the job stand a fair chance of being promoted.</i>	0,776	Valid

Variables	Indicator	Statement item	Validity value	Description
	<i>Supervision</i>	<i>My boss is quite competent in doing his job</i>	0,744	Valid
		<i>I don't feel my efforts are rewarded the way they should be</i>	0,852	Valid
	<i>Coworkers</i>	<i>I like the people I work with</i>	0,746	Valid
		<i>I enjoy my coworkers</i>	0,825	Valid
<i>Work Engagement</i>	<i>Vigor</i>	<i>When I wake up in the morning, I feel like going to work.</i>	0,794	Valid
		<i>When I work, I feel full of energy.</i>	0,793	Valid
		<i>My work inspires me.</i>	0,816	Valid
	<i>Dedication</i>	<i>I take pride in the work I do.</i>	0,805	Valid
		<i>When I'm at work, I forget everything else around me.</i>	0,788	Valid
	<i>Absorption</i>	<i>Time flies while I work.</i>	0,795	Valid
<i>I get carried away while working.</i>		0,837	Valid	
<i>Burnout</i>	<i>Emotional Exhaustion</i>	<i>I feel emotionally drained by my work.</i>	0,891	Valid
		<i>I feel frustrated by my work.</i>	0,896	Valid
		<i>It stresses me too much to work in direct contact with people.</i>	0,911	Valid
	<i>Depersonalization</i>	<i>I feel tired when I get up in the morning and have to face another day at work.</i>	0,744	Valid
		<i>I don't care about what happens to some of my patients/clients.</i>	0,852	Valid
		<i>I'm afraid that this job is making me uncaring.</i>	0,746	Valid
	<i>Personal Achievement</i>	<i>I accomplished many worthwhile things in this job.</i>	0,825	Valid
		<i>In my work, I handle emotional problems very calmly.</i>	0,794	Valid

Variables	Indicator	Statement item	Validity value	Description
		<i>I feel refreshed when I have been close to my patients/ clients at work.</i>	0.793	Valid
Personality	Extraversion	<i>I'm a quiet person</i>	0.797	Valid
		<i>Sometimes shy and reluctant</i>	0.782	Valid
		<i>I have an assertive personality</i>	0,855	Valid
	Neuroticism	<i>I have stable emotions, not easily angered</i>	0,874	Valid
		<i>I am relaxed and handle stress well</i>	0,886	Valid
	Openness	<i>I am curious about many different things</i>	0,849	Valid
		<i>I prefer routine work</i>	0,865	Valid
		<i>I like to contemplate, play with ideas</i>	0.787	Valid
	Agreeableness	<i>I am very helpful and selfless</i>	0,726	Valid
		<i>I tend to find fault with others</i>	0,729	Valid
	Conscientiousness	<i>I do my work thoroughly</i>	0,761	Valid
		<i>I do things efficiently</i>	0.881	Valid
Workaholism	Workaholism Battery (WorkBAT)	<i>When I have free time, I like to relax and do nothing serious</i>	0,906	Valid
		<i>I seem to have an inner compulsion to work hard</i>	0,819	Valid
	Work Addiction Risk Test (WART)	<i>I stay busy and keep many irons in the fire</i>	0,863	Valid
		<i>I am more interested in the final result of my work than in the process</i>	0.700	Valid
		<i>I get upset when I am in situations where I cannot be in control</i>	0,761	Valid
	Dutch Work Addiction Scale (DUWAS)	<i>I seem to be in a hurry and racing against the clock</i>	0,909	Valid
		<i>It is important to me to work hard, even when I do not enjoy what I am doing</i>	0,699	Valid
		<i>I feel obliged to work hard, even when it is not enjoyable</i>	0.817	Valid

Source: data processed by Researchers, 2023.

Based on Table 2, all indicators used in this study have a higher correlation coefficient than Table r for the value of n-200 respondents with a df value of 198, or 0.675. Thus, it shows that all the indices as a measure of each variable structure are valid.

Table 3 – Reliability Test Results

Variables	Cronbach's Alpha	Description
Job Satisfaction	0,801	Reliable
Work Engagement	0,790	Reliable
Burnout	0,811	Reliable
Personality	0,906	Reliable
Workaholism	0.881	Reliable

Source: Data processed by Researchers, 2023.

Based on Table 3, the Cronbach's Alpha of all instruments is greater than 0.6. This shows that the measurement can provide consistent results when measuring the same subject again.

Structural Equation Modeling (SEM) comprises a set of statistical techniques illustrating relationships among numerous variables. The primary objective of employing SEM is to validate the level of support the data provides for the theoretical model. If the data aligns with the theoretical model, it allows for step-by-step predictions based on the model. Alternatively, if the data doesn't support the theoretical model, researchers need to modify and reevaluate it. SEM is favored due to its capability to explore both direct and indirect relationships among variables within a single model, as emphasized by Meydan and Sen (2011).

In this study, Structural Equation Modeling (SEM) was chosen as the analytical tool due to its unique capability to assess the relationships among structures involving multiple item sizes, as noted by Hair et al. (2006). Additionally, SEM allows for advanced and rigorous numerical processing, particularly beneficial for handling complex models, as highlighted by Tabachnick and Fidell (2009).

The measurement model in this study was evaluated using maximum likelihood, and the summary results for the goodness of fit (GFI) test of the predictive model are presented in Table 4. The table demonstrates the GFIs of the SEM model, indicating a satisfactory fit across the four measured indices. The model's goodness-of-fit was assessed through chi-squared, root mean square error of approximation, Tucker-Lewis index/non-normalized goodness-of-fit, and comparative goodness-of-fit.

The adjusted chi-squared results ( $X^2/df$ ) yielded a value of 15.211, falling within the acceptable range according to Bollen (1989). The probability value of 0.083, surpassing the threshold ( $> 0.05$ ), indicates the model's suitability. Similarly, the CMIN/DF value of 1.129, lower than the threshold ( $< 2$ ), as per Bentler (1990), establishes the model as a good fit, demonstrating its acceptability. The AGFI value of 0.919, exceeding the threshold ( $> 0.90$ ), confirms the model's suitability. TLI, with a value of 0.901, surpassing the threshold ( $> 0.90$ ), signifies a close fit for the model. Moreover, the original mean square approximation error (RMSEA) value of 0.019 suggests a favorable model fit; lower RMSEA values, ranging from 0 to 1, denote better suitability, as emphasized by Brown and Timothée (2015). Finally, the Comparative Fit Index (CFI) value of 0.902 supports the model's good fit, as per the criteria set by Hu and Bentler (1999).

Table 4 – The goodness of fit test mode

Goodness of Fit Index	Cut-off Value	Default Model	Evaluation Model
Chi-Square	The smaller better	15.11	Good Fit
Probability	$\geq 0.05$	0.083	Good Fit
CMIN/DF	$\leq 2.00$	1.129	Good Fit
GFI	$\geq 0.90$	0.931	Good Fit
AGFI	$\geq 0.90$	0.919	Good Fit
TLI	$\geq 0.90$	0.0901	Good Fit
CFI	$\geq 0.90$	0.902	Good Fit
RMSEA	$\geq 0.08$	0.019	Good Fit

Source: data processed by Researchers, 2023.

*Description,*

X<sup>2</sup> is equivalent to chi-square, DF represents the degree of freedom, CFI stands for comparative fit index, RMSEA refers to root mean square error of approximation, and NNFI corresponds to non-normed fit index.

Table 5 – Exploratory factor analysis

Construct	Indicator	Factor 1	Factor 2	Factor 3
Job Satisfaction	TWI_1	.742		
	PO_1	.731		
	C_1		.802	
	S_1		.772	
	C_2			.829
	S_2			-.680
Work Engagement	V_2	-.829		
	D_2	-.666		
	V_1		.843	
	A_2		.676	
	V_3			-.784
	D_1			.658
Burnout	A_1			
	Dep_2	.813		
	PA_1	-.738		
	Dep_1	-.701		
	PA_3		.726	
	Dep_3		.722	
	PA_2		.621	
	EE_2			.811
Personality	EE_1			.693
	N_2	.767		
	Con_1	.748		
	Ag_2	.690		
	O_1	.569		

Construct	Indicator	Factor 1	Factor 2	Factor 3
	Ex_1		.945	
	Ex_2		.944	
	O_2		.737	
	Ex_3			.951
	O_3			.929
	N_1			.860
	Ag_1			.844
	Con_2			.921
Workaholics	DUWAS_2	.700		
	WART_2	-.618		
	WB_2	.494		
	WART_3		.715	
	WB_1		.571	
	DUWAS_1			-.745
	DUWAS_3			.661

Source: data processed by Researchers, 2023.

Based on Table 5 above, testing has been carried out using EFA with the help of SPSS tools, the results of the five variables from three factors. Meanwhile, to test the hypothesis by looking at the C.R. (critical ratio) value contained in Table 6 below, the output value using Amos 22.0 regarding the regression weight is shown in the following Table 6

Table 6 – Parameter Estimation of Regression Weight Modification

Variable Path	Estimate	SE	C.R	P	Label
Work Engagement <--- Personality	,027	,017	2,021	,002	par_41
Workaholism <--- Personality	,071	,023	1,124	,001	par_42
Job Satisfaction <--- Work Engagement	,127	,021	3,168	***	par_43
Burnout <--- Workaholism	,111	,024	3,415	***	par_45
Job Satisfaction <--- Workaholism	,032	,002	,147	,071	par_46
Burnout <--- Work Engagement	,016	,001	,191	,082	par_47

Source: data processed by Researchers, 2023

The hypotheses examined through SEM in this study are presented in Table 6 and Figure 1. The findings outlined in Table 6 above serve as the primary basis for testing these hypotheses. To assess the hypotheses, the criterion for rejection is set at rejecting H0 if the CR value exceeds the critical value of 1.967 or if the p-value is less than or equal to 0.05. The results for all hypotheses in this study are as follows:

Hypothesis 1 states that personality has a positive and significant influence on work addiction, which is

supported by the data in Table 6, where the p-value is 0.001, indicating significance below the 0.05 threshold. Hypothesis 2 asserts that personality has a positive and statistically significant impact on job engagement. The data in Table 6, validate this, with a p-value of 0.002, lower than 0.05. Hypothesis 3 suggests that job commitment positively affects job satisfaction, as evidenced by a p-value of 0.000 in Table 6, indicating significance below 0.05. Hypothesis 4 indicates a negative and significant relationship between job engagement and fatigue. The p-value of 0.082 in Table 6 is greater than 0.05, signifying a significant negative effect, given the positive values. Hypothesis 5 suggests a negative and significant impact of workaholics on job satisfaction. The p-value of 0.071 in Table 6, is greater than 0.05, indicating a significant negative effect despite positive values. Hypothesis 6 posits a positive and significant connection between workaholics and fatigue, supported by the p-value of 0.000 in Table 6, signifying significance below 0.05.

## **CONCLUSION**

The outcomes of this research offer empirical support for a conceptual framework that explores the influence of substantial work dedication on job satisfaction. The personality variable is assessed based on factors such as one's work, chances for advancement, supervision, and relationships with colleagues. While the variables associated with work are measured from the aspects of vitality, dedication, and absorption. For burnout, variables were drawn from aspects of emotional burnout, personalization, and personal achievement. Personality is measured from the aspects of extroversion, neuroticism, openness, agreeableness, and conscientiousness. Work addiction variables were sized using the Workaholism Battery (WorkBAT), the Work Addiction Risk Test (WART), and the Dutch Work Addiction Scale (DUWAS).

The analysis done from the section on demographics and the organizational context shows that the respondents have 5 years of work experience in the e-commerce sector, which makes employees satisfied with their jobs. In addition, a person's personality has a strong attachment to work through positive work experiences in their work, especially when they enhance vitality, dedication, and passion (Bakker, 2018). The SEM EPT results show that there is a direct and positive relationship between personality and high job investment to job satisfaction.

Similarly, there exists an indirect and favorable connection between intense work commitment and job satisfaction's impact on burnout. In essence, the study findings indicate a positive correlation between workaholic tendencies and burnout. Individuals displaying workaholic behavior tend to overwork, leading to increased stress levels, which impacts their overall job satisfaction negatively (Schaufeli, 2004).

## **Limitations**

This study has several limitations. Firstly, the questionnaire utilized for data collection lacked standardized objectives, especially concerning workaholics, where variations could occur due to the absence of corresponding standardized targets. Hence, future researchers are encouraged to validate the items used in this study's data collection process. Secondly, data was gathered from only six companies within similar industries, making it challenging to generalize the findings to a broader national or regional level concerning supply chain activities. Lastly, the distribution of the questionnaire via Google Forms was not direct; respondents voluntarily completed the questionnaire form. Consequently, future researchers are advised to minimize potential measurement errors by utilizing secondary data sources to assess job satisfaction within organizations.

## COMPETING INTERESTS

The authors have no competing interests to declare

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