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The Effect Perceived Supervisor Trust on Organizational Commitment: The Mediating Role of Job Burnout

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Abstract: Employee welfare and the quality of relationships between leaders and subordinates are widely recognised as essential determinants of organisational success. These factors play a critical role in shaping employees' attitudes, particularly their level of organisational commitment. In line with this perspective, this study aims to examine the effect of perceived superior trust and job burnout on organisational commitment, as well as to determine whether perceived superior trust influences job burnout. This study involved all 45 employees of PT Yogyakarta Tugu Televisi as respondents, representing the entire population. Data were collected through questionnaires and analysed using the Partial Least Squares–Structural Equation Modelling (PLS-SEM) approach. Before hypothesis testing, the reliability and validity of the research instruments were verified. Model evaluation included model fit testing, R-square values, effect sizes (f^2), and bootstrapping procedures. The results showed that perceived superior trust had a significant effect on organisational commitment, and job burnout also had a significant effect on organisational commitment. However, perceived superior trust did not have a significant effect on job burnout. These findings confirm that relationships built on trust can strengthen employees' commitment to the organisation, while job burnout serves as a determining factor in how well employees can sustain that commitment.

Keyword: Job Burnout, Organizational Commitment, Supervisor Trust.

INTRODUCTION

Organizational commitment reflects employees' emotional attachment, loyalty, and involvement toward their organization, driving them to contribute to the achievement of organizational goals (Hermanto *et al.*, 2024). This commitment ensures that an individual will be loyal to their job by complying with all rules and objectives (Hidayanto, 2022). High levels of organizational commitment are essential for maintaining employee performance, reducing turnover intention, and achieving sustainable productivity.

One key antecedent of organizational commitment is perceived superior trust. Trust in the workplace refers to employees' belief in the honesty, reliability, and integrity of their superiors properly (Lin *et al.*, 2024). When trust is well established, it strengthens superior–subordinate relationships, fosters psychological safety, and enhances employees' sense of

belonging and commitment to the organization (Dominguez *et al.*, 2020). Therefore, superior trust serves as a psychological foundation for building mutual respect and organizational stability.

Another factor influencing organizational commitment is job burnout, a psychological condition characterized by emotional exhaustion, reduced work engagement, and feelings of incompetence properly (Lin *et al.*, 2024). Prolonged burnout can reduce employees' enthusiasm and attachment to the organization if not properly managed. Studies have shown that burnout negatively affects employees' performance, motivation, and organizational loyalty.

This issue is particularly relevant in public organizations such as PT Yogyakarta Tugu Televisi, a local media company that operates in a highly dynamic and competitive environment. Based on preliminary interviews, employees are required to be creative, adaptive to technological changes, and responsive to audience needs. They must not only ensure timeliness and content quality but also maintain the company's reputation amidst intense competition. The public also perceives Jogja TV as an important local station, although there are expectations for continuous improvement in program quality and content innovation (*Maps Jogja Tv*, 2025). These conditions highlight the need for effective management support, open communication, and trust-based superior-subordinate relationships. However, high job demands, tight deadlines, and increased responsibilities can also create psychological strain, leading to job burnout if not supported by adequate organizational resources. If these conditions are not balanced with proportional workload management and adequate organisational support, employees may experience psychological pressure that leads to job burnout. Employee burnout can affect performance quality, reduce motivation, and decrease attachment and loyalty to the organisation (Dominguez *et al.*, 2020).

Previous research also shows inconsistencies regarding the influence of perceived superior trust and job burnout on organizational commitment. Superior trust was found to have a significant positive impact on organizational commitment (Hidayat, 2019). But other research has shown a negative effect. (Septiana *et al.*, 2024). Similarly, job burnout has been reported to have a negative impact on organizational commitment (Sarisik *et al.*, 2019), while other studies have found a positive effect (Gareh *et al.*, 2023). This difference in results indicates an important research gap that needs to be re-examined.

Based on this description, this research aims to examine the influence of perceived superior trust on organizational commitment with job burnout as a mediating variable in employees of PT Yogyakarta Tugu Televisi. This research is expected to provide theoretical contributions to the development of literature related to human resource management as well as practical contributions for companies in increasing organizational commitment through effective management of superior-subordinate relationships and workload.

In the modern workplace, the relationship between superiors and subordinates plays a crucial role in creating a healthy organizational climate. One key factor is the trust subordinates feel toward their superiors. Perceived superior trust can effectively foster organizational commitment because employees who feel trusted are more likely to evaluate their relationships with their superiors positively, resulting in a strong emotional bond with the organization (Lin *et al.*, 2024). Previous research supports this, where superior trust has been shown to increase affective commitment (Kang *et al.*, 2015). Other studies also demonstrate a direct relationship between superior trust and organizational commitment (Wayan *et al.*, 2025; Chairunnisa *et al.*, 2025).

H1: Perceived superior trust positively affects organizational commitment.

Burnout or work exhaustion, is a psychological condition that arises when work demands exceed an employee's physical and emotional capacity. This decreased ability to work,

accompanied by common symptoms such as lethargy and burnout, is what we call exhaustion (Proboningrum *et al.*, 2025). The converse is also true; low levels of trust can accelerate burnout, leading to decreased productivity. Previous research also shows that leadership style plays a role in influencing burnout levels, (Lin *et al.*, 2024). *while* support from superiors has been shown to have a direct impact on reducing *burnout* (Syahrin *et al.*, 2025). Therefore, superior trust can serve as a protective factor that reduces the risk of *burnout* while maintaining employee well-being.

H2: Perceived superior trust negatively affects job burnout.

Job burnout not only impacts individual productivity, but also influences the extent to which employees are committed to the organization. Job burnout has various criteria, including physical and psychological exhaustion, decreased motivation, burnout, decreased productivity levels, and decreased physical performance (Raihan *et al.*, 2025). This condition can cause employees to lose attachment and loyalty to the organization, and feel unable to meet job demands properly (Lin *et al.*, 2024). Previous research has shown that job burnout has a negative impact on organizational commitment (Saririk *et al.*, 2019). Similar results are also shown by other studies that found a negative relationship between *burnout* and organizational commitment (Sukarno, 2024). Other studies support these findings that job burnout does not have a significant impact on organizational commitment (Armi *et al.*, 2023). In line with that, other studies also confirm the hypothesis that job burnout has a negative impact on organizational commitment (Choirunnisak *et al.*, 2020).

H3: Job burnout negatively affects organizational commitment.

Burnout can also mediate the relationship between supervisor trust and organizational commitment. Trust from superiors can foster a sense of responsibility, strengthen work relationships, and reduce burnout. Therefore, low burnout encourages employee loyalty and commitment. Research previously show style leadership influence *burnout* (Zopiatis *et al.*, 2010). Other research also confirms that support superior capable lower *burnout* level (MacLas *et al.*, 2021). Recent findings also confirm that burnout mediates the relationship between perceived superior trust and organizational commitment (Lin Mi *et al.*, 2024). Therefore, that, *burnout* own role important in bridge connection between trust superior with Organizational Commitment.

H4: Job burnout mediates the relationship between perceived superior trust and organizational commitment.

METHOD

This study employed a quantitative approach using the survey method. This method was chosen as it aligns with the research objective, namely to test the formulated hypotheses and obtain data that can be statistically analyzed. The research was conducted at PT Yogyakarta Tugu Televisi in May 2025, focusing on analyzing the effect of perceived superior trust on organizational commitment through job burnout. The research subjects included all employees of PT Yogyakarta Tugu Televisi, totaling 45 individuals, with data collected using the census method. This method was selected to ensure that the research results provide a comprehensive description of the organizational condition without potential sampling bias.

The research instrument was a questionnaire utilizing a five-point Likert scale, where a score of 1 indicated “strongly disagree” and a score of 5 indicated “strongly agree.” Before distribution, the instrument underwent validity and reliability testing to ensure the feasibility and consistency of the data. Data analysis was performed using Partial Least Squares–Structural Equation Modeling (PLS-SEM), which included model fit testing, R-square analysis, hypothesis testing for both direct and indirect effects, and calculation of the effect

size (f^2). Through this procedure, the study is expected to provide a comprehensive understanding of the relationships among the examined variables.

This questionnaire measures three main variables, namely perceived superior trust, work burnout, organizational commitment. Perceived superior trust is measured with 7 items based on questions (Dietz et al., 2006), such as "I can expect my top supervisor to treat me consistently". Burnout is measured using five items adapted from Cavanaugh et al. (2020), which refer to the original conceptual framework developed by Williams (1999), such as " I am really exhausted and experience one or two symptoms of burnout, such as physical and emotional exhaustion". And organizational commitment is measured with 9 items based on questions (Low et al., 2001), such as "This organization really inspires me to give my best in my job performance".

RESULTS AND DISCUSSION

CHARACTERISTICS OF RESPONDENTS

Based on Table 1, most respondents in this research were male, 24 people (53.3%), while female respondents numbered 21 people (46.7%). This shows that the composition of the workforce at PT Yogyakarta Tugu Televisi is still dominated by men, who are generally considered to have stronger physical abilities, resulting in being able to support jobs that require extra energy. Viewed by age group, the largest number of respondents were in the 20-30 year range, 19 people (42.3%), followed by the 31-40 year age group, 11 people (37.6%), 41-50 year age group, 9 people (6.6%), and respondents aged over 50 years, 6 people (13.5%). This composition shows that most employees are in their productive age, resulting in having prime physical condition, high work motivation, and good adaptability to job demands. In terms of their most recent education, respondents were dominated by bachelor's/master's/doctoral graduates (33 people) (73.3%), while 7 had diplomas (15.6%), and 5 had high school degrees (11.1%). This situation illustrates that most employees have a higher educational background, as a result, they are expected to be able to carry out their duties well, understand job responsibilities, and possess skills that support improved organizational performance.

Table 1. Respondent Characteristics

Kategori	Ket.	Jumlah	Persentase
Gender	Male	24	53.3%
	Female	21	46.7%
Age	20-30 years	19	42.3%
	31-40 years	11	37.6%
	41-50 years	9	6.6%
	>50 years	6	13.5%
Last Education	Senior High School	5	11.1%
	D1/D2/D3/D4	7	15.6%
	S1/S2/S3	33	73.3%

Source: Primary data processed 2025

Validity and Reability Test

Table 2 summarizes the validity and reliability test results. An indicator is considered valid if its loading factor exceeds 0.50. Based on the test results, the perceived superior trust variable has a loading factor between 0.610 and 0.820, the job burnout indicator between 0.710 and 0.863, and the organizational commitment indicator between 0.574 and 0.838. All values are above 0.50, concluding that all indicator items are valid. Furthermore, the Cronbach's Alpha values for the perceived superior trust (0.764), job burnout (0.841), and organizational commitment (0.756) all exceed 0.70. Similarly, the composite reliability values (ρ_a and ρ_c) for each variable are above 0.70, and the AVE value exceeds 0.50. Therefore, this research

instrument has met the reliability and validity criteria and is therefore suitable for further analysis.

Table 2. Results Validity and Reliability Test

Variables	Indicator	Loading Factor	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Perceived Superior Trust (PST)	PST2	0.610	0.764	0.764	0.839	0.514
	PST4	0.752				
	PST5	0.820				
	PST6	0.644				
	PST7	0.731				
Job Burnout (JB)	JB1	0.710	0.841	0.889	0.883	0.603
	JB2	0.747				
	JB3	0.863				
	JB4	0.825				
	JB5	0.744				
Organizational Commitment (CO)	CO1	0.574	0.756	0.756	0.838	0.515
	CO5	0.677				
	CO7	0.707				
	CO8	0.625				
	CO9	0.838				

Source: Primary data processed 2025

Uji Model Fit

Based on the model fit test results, it is known that the SRMR value of 0.149 exceeds the limit of 0.10, so it can be concluded that the model does not fit. Furthermore, the d-ULS test obtained a value of 2.66, which is above 0.05, and the dG test of 1.427 also meets the criteria (<0.05). Although the d-ULS and dG values meet the acceptable thresholds, the SRMR, NFI, and Chi-Square results indicate that the model does not fit the data as a whole. The hi-Square test produced a value of 263.311, which exceeds the Chi-Square table value (24.996), so the criteria are not met and the model is said to be unfit. Similarly, the NFI value of 0.452 is still far from the ideal value of 1, indicating that the model is not yet suitable (not fit). Meanwhile, the GoF value of 0.422, which is higher than 0.336, indicates that this model is in the strong fit category based on this measure. Furthermore, the Q² Predictive Relevance test results show that the Organisational Commitment variable has a Q² value of 0.393 (>0), which means it has strong predictive power. However, the Job Burnout variable obtained a Q² value of -0.008 (<0), which indicates that this variable has low predictive relevance. Thus, although there are several indicators that show model fit, the overall results do not fully support the model's suitability. Therefore, this model cannot be categorised as a good fit or partial fit. These results indicate that the model still needs refinement in order to achieve an acceptable level of fit overall.

Table 3. FIT Model Test Results

Parameters	Role of Thumb	Mark Parameters	Information
SRMR	More small from 0.10	0.149	Not FIT
d-ULS	>0.05	2.66	FIT
dG	>0.05	1,427	FIT
Chi Square	X^2 statistic $\geq Z^2$ table C hi-square / $df \leq 3$	263,311>24,996	Not FIT
NFI	Approach value 1	0.452	Not FIT
GoF	small GOF), 0.25 (moderator GOF), 0.336 (strong GOF)	0.422	FIT

Parameters	Role of Thumb	Mark Parameters	Information
Q ² Predictive Relevance	Q ² >0; Has predictive relevance Q ² <0 ; Less own predictive relevance 0.02 (Weak) 0.15 (Moderator), 0.35 (Strong)	Q ² Organizational Commitment 0.393>0 Q ² Burnout -0.008>0	Predictive Strong Not enough Predictive

Source: Primary data processed 2025

R - SQUARE (R²)

R-Square (R²) is used to understand how much an independent variable can explain a dependent variable. The higher the R² value, the stronger the model's ability to explain variations in the dependent variable.

Table 4. Results of the R Square Test (R²)

Variables	R-square	R-square adjusted
Job Burnout	0.030	0.008
Organizational Commitment	0.625	0.607

Source: Primary data processed 2025

Based on Table 4, the R² value for job burnout is 0.030 (Adjusted 0.008), indicating that the independent variable only explains 3% of the variation in job burnout. This indicates that the model has very weak explanatory power for the mediating variable, so the role of job burnout in bridging the relationship between the variables requires more critical examination. Meanwhile, the R² value for organizational commitment is 0.625 (Adjusted 0.607), indicating that the independent variable explains 62.5% of the variation in organizational commitment. This value is considered strong, indicating that the model has good predictive power for this variable.

The low R² value for job burnout indicates that other factors outside the model have the potential to have a greater influence on the emergence of job burnout. This suggests that perceived supervisor trust is not the sole primary determinant in explaining employee burnout levels at PT Yogyakarta Tugu Televisi. This condition also weakens the role of job burnout as a mediating variable, because its explanatory contribution to the relationship between perceived supervisor trust and organizational commitment becomes less significant. Therefore, further research is needed that considers other variables so that the mediation model can provide a more comprehensive understanding of the factors that influence employee commitment to the organization.

Hypothesis Testing

The significance test in PLS-SEM aims to understand whether the relationship between latent variables in the model is statistically significant. This test is conducted using the bootstrapping technique, a resampling process to obtain the path coefficient and its standard error. The results of the analysis are indicated by the t-statistic or p-value, where a relationship is considered significant if the p-value is less than the specified significance level (0.05 in this study). A significant path coefficient indicates statistical support for the relationship between the independent and dependent variables, thus, the research independence is acceptable. The following presents the bootstrapping results of the research model for direct and indirect effects.

Table 5. Results of Path Coefficient Bootstrapping direct effect

Path Coefficient	Original Sample (O)	T Statistics	P values	Note:
Job Burnout -> Organizational Commitment	-0.427	3,283	0.001	Proven
Perceived Superior Trust -> Job Burnout	-0.174	0.88	0.379	Not Proven
Perceived Superior Trust -> Organizational Commitment	0.595	4,357	0.000	Proven

Source: Primary data processed 2025

Results show job burnout impact significant to Organizational Commitment with number coefficient amounted to -0.427, T statistic 3.283 (>1.96), and P value 0.001 (<0.05). This means that the higher the level of job burnout, then the more low Organizational Commitment employees. meanwhile, perceived superior trust no impact significant to job burnout with number coefficient -0.174, T statistic 0.880 (<1.96), and P value 0.379 (>0.05). This shows superior trust is not strong enough to reduce job burnout. Meanwhile perceived superior trust impact significant to Organizational Commitment with number coefficient 0.595, T statistic 4.357 (>1.96), and P value 0.000 (<0.05). This means that the more tall trust subordinate to the boss, the greater the Organizational Commitment owned.

Table 6. Results Pot Coefficient Bootstrapping Indirect effect

Path Coefficient	Original Sample (O)	T Statistics	P values	Note:
Perceived Superior Trust -> Job Burnout -> Organizational Commitment	0.074	0.742	0.458	Not proven

Source: Primary data processed 2025

Of the indirect effect test show that perceived superior trust in organizational commitment through job burnout has no significant impact, with a coefficient of 0.074, a T statistic of 0.742 (<1.96), and a P value of 0.458 (>0.05). This means job burnout is not capable of becoming a mediating variable.

EFFECT SIZE (F²)

Effect size (f) is used for evaluate to what extent the variables free give influence to prediction variables dependent . Measurement this implemented with method see change R² value when variables free certain issued from the model. The f value is categorized small If not enough from 0.02, moderate If is in the range of 0.02 to 0.15 and is large If more from 0.35. Through f calculation, researcher can know variables which one is the most dominant influence to variables dependent, as a result give greater understanding clear related connection between latent variables in modeling study.

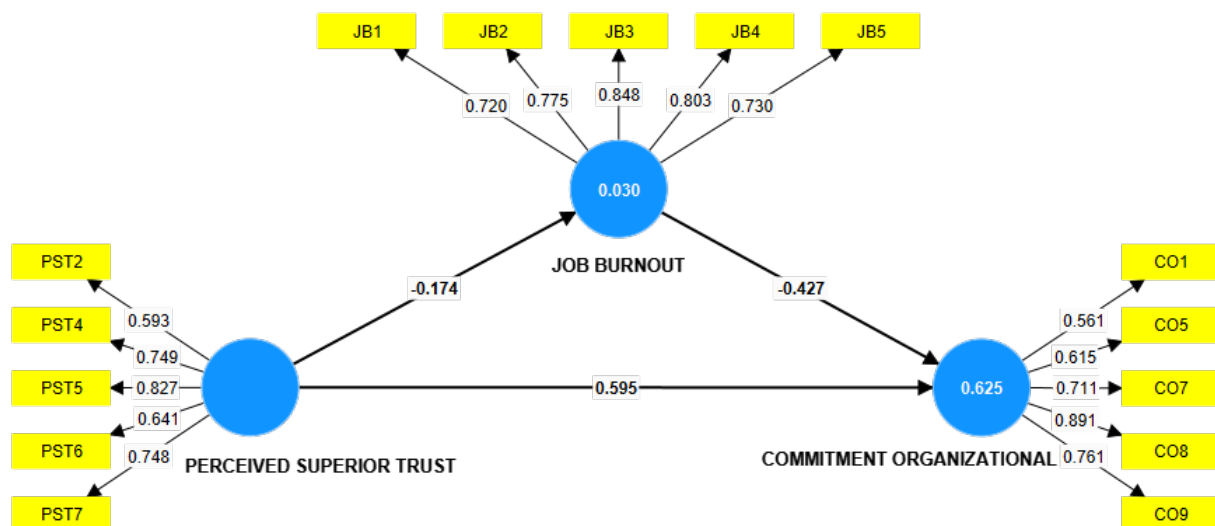
Table 7. Effect Size (F^2) Test Results

Variables	Job Burnout	Perceived Superior Trust	Organizational Commitment
Job Burnout			0.470
Perceived Superior Trust	0.031		0.914
Organizational Commitment			

Source: Primary data processed 2025

Results of the effect size (f^2) test show that job burnout on organizational commitment has a value of 0.470, which falls into the large category. This means that job burnout has a strong influence in explaining the variation in organizational commitment. Meanwhile, perceived superior trust on job burnout has a value of 0.031, which falls into the weak category, indicating that its influence is relatively small. Furthermore, perceived superior trust on organizational commitment has a value of 0.914, which falls into the very large category, showing that this variable is the most dominant factor influencing organizational commitment compared to other variables.

Figure 1 shows the results of the path analysis using PLS-SEM, which illustrates the relationships between latent variables. Perceived superior trust has no significant impact on job burnout, with a coefficient value of -0.174, while it has a significant impact on organizational commitment with a coefficient value of 0.595. Job burnout significantly impacts organizational commitment with a coefficient value of -0.427. The R-square value is 0.030 for the job burnout variable and 0.625 for organizational commitment, which means that the model is able to explain 62.5% of the variation in organizational commitment, whereas the variation in job burnout can only be explained by 3%. This indicates that superior trust plays an important role in building organizational commitment, while its influence on job burnout is relatively small.



Source : Data Manager

Figure 1. Results After Test Analysis Factor

Discussion

Influence Perceived Superior Trust Against Organizational Commitment

The results of the H1 test indicate that trust in superiors significantly influences organizational commitment. This finding reinforces the view that trust is the foundation of healthy social relationships in the workplace. When employees perceive their superiors as

possessing integrity, honesty, and consistency, they will feel psychologically safe to contribute and commit to organizational goals.

Theoretically, these results can be explained through social exchange theory Blau (1964), which states that social relationships in the workplace are based on the principle of reciprocity. Trust from superiors creates a positive perception in employees that they are valued and recognized for their contributions. As a form of reciprocity, employees demonstrate greater loyalty and commitment to the organization. Thus, trust is not only a form of interpersonal relationship but also a psychological mechanism that strengthens the emotional bond between employees and the organization.

From the descriptive analysis, the indicator with the lowest average score was "my superior is always honest and open" (mean = 3.28). This indicates that some employees still feel limited openness in communication with their superiors. Conversely, the indicator with the highest average score was "I believe my superior has high integrity" (mean = 3.91), indicating a positive perception of the leader's credibility and morality. Theoretically, these findings expand understanding of social exchange theory by emphasizing that trust is not only built through perceptions of integrity but also relies heavily on the quality of two-way communication. Openness and transparency in leadership are crucial factors in strengthening trust and commitment. In other words, without honest and open communication, social exchange relationships are not fully effective in fostering employee affective commitment.

The findings of this study also align with research showing that trust in superiors plays a crucial role in strengthening employee organizational commitment (Wayan *et al.*, 2025). Furthermore, this study aligns with findings confirming that relationships based on trust can enhance emotional attachment between employees and the organization (Kuswandi *et al.*, 2025).

The Influence of Perceived Superior Trust on Job Burnout

The results of the second hypothesis (H2) testing show that trust in superiors does not have a significant effect on job burnout. This finding can be explained through the Job Demands–Resources (JD-R) Theory proposed by Bakker (2004), which states that job burnout arises when job demands exceed the resources available to individuals (job resources). Within this theoretical framework, trust in superiors falls under the category of social resources, which can provide emotional and psychological support to employees. However, when job demands such as heavy workloads, time pressure, and high responsibilities are not balanced with the availability of adequate resources, trust in superiors alone is not strong enough to reduce job burnout levels.

In other words, good interpersonal relationships between superiors and subordinates can indeed create a sense of psychological security, but they do not automatically reduce job burnout if external pressures and organisational demands remain high. This finding is consistent with research explaining that trust or support from superiors does not always play a significant role in reducing burnout levels, especially when workloads and workplace pressures are high (Icekson *et al.*, 2024).

Empirically, the results of the study show that the indicator with the lowest average score is 'I do not enjoy my work and am beginning to feel signs of job burnout' (mean = 2.20), indicating that most employees have not yet experienced severe burnout symptoms. Meanwhile, the indicator with the highest average is 'I feel very tired and often wonder if I can continue this job' (mean = 2.60), which indicates that a small number of employees are beginning to experience early symptoms of job burnout.

Academically, these results provide an opportunity for future research to further explore the conditions and mechanisms that may strengthen the relationship between trust in superiors and job burnout. Future studies could focus on developing a more comprehensive

understanding of how such trust operates within different work pressure contexts, so that subsequent research may reveal a more consistent and significant relationship.

The Effect of Job Burnout on Organizational Commitment

The results of testing the third hypothesis (H3) show that job burnout has a significant effect on organisational commitment. This relationship can be explained through the Conservation of Resources Theory proposed by Hobfoll (2012). This theory asserts that individuals strive to acquire, maintain, and protect valuable resources such as energy, motivation, and emotional stability. When these resources are depleted due to prolonged work pressure, employees will experience job burnout, which ultimately reduces their commitment to the organisation.

Empirically, the indicator with the lowest average value was 'I would accept almost any type of task to remain in this organisation' (mean = 3.53), indicating that some respondents did not have a strong motivation to accept various additional tasks when job burnout levels increased. Meanwhile, the indicator with the highest average score was 'I am very happy to have chosen this organisation over other organisations' (mean = 3.97). This illustrates that despite experiencing job burnout, most employees still feel pride and satisfaction towards their organisation, indicating that affective commitment is still relatively intact despite high work pressure. From a theoretical perspective, these findings provide an important contribution to deepening our understanding of the relationship between work burnout and organizational commitment. The results show that when individuals experience emotional and psychological exhaustion, their ability to maintain commitment to the organization also decreases. This reinforces the view that organizational commitment is not only influenced by structural factors or the work environment but also depends heavily on employees' internal conditions in maintaining a balance of psychological resources. In other words, the better individuals are able to manage work burnout, the stronger their commitment to the organization will be.

These findings are consistent with previous research indicating that burnout negatively affects organizational commitment by reducing employee motivation and emotional attachment (Gustina *et al.*, 2022). Prolonged exhaustion diminishes employees' capacity to contribute effectively, leading to a gradual withdrawal from their work responsibilities and weakening their sense of belonging to the organization.

Job Burnout Mediating The Relationship Between Perceived Superior Trust To Organizational Commitment

The results of the H4 test showed that job burnout was unable to mediate the relationship between perceived superior trust and organizational commitment. Therefore, the mediation hypothesis was not proven because the path of influence of superior trust on job burnout was not significant, resulting in job burnout not being able to function as a mediator in the relationship. This shows that although superior trust has a direct impact on organizational commitment, this influence does not operate through job burnout, but is more influenced by other factors not examined in this research. This finding is in line with research that reveals that supervisor support or trust is not always significantly related to burnout (Icekson *et al.*, 2024). Therefore, it can be concluded that the relationship between superior trust and organizational commitment tends to be direct, while job burnout is not the main mechanism that mediates this relationship.

CONCLUSION

Research conducted on employees at PT Yogyakarta Tugu Televisi shows that trust in superiors significantly influences organizational commitment. This indicates that the higher an employee's level of trust in their superiors, the stronger their emotional resilience and loyalty

to the organization. Furthermore, the study also shows that job burnout significantly influences organizational commitment. This means that high levels of job burnout can reduce employee commitment to the organization, thus requiring management's attention.

Practically, these findings emphasize the importance for companies to build trust-based relationships between superiors and subordinates and to manage employee burnout levels through workload management, psychological support, and a healthy work environment. These efforts can help maintain employee commitment and performance on an ongoing basis.

From a theoretical perspective, these findings enhance understanding of the relationship between trust in superiors, job burnout, and organizational commitment. The results confirm that job burnout can be a psychological mechanism that weakens employee commitment when emotional resources cannot be optimally maintained under work pressure.

For future research, it is recommended that a more in-depth exploration of the role of other variables, such as job satisfaction, intrinsic motivation, or perceived organizational support, be conducted as either mediators or moderators. This approach could strengthen our understanding of the mechanisms linking trust, burnout, and organizational commitment.

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