This is Interesting! High-Performance Work Systems, Empowering Leadership and Burnout for Employee Job Satisfaction

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ABSTRACT

Currently, industrial competition has found many problems that cause business failure. This business failure can be overcome by preparing superior and good employees or human resources. Lack of job satisfaction certainly has a big impact on the development of the company. This study examines the influence of HPWS, Burnout and Empowering Leadership on Job satisfaction in automotive companies in Indonesia. This research is quantitative research. Data collection was conducted online starting in 2023, using google form which resulted in 295 selected respondents. The survey data were then analysed using the Partial Least Square - Structural Equation Model (PLS-SEM) method. The findings of this study indicate that, HPWS has a positive effect on Burnout, HPWS has a positive effect on Job satisfaction, Empowering leadership has no significant effect on Burnout, Empowering leadership has a positive effect on Job satisfaction, Burnout has no significant effect on Job satisfaction and Burnout does not significantly moderate the relationship of HPWS on Job satisfaction. This study provides managerial implications for moving companies, to be able to increase motivation and direction so that employees feel they belong to the company and generate personal commitment to achieving goals with management. A comfortable work environment will also make employees feel comfortable at work and can continue to improve employee performance in the company.

Keywords: High Perfomance Work System, Burnout, Empowering Leadership, Job Satisfaction

INTRODUCTION

Job satisfaction affects either at the individual employee level affecting health and well-being; or at the organizational level affecting productivity, absenteeism and employee turnover (Lange, 2021). Job satisfaction describes how satisfied a person is with their job. In addition, job satisfaction in the workplace is a manifestation of a happy mental state, the result of which is quality work (Jia et al., 2017; Gazi et al., 2022). The state of calm and relaxation that is one of the determinants of an employee's job satisfaction is obtained in different ways at different levels (Jongo et al., 2019). The job satisfaction of industrial workers is very important to protect the interests of industrial organizations (Yang et al., 2019). Job satisfaction makes employees more productive, brings mental stability and keeps them interested in working for a long time. In addition, employees who are satisfied with their jobs will also like and regard the organization as their own and be more ready to be a good partner in various situations. Lack of job satisfaction causes employees to become sluggish, avoid work, seek exit from the organization, lose attachment to the organization and increase absenteeism (Baeza et al., 2018). Labor turnover has also increased due to lack of job satisfaction. Such a situation is not at all favorable for the establishment of industry, productivity growth becomes difficult and the pace of development slows down. In order for the company to continue to progress and develop, employee satisfaction must be prioritized.

Industrial competition is currently showing a very rapid increase, many problems are found that can lead to business failure. Business failure can be overcome by preparing superior and good employees or human resources (Irawati & Carollina, 2017). Given the important role of human resources in achieving company goals, serious efforts are needed in managing the company's human resources, especially to increase the productivity of human resources.

The benefits of implementing the High Performance Work System (HPWS) can increase job satisfaction and employee productivity, as well as the ability of employees to make better decisions (Combs et al., 2006). However, empirical studies have found inconclusive effects between HPWS and burnout (mental and physical exhaustion). While HPWS offers autonomy and flexibility in the workplace, at the same time, employees are also expected to put in extra effort in getting their work done. Thus in HPWS practices, employees may be faced with excessive workloads, high work speeds and tight deadlines and feel that they are forced to intensify their work to meet organizational interests (Kloutsiniotis et al., 2021; Ogbonnaya & Messersmith, 2019; Gulzar et al. 2014). On the other hand, HPWS management practices through the provision of HR skills training such as enhancing employees' actual potential, abilities, and strengths to perform tasks and the provision of clear (Shuttleworth, 2004) and consistent procedures that create a sense of procedural fairness and equality among employees (Kroon et

al., 2009) are alleged to reduce burnout.

Empowering leadership is a process of implementing power sharing with subordinates to adjust capabilities, avoid obstacles in achieving performance, and provide greater autonomy in decision making (Zhang, 2010). Empowering leadership tends to involve subordinates in the decision-making process, provide support, and increase job autonomy which can motivate them to achieve job satisfaction and other positive outcomes (Wang & Yang, 2021). Empowering leadership is manifested in several aspects, namely, participation in the decision-making process, professional development, status (perception of respect and appreciation), self-efficacy (perception of skills and competence), autonomy (the extent to which employees perceive control over their work), and impact (perception of their level of influence in the organization) (Knezovic & Musrati, 2018; Kim et al., 2017).

Based on the different findings in previous empirical studies regarding the relationship between HPWS and burnout above, this research was conducted to revisit the relationship between the two variables. However, there are some additions in the current study. First, this study seeks to further develop the model created by Dorta-Afonso et al. (2023) by adding empowering leadership variables. It is hoped that this can provide a more holistic explanation of how job satisfaction is formed. Second, this study was also conducted with a sample drawn from employees working in the automotive industry in Indonesia. In addition,

there is very little research related to HPWS in Indonesia.

The purpose of this study was to determine how much influence HPWS has on burnout and job satisfaction, empowering leadership on burnout and job satisfaction, and the mediating role of burnout on the relationship between HPWS and job satisfaction. It is hoped that this research can contribute both academically by increasing the availability and depth of empirical and practical studies for the business world, especially in the field of HR management by offering strategic instruments that can be considered to increase employee satisfaction.

LITERATURE REVIEW
1. HPWS

Bieńkowska et al. (2022) stated that, when companies develop HPWS-related practices such as training, workplace redesign, and so on. Employees will feel that their employers care about employees' occupational health and safety. Therefore, HPWS can be considered as one of the many supporting resources of the organization. Conversely, employees who feel respected, valued and treated well by their superiors (through HPWS) will reciprocate with positive attitudes and behaviors towards the organization (Cropanzano & Mitchell, 2005; Hussien et al., 2021).

Qi et al. (2021) argue that HPWS practices such as training can improve employees' skills, which can help them in their career development. Participation and promotion practices can help

employees identify and utilize resources to improve performance if the organization supports and cares about them; and increased participation practices express that the company treats employees as partners so that they feel the company values them and their contributions.

2. Burnout

Burnout is a work-related psychological syndrome resulting from long-term exposure to chronic job stress that results in physical, emotional, and mental exhaustion (Maslach *et al.*, 2001). Burnout consists of three dimensions (Maslach *et al.*, 2001), accompanied by a feeling of emotional exhaustion, which leads to the development of a cynical attitude towards one's work and ultimately leads to a tendency to evaluate oneself negatively and have difficulty achieving anything at work, i.e., reduced personal effectiveness (Maslach & Leiter, 2016).

Burnout causes them to distance themselves from their work, which leads to a cynical indifference to their responsibilities. It is then difficult for employees to feel successful, which causes them to feel ineffective at work. The effects of burnout on employees and organizations have been widely documented. Burnout has a huge impact on organizations, as it can directly affect employee health, employee absenteeism (Jurado *et al.,* 2018) and employee turnover (Maslach & Leiter, 2016). Despite its importance, there has been little research in Human Resources

Management (HRM) on how to reduce employee burnout (Fan *et al.*, 2014).

3. Empowering Leadership

Amundsen & Martinsen (2014) explains that empowering leadership is a process carried out to influence subordinates through the sharing of power, support and motivation with the aim of promoting the experience that exists within employees about the ability to work independently within the limits of the strategy and goals of an organization as a whole. Empowering leadership is a leadership that targets subordinates to always develop their own self-control, employees are always encouraged to participate in making decisions (Liu *et al.*, 2003). Pearce *et al.* (2003) explains Empowering leadership is the development of four leadership typologies including directive leadership, transactional leadership, transformational leadership and empowering leadership itself

4. Job Satisfaction

Job satisfaction refers to the feelings that arise from employees' perceptions of how well their jobs meet their needs (Kong *et al.*, 2018). Job satisfaction is an employee's affective reaction to their job (Fields, 2002). Job satisfaction reflects how people feel about their jobs and various aspects of work (Spector, 1997). Job satisfaction refers to a person's pleasant or positive emotional state, resulting from an appraisal of one's job or work experience (Locke, 1976). Locke (1969) argues that job satisfaction refers

to a pleasant emotional state that is the result of assessing work as an achievement or achievement of work values.

HYPOTHESIS DEVELOPMENT
1. The relationship between HPWS and Burnout

HPWS reduces workload when management provides a more supportive environment and has more social resources (Voorde et al., 2012). In other words, HPWS provides clear and consistent procedures that create a sense of procedural fairness and equality among employees, which helps reduce burnout (Kroon *et al.*, 2009). Management's role in HPWS focuses on motivating employees by providing intrinsic rewards, which reduces employee stress levels (Torre, 2012). Castanheira & Chambel (2010) revealed that HR engagement systems reduce worker burnout..

Fan *et al.* (2014) found HPWS to be negatively related to burnout. In line with that, Kilroy *et al.* (2016) found that HPWS has a negative effect on burnout. Similarly, Harley *et al.* (2010) found that training and performance management have a negative effect on burnout. In other words, implementing best HR practices reduces burnout among employees (Vanhala & Tuomi, 2006). Based on the explanation above, the first hypothesis of this study is:
H1: HPWS has a significant effect on burnout

2. The relationship between HPWS and Job Satisfaction

Employees feel satisfied when the company gives them the opportunity to take part in the decision-making process, provides training to improve their knowledge and skills, clear communication between hierarchies (Guest, 1999; Guzzo & Noonan, 1994). Huang *et al.* (2016) found that in transportation companies, employees' perceptions of safety climate correlated with higher job satisfaction, as these perceptions indicated that the organization met their basic safety needs and was conducive to their well-being. Study conducted by Teoh *et al.* (2016) found that encouraging managerial behavior (e.g., providing constructive feedback, or improving job characteristics) positively affects employee job satisfaction because such behavior makes employees feel valued.

Several empirical studies have found that HPWS increases employee satisfaction in goods processing companies such as the airline industry (Teoh *et al.*, 2016), engineer (García-Chas *et al.*, 2016), manufacturing (Wei *et al.*, 2010). In addition, HPWS was also found to be positively correlated with employee satisfaction in service companies such as education (Bashir *et al.*, 2011), hospitality (Dorta-afonso *et al.*, 2021), banking (Haider *et al.*, 2020) and other activities (Fabi *et al.*, 2015). Based on the description above, the second hypothesis is:
H2: HPWS has a positive effect on job satisfaction.

3. **The relationship between Empowering Leadership and Burnout**

Several studies have found that support and respect from supervisors protect employees from burnout (Kanste *et al.*, 2007). When employees perceive their leader's behavior as somewhat empowering for example, encouraging participation in decision making, expressing confidence in high performance, and encouraging goal achievement, then burnout is reduced (Greco *et al.*, 2006). The study of Bobbio *et al.* (2012) showed a direct negative effect of the leadership empowerment training factor on burnout. Thus, the third hypothesis is:

H3: Empowering leadership has a negative effect on burnout.

4. **The relationship between Empowering Leadership and Job Satisfaction**

Empowerment leaders tend to delegate tasks among subordinates, including involving subordinates in the decision-making process, providing support, and increasing job autonomy that can motivate them to achieve job satisfaction and other positive outcomes (Wang & Yang, 2021). When knowledge is shared and managed under responsible leadership, which advocates ethics and empowerment for their staff, this can lead to improved individual experience which in turn can lead to positive outcomes (Amundsen & Martinsen, 2014). When employees are given an atmosphere of prosperity, support,

and development that includes autonomy, and encourages impact, it is likely that their level of satisfaction increases. As a result, this can have a positive impact on employees' psychological well-being (Khawand & Zargar, 2022). Appropriate leadership roles e.g. empowering, responsible and ethical are highly influential in improving the working environment for employees given the limitations that organizations face, and the resources available e.g. economics, risk management and change policy and management. Recent studies have emphasized the importance of these in the academic environment. Recent studies have emphasized their importance in the academic environment (Helland *et al.*, 2020; Rehman *et al.*, 2021; Telyani *et al.*, 2021; Yasmin *et al.*, 2021; Haider *et al.*, 2022). Thus, the fourth hypothesis is:

H4: Empowering leadership has a positive effect on job satisfaction.

5. **The relationship between Burnout and Job Satisfaction**

Herzberg (1964) states that there are certain factors that lead to job satisfaction and dissatisfaction in the workplace, also supporting this dimension of burnout; a company that devotes insufficient resources or creates an unethical environment may lead to employee cynicism and will then have a significant and positive relationship with workplace dissatisfaction, burnout, prolonged response to stressors, interpersonal and emotional, so it can significantly affect job satisfaction. Lower levels of

burnout lead to greater job satisfaction. With unrealistic personal expectations (Stevens & O'Neill, 1983), with excessive workload (Murray-Gibbons & Gibbons, 2007) and conflict in the workplace (Kuruüzüm *et al.*, 2008). Kwag & Kim (2011) also revealed that workplace inefficacy and disengagement are negatively related to job satisfaction. Wright & Bonett (1997) has found a significant and negative relationship between burnout and task performance leading to an unhealthy work environment and dissatisfaction among workers. Perrewe *et al.* (1993) found that increased cynicism significantly impacts job stress and dissatisfaction. Therefore, the fifth hypothesis of this study is:

H5: Burnout has a negative effect on job satisfaction.

6. **The mediating role of burnout in the relationship between HPWS and job satisfaction**

Van De Voorde *et al.* (2012) suggests that HPWS is a means to improve organizational efficiency at the expense of employee health due to work intensification (i.e. HPWS means higher work demands). Greater job demands require more physical and mental effort from employees. According to cybernetic stress theory Edwards (1992), HPWS can be a way in which the gap between employees' desired and experienced states increases, increasing stress and leading to higher levels of burnout. HPWS provides resources to workers, thereby reducing burnout (Bakker & Demerouti, 2017). HPWS helps employees better achieve their desired state, thereby reducing their stress levels (Edwards, 1992). HPWS reducing burnout has been empirically demonstrated in various fields of activity such as health (Bartram *et al.*, 2012; Fan *et al.*, 2014), telecommunications (Jyoti & Rani, 2019) and industry (Kloutsiniotis & Mihail, 2020). Key explanations include Jyoti & Rani (2019) that HR practices that increase skills, motivation, and opportunities reduce burnout, feelings of helplessness, and cynicism. Therefore, a recent study by Kloutsiniotis & Mihail (2020) showed that employee perceptions of HPWS were associated with greater resources and less demand in the workplace, leading to reduced employee burnout.

Burnout research has traditionally recognized the negative impact of burnout on employee attitudinal variables such as job satisfaction (Cordes & Dougherty, 1993; Moore, 2000). This means that employees may develop negative attitudes towards their jobs (i.e. lower job satisfaction) if companies do not manage burnout well. Research in the hospitality and tourism industry empirically captures the negative impact of burnout on job satisfaction (Cheng & O-Yang, 2018; Karatepe & Uludag, 2007). For example, Cheng & O-Yang (2018) recently proposed workplace design as a way for employees to attract more resources and thus increase their job satisfaction by reducing burnout. Therefore, HPWS can

reasonably be seen as a way for the Company to provide more resources to their employees that will help reduce their burnout, resulting in greater satisfaction. In other words, burnout can act as a mediating variable between HPWS and job satisfaction. Based on the previous discussion, it

seems reasonable to assume that HPWS can increase employee job satisfaction, partly due to its contribution in reducing burnout.

H6: Burnout mediates the effect of HPWS on job satisfaction

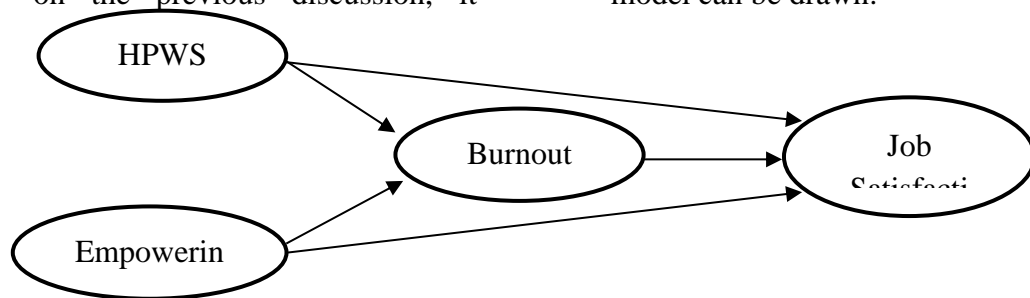From the hypothesis variables above, the following model can be drawn:

Figure 1. Research Framework

METHOD

The measurements of this study related to the variables studied were adopted from previous studies. The HPWS variable is measured by twenty-one items proposed by (Kloutsiniotis & Mihail, 2020), Burnout (BO) measured using five items developed by (Demerouti et al., 2010), Empowering Leadership (EL) was measured using a twenty-four-item scale of (Amundsen & Martinsen, 2014), and Job Satisfaction (JS) measured using a nine-item scale of (Adiguzel et al., 2020). Thus, the total operationalization of all variables amounted to 59 items.

We used survey data to test our hypotheses. To ensure the anonymity of the research subjects and allow them to express their opinions honestly, the data for this study was collected using the online survey platform google form, whose survey link was disseminated via Whatsapp.

Then each item is measured with the same five-point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree". The population of respondents in this study are employees who work in companies engaged in the automotive industry in Indonesia. With an unknown population, we applied purposive sampling with the criteria that the selected respondents are employees in automotive companies, have at least 1 year of work experience, and are over 17 years old. The minimum sample size required in this study was determined following Hair *et al*. (2018) which is 5-10 times the total number of indicators used. This study used a minimum sample of 295 respondents.

This study is a quantitative study with a cross-sectional design. To ensure the quality of the questionnaire used, we conducted Confirmatory Factor Analysis (CFA)

where the construct is declared valid if the Kaiser-Meyer-Olkin (KMO) Measures of Sampling Adequacy value and the anti-image correlation value on the Measure of Sampling Adequacy (MSA) > 0.50 and the construct is declared reliable if the Cronbach's Alpha value > 0.60 (Hair *et al.*, 2018). Furthermore, to ensure that the data used is free from the Common Method Variance (CMV) problem that poses a threat to construct validity in self-administered surveys, we take preventive measures in the survey design and post-hoc tests. As a preventive measure, we ensured that respondents knew that their anonymity and privacy rights were guaranteed. Furthermore, we also randomized the statements in the questionnaire which we hoped would reduce respondents' tendency to try to maintain consistency in their responses to questions (consistency motive) and the tendency to answer questions more because of general acceptance than their true feelings (social desirability) (Podsakoff et al., 2003). For the post-survey evaluation, we used Harman's Single Factor Test to test whether there is one variable that accounts for 50% or more of the total variance of all indicators used (Podsakoff & Organ, 1986). Finally, the survey data was then analyzed using the Partial Least Square - Structural Equation Model (PLS-SEM) method to conduct model feasibility testing and hypothesis testing.

RESULT
1. Test validity, reliability and CMV

Based on the results of the CFA analysis on the answers of 41 initial respondents to all research indicators, several results are shown. First, the component transformation matrix on the empowering leadership variable shows that the indicators are clustered into 2 components where the results of the component matrix and rotated component matrix show that the third dimension (goal-focus) represents the second component. Based on these results, we decided to remove the goal-focus dimension represented by 3 items. Second, 2 items of the Job satisfaction variable (JS07 and JS09) have MSA values <0.50 and 1 item (JS04) causes the indicator to cluster into 2 components. Therefore, we decided to remove these three items from the Job Satisfaction measurement. Finally, 53 other indicators have MSA values > 0.50 and KMO values ≥ 0.50, which means that the indicators used in this study can be said to be valid or can measure precisely. Then the Cronbach's Alpha (CA) value on all research indicators has also exceeded the value > 0.50, which means that all indicators used are reliable or trustworthy, so that the research instrument can be used as a measuring tool for the entire sample needed.

The Harman's Single Factor Test results show that the total variance explained from all indicators used is 45.094% less than 50%. Thus it is concluded that the data used is free from CMV problems.

2. **Respondent profile**

The questionnaire was distributed online according to the characteristics of the interviewees using google form. The survey obtained 343 responses, with 295 responses considered valid, resulting in a survey response rate of 86.01%. Based on the results of valid respondents, most respondents are male (60.6%), aged 18-26 years (84%), high school/vocational high school education level (72.6%), contract employment status (79.9%) and domiciled in Java (75.2%).

3. **Evaluation of the measurement model (outer model)**

Based on the evaluation of convergent validity and reliability, we found that almost all indicators fulfil these requirements because they have factor loading values > 0.70 and AVE > 0.50 (convergent validity) and CR and CA values > 0.70 (reliability) except for the Burnout and Job satisfaction variables which have CA values < 0.70. However, since CR is a better indicator in internal consistency testing (Peterson & Kim, 2013), we decided that both indicators still fulfil the convergent validity requirement. We also removed items BO01 and BO03 in the Burnout variable and JS01 and JS02 in the Job Satisfaction variable due to loading values <0.70. Testing discriminant validity using the cross loadings method shows that each indicator block has a higher correlation value for its respective construct than the correlation value of the indicator block with other constructs. Thus it is concluded that all indicators meet the requirements of discriminant validity. Based on the results of the above tests, we conclude that the data can explain the model and can be used further for structural model evaluation.

4. **Structural model evaluation**

The VIF value of the structural model shows that collinearity is not a critical problem because the VIF value is still below the tolerance threshold of 5 (Hair et al., 2019). Furthermore, the results of the fit evaluation of the structural model show an SRMR value of 0.070 (<0.10), a Chi-Square of 664.143 (>0.05) and an NFI value of 0.834 (<0.90), so it can be said that the structural model in this study is a good fit.

Then, the R2 value of the Burnout model of 0.409 indicates that the variation in HPWS and Empowering Leadership can explain 40.9% of the variation in Burnout while the remaining 59.1% is influenced by other variables not contained in the model. Then the R2 value of the Job Satisfaction model of 0.551 shows that HPWS, Burnout and Empowering Leadership can explain 55.1% of the variation in Job satisfaction while the remaining 44.9% is influenced by other variables outside the model. Thus, the research model can be said to have a moderate influence (Hair et al., 2019). Hypothesis testing on the structural model can be seen in Figure 2.
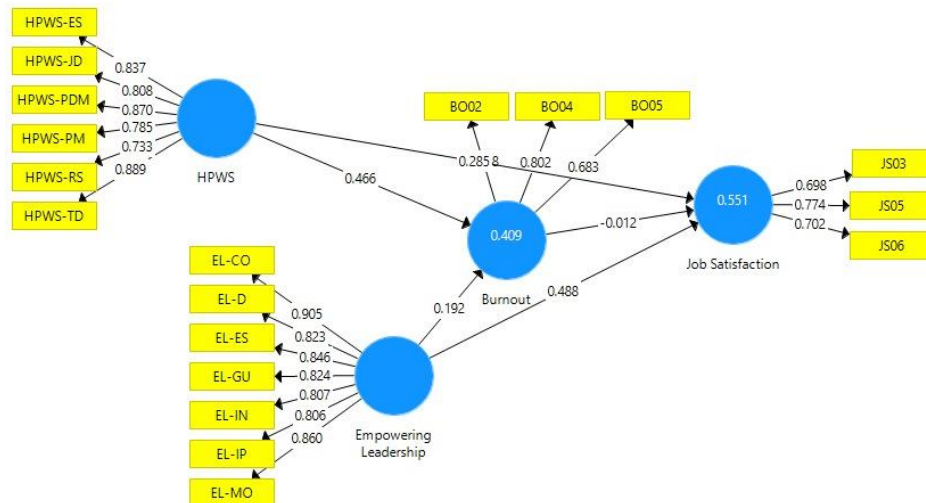
Figure 2. Path Diagram

DISCUSSION

In testing the hypotheses that have been carried out, there are several results. First, HPWS has a positive effect on burnout. This is because HPWS has a series of HR practices that can increase work pressure which causes tension, anxiety, frustration, fatigue and work overload. This finding is also supported by Kloutsiniotis *et al.* (2021), Ogbonnaya & Messersmith (2019) and Gulzar *et al.* (2014) who also found that HPWS can significantly cause burnout because it forces employees to make extra efforts in fulfilling their obligations to the company.

Second, HPWS has a positive effect on job satisfaction. This shows that the higher or better the HPWS practice will further increase the level of employee job satisfaction. This statement is supported by Dorta-Afonso et al. (2023) which shows the direct role of HPWS in generating positive employee attitudes of satisfaction at work. In addition, research from Alafeshat & Tanova

(2019) also supports that the perception that there is a positive relationship between HPWS and job satisfaction.

Third, this study shows that Empowering leadership has no significant effect on employee burnout. This means that burnout in employees is not significantly influenced by the Empowering leadership variable. This statement is supported by (Alam, 2017) who found that Empowering leadership has an insignificant effect on Burnout. This means that even though employees feel empowered, it is not significant to increase Burnout and does not reduce Burnout.

Fourth, Empowering leadership has a positive effect on Job Satisfaction. This is because employees are given an atmosphere of prosperity, support, and development that includes autonomy, and encouraging impact is likely to increase their level of satisfaction. The results of this study are in line with previous research which says that empowering leadership has a

positive effect on job satisfaction, by making efforts to assist subordinates until they can carry out their work will increase employee job satisfaction (Amundsen & Martinsen, 2014).

Fifth, Burnout has no significant effect on Job satisfaction. This shows that burnout is not significant in increasing employee job satisfaction. This can happen because the majority of respondents in this study have contract employment status (79.9%), which in fact has no guarantee of job security compared to employees with permanent employee status. When viewed from the theory of needs (Maslow, 1954) contract employees can be estimated to be at the bottom two levels of deficiency needs, namely the need to fulfil physiological needs and a sense of security. In this situation, individuals will have more motivation to fulfil their basic survival instincts than to worry about the burnout experienced from trying to fulfil these needs. The results of this study are in line with previous research which states that the absence of the influence of burnout on job satisfaction can also be caused by superiors who are innovative, motivating and supportive, dare to take risks, support from colleagues, salary and benefits in accordance with work, promotions based on results, and education and training (Dewi et al., 2021).

Sixth, Burnout does not significantly moderate the relationship between HPWS and Job satisfaction. In other words, burnout cannot significantly act as a mediating variable between HPWS and Job satisfaction. In contrast to the results of previous research (Dorta-Afonso et al., 2023) which assumes

that HPWS can increase employee job satisfaction, partly due to its contribution in reducing burnout. Research by Kloutsiniotis *et al*. (2021), Ogbonnaya & Messersmith (2019) and Gulzar *et al*. (2014) found that HPWS can significantly cause burnout because it forces employees to make extra efforts in fulfilling their obligations to the company. So it can be concluded that HPWS can increase job satisfaction, but it cannot significantly contribute to reducing burnout.

CONCLUSIONS

Based on the results of the study, it can be concluded that HPWS has a positive effect on Burnout, which means that burnout (mental and physical fatigue) of employees working in automotive companies is not influenced by HPWS variables. In addition, it is proven that HPWS has a positive effect on Job satisfaction, which means that when companies develop practices related to HPWS such as training, workplace redesign, and so on. Employees will feel that their employers are concerned about the health and safety of their employees. This will increase employee job satisfaction. Then, Empowering leadership has no significant effect on Burnout, which means that burnout in employees is not influenced by the Empowering leadership variable. Bosses talking about work matters and coordinating their goals with employee goals are known to increase employee burnout. Empowering leadership has a positive effect on Job satisfaction, which means that Job satisfaction is influenced by the

Empowering leadership variable. The right leadership role such as empowering, responsible, and ethical is very influential in increasing employee job satisfaction in automotive companies in Indonesia. Burnout has no significant effect on Job satisfaction. Which means Burnout of employees in automotive companies in Indonesia has no effect on employee job satisfaction. However, the results of research on the moderating role of Burnout to strengthen the role of HPWS on Job satisfaction are not proven.

In this study there are several limitations that in the future can be carried out further research, the first is the coefficient of determination (R-squared) value <70, so the ability of the independent variables (free) in explaining the variation in the dependent variable is very limited. Thus it is hoped that future researchers will add variables in order to increase the ability of the model. Then seen from the T-statistic value and P-Value on the Empowering leadership and burnout variables, it does not meet the research significance requirements, which means that there are most likely other research objects that are more in line with the influence of the Empowering leadership and Burnout variables. Thus, it is expected for future researchers to use other objects so that it will strengthen the urgency of the research conducted. In addition, the Burnout variable cannot really show and explain its effect on job satisfaction because of its weak significance.

HPWS, Empowering Leadership and Burnout in employees have an influence on job satisfaction in employees of automotive companies in Indonesia. This shows that these three things have an important role in productivity growth and company development. What is influential in increasing employee job satisfaction is HPWS and Empowering Leadership. HPWS such as training, performance appraisal and communication are focused on creating employee job satisfaction. HPWS practices can contribute to employee performance through job satisfaction. HPWS will create highly skilled, engaged and empowered employees who feel the values and enjoy higher job satisfaction. Therefore, HPWS practices are needed in all automotive companies in Indonesia. Responsible leadership, which advocates ethics and empowerment for their employees can also foster increased employee job satisfaction.

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