



## Personality to Burnout: The Dual Roles of Psychological Empowerment and Transformational Leadership

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**Abstract**

**Background:** Burnout is a condition that affects people in various occupations; however, there are limitations in the study of burnout in the service sector.

**Objective:** This study aims to determine the influence of Big Five personality on burnout mediated by Psychological Empowerment and moderated by transformational leadership.

**Methods:** This research combines explanatory research methods with quantitative methodology. The population of this study were all employees of PT Telkom Access *Divre IV*, totalling 243 people in the service operations section. The measurement methods used in this study are the Big Five Inventory (BFI) scale, the 12-item Burnout Assessment Tool (BAT), the 12-item Psychological Empowerment Scale, and the Bass Multifactor Leadership Questionnaire. SmartPLS 3.2.9 was used to conduct data analysis.

**Results:** The results showed that the Big Five personality affects burnout, and psychological empowerment affects burnout and can mediate the effect of the Big Five personality on burnout. Transformational leadership can moderate the impact of Big Five personality on burnout. As with all empirical research, the shortcomings of this study must be addressed. First, the model has limited job demands and resources variables as the study focuses on individual variations rather than job features. Second, since this study used self-reported surveys, common method variance may be the cause of the relationship.

**Conclusion:** These findings highlight that burnout is not solely driven by personality, but by how personal traits interact with empowerment processes and supportive leadership, offering important implications for theory development and practical interventions in high-demand service environments.

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### INTRODUCTION

Burnout is a psychological condition that results from stressors in the workplace. Initially, Maslach, (1978) defined burnout as a syndrome that affects employees working closely with others. From a psychological perspective, the syndrome negatively impacts cognition, emotions, and attitudes, resulting in negative behaviors towards work, colleagues, users, and one's professional role. However, this is not a consequence of the specific characteristics of the work activity but a personal issue (Edú-Valsania et al., 2022).

Burnout has been widely examined across academic and healthcare professions, with numerous studies highlighting its prevalence and consequences in these contexts (Almadani et al.,

2023; Almeneessier & Azer, 2023; Bhat et al., 2024; Bishop & High, 2023; Churampi-Cangalaya et al., 2024; Esguerra et al., 2023; He et al., 2023; Kim & Choi, 2023; Lains et al., 2024; Maunder et al., 2023; Min et al., 2023; Solms et al., 2021; Tran et al., 2023; Zangaro et al., 2023; Zhu et al., 2023). Despite this extensive body of research, comparatively limited attention has been given to burnout in industrial settings, including the service sector. This imbalance is noteworthy, as burnout is not confined to specific professions but can occur across various industries. In particular, the service industry may be especially vulnerable, as employees are frequently required to display empathy, patience, and emotional self-sacrifice while managing high job demands and sustained customer interactions (Gonçalves & Gaudêncio, 2023). Such emotional and interpersonal demands can intensify stress and increase the risk of burnout.

According to Shirom (2003), work burnout has multiple causes that fall under three categories: organizational, job, and individual. It is closely related to the work environment and specific organizational contexts, so interventions should be made at the managerial level, not just the personal level, as outlined in (Heinemann & Heinemann, 2017). The causes of job burnout that are limited to the level of work and organization, with less emphasis on individual personality traits, have been criticized, as noted in (Cordes & Dougherty, 1993; Kahill, 1988). Research by Grigorescu et al., (2018) has shown that personality traits can predict burnout syndrome. Studies Zawadzka et al., (2023) have found that burnout significantly correlates with the Big Five personality traits.

Once the personality characteristics are identified, it is essential to address employee burnout through various strategies. Otherwise, employees' well-being will be neglected, reducing attentiveness and productivity. A study by Zhou & Chen, (2021) reported psychological empowerment can help employees deal with burnout. This study provides valuable insights for employees and organizations. Although few studies show that individuals are more empowered with certain personalities, these studies reported findings related to perceived self-worth, such as self-esteem, narcissism, and core self-evaluations. Like Baek et al. (2023), high emotional demands increase burnout and decrease work engagement, meaning empowered or disempowered employees need a leader.

The role of a leader is very decisive in empowering members or subordinates. The study Llorente-Alonso et al., (2023) reported psychological empowerment through transformational leadership can help reduce burnout. Liu et al., (2019) found that Transformational Leadership is negatively associated with burnout. This study suggests using the promotion of psychological empowerment of workers as a method of Transformational Leadership to reduce burnout. Gravestock (2023) conducted a literature review on burnout involving transformational leadership. Although burnout studies have provided insights and contributions to the burnout literature, it can be collectively recognized that burnout has been proven to have a very detrimental effect on individuals and tends to cause physical and mental health problems (Lubbadeh, 2020), which have a negative and cynical attitude towards work (Bakker et al., 2007). Therefore, this study aims to contribute by conducting moderation analyses to prevent or reduce employee burnout. The authors are interested in using transformational leadership to minimize burnout. Align with Gravestock's (2023) recommendations in literature reviews on burnout involving transformational leadership as a moderating variable.

This study aims to examine the role of Big Five personality traits in predicting employee burnout, as well as their influence on psychological empowerment. Furthermore, it investigates the effect of psychological empowerment on burnout and explores its mediating role in the relationship between personality traits and burnout. In addition, this research analyzes whether transformational leadership moderates the relationship between Big Five personality and employee burnout.

## METHOD

This quantitative study used explanatory research. According to Creswell & Creswell, (2018), this method can explain the hypothesized relationships and influence between the independent and dependent variables. The data analysis in this research used SmartPLS 3.2.9. SmartPLS is software for partial least squares structural equation modeling (PLS-SEM) (Kwong & Wong, 2013).

This study adheres to ethical guidelines for human subjects research. The authorization

letter for this study is attached near the study's conclusion. This research also obtained informed consent from participants, as evidenced by the completed participant consent form appended to the survey (<https://bit.ly/ConsentForm>). The following is a link to the research data collection questionnaire (<https://bit.ly/Researchquestionnaire>).

#### *Population, Sample Size, and Sampling Technique*

The population in this study comprised all employees of PT Telkom Access Division IV, numbering 250 people; however, only 243 completed the questionnaire. Thus, data from seven participants were excluded, indicating a response rate of 97.2%. PT Telkom Access is a subsidiary of PT Telkom Indonesia. A total population sampling was used, and participants were all PT Telkom Access Division IV workers with a work history ranging from 4 to 29 years. The non-probability sampling technique was used in this study. The questionnaire in this study was measured using a Likert scale (Goodwin & Goodwin, 2017). The research was conducted at the Telkom Access Office in the Divre IV area of Central Java and DIY Region. The data were collected in a 14-day period from January 11 to January 25, 2023.

#### *Research Instrument*

1. Big Five personality is measured with the Big Five Inventory (BFI) scale or the Big Five Inventory-10 (BFI-10) created by B. Rammstedt & O. P. John (2007) (Costa Mastrascusa et al., 2023).
2. The 12-item BAT (Burnout Assessment Tool) scale is utilized to quantify burnout (Schaufeli & De Witte, 2023).
3. The 12-item Psychological Empowerment Scale developed by Spreitzer assesses psychological empowerment (Ding, 2023).
4. Several versions of Bass' Multifactor Leadership Questionnaire (MLQ) are utilized to assess, according to Cheng et al. (2016).

#### *Data Analysis*

The questionnaire data were collected and analyzed, and the researchers conducted validity and reliability tests. Items confirmed as valid were employed in the variable data analysis calculation. Invalid items were removed from the variable data analysis calculation. The total score was calculated by adding the valid item scores. The researchers used bootstrapping mediation and moderation in the second-order mode to conduct sub-hypothesis tests. The critical hypothesis analysis was tested using bootstrapping mediation, moderation, and the PLS algorithm.

The interpretation of SmartPLS analysis results consists of three stages:

1. The outer model testing stage aims to assess the indicators' validity and estimate the constructs' reliability.
2. The goodness-of-fit model testing stage evaluates the model's predictive capability and relevance.
3. The inner model testing stage tests the significance of exogenous variables' influence on endogenous variables.

The simultaneous influence of variables is assessed using the SmartPLS algorithm, with results reported as R<sup>2</sup>. The following empirical data serve as supporting evidence for the analytical findings.

#### *Power Analysis*

Prior to data collection, a statistical power analysis was conducted to determine the minimum sample size required to detect the expected effects. Using G\*Power with a significance level of 0.05, statistical power of 0.80, and a medium effect size ( $f^2 = 0.15$ ) for multiple regression analysis, the minimum required sample size was estimated to be 237. The final sample in this study exceeded this threshold, indicating that the study had sufficient statistical power to detect meaningful relationships among the variables.

### *Bias Control*

Several procedural and statistical strategies were implemented to minimize potential bias. Procedurally, respondent anonymity and confidentiality were assured to reduce social desirability bias and evaluation apprehension. Clear instructions were provided, and validated measurement scales were used to enhance response accuracy and construct validity.

To address common method bias, Harman's single-factor test was conducted, and the results indicated that no single factor accounted for the majority of the variance. Additionally, multicollinearity diagnostics were examined to ensure that predictor variables were statistically independent. These steps help strengthen the internal validity and robustness of the findings.

### *Hypothesis*

- A. H.1. The Big Five personality significantly influences burnout among service employees.
  - 1. H.1.a. There is a positive influence of the neuroticism personality dimension on burnout in-service employees.
  - 2. H.1.b. There is a positive influence of extraversion personality on burnout in-service employees.
  - 3. H. 1. c There is a negative influence of the openness to experience personality on burnout in-service employees.
  - 4. H.1.d. There is a negative influence of the agreeableness personality on burnout in-service employees.
  - 5. H.1.e. There is a positive influence of the conscientiousness personality on burnout in-service employees.
- B. H.2. There is a significant relationship between Big Five personality and the psychological empowerment in-service employees.
  - 1. H.2.a. There is a negative relationship between neuroticism personality and psychological empowerment in service employees
  - 2. H.2.b. There is a positive relationship between extraversion personality and psychological empowerment in service employees
  - 3. H.2.c. A positive relationship exists between agreeableness personality and psychological empowerment in service employees.
  - 4. H.2.d. There is a positive relationship between the personality of openness to experience and the psychological empowerment of in-service employees.
  - 5. H.2.e. There is a positive relationship between the conscientiousness personality and psychological empowerment of in-service employees.
  - 6. H.2.d. Psychological empowerment negatively influences burnout, in-service employees.
- C. H.4. The Big Five personality significantly influences burnout, which psychological empowerment in-service employees mediate.
  - 1. H.4.a. neuroticism personality significantly influences burnout, which psychological empowerment in-service employees mediate.
  - 2. H.4.b. The psychological empowerment of in-service employees mediates a significant influence of extraversion personality on burnout.
  - 3. H.4.c. Psychological empowerment of in-service employees mediates a significant influence of agreeableness personality on burnout.
  - 4. H.4.d. A significant influence of agreeableness personality on burnout is mediated by psychological empowerment of in-service employees.
  - 5. H.4.e. There is a significant influence of the conscientiousness personality on burnout, which psychological empowerment in-service employees mediate.
- D. H.5. Transformational leadership's significant influence moderates the relationship between Big Five personality and burnout in-service employees.

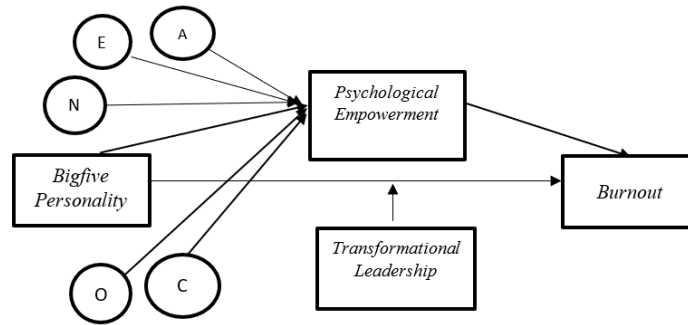


Figure 1. Research model framework

## RESULTS AND DISCUSSION

### Results

Of the 250 distributed questionnaires, 243 were returned and deemed usable, yielding a response rate of 97.2%. This sample size exceeds the minimum requirement based on Isaac and Stephen et al., (1981). Sampling table for a population of 250 (minimum n = 237 for a 5% error rate), indicating adequate representativeness. We tested the convergent validity model and discriminant validity to assess the adequacy of the selected measurement model.

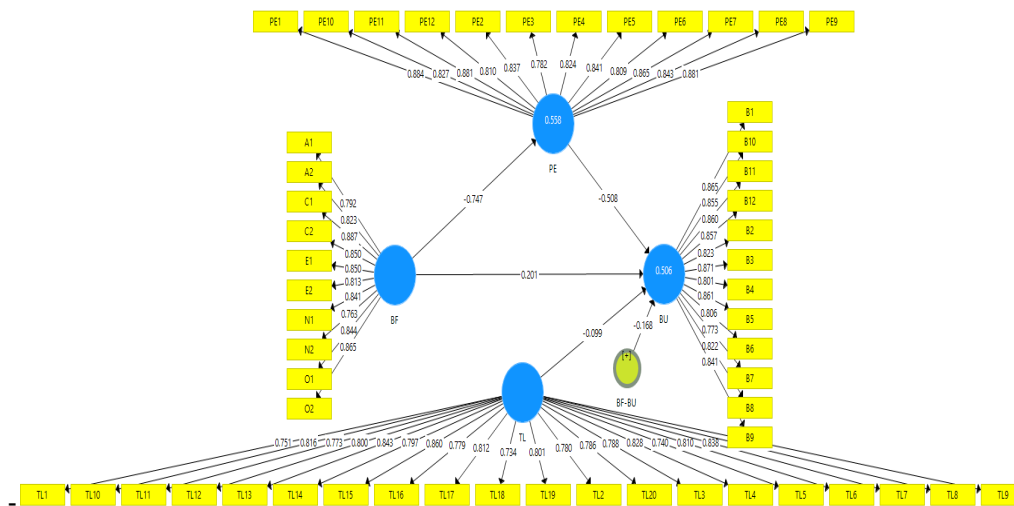


Figure 2. Convergent Validity

Table 1 displays the results of the validity and reliability tests conducted on the measuring devices utilized in this study.

Table 1. Validity and reliability test

BU		BF		PE		TL	
Item	Loading	Item	Loading	Item	Loading	Item	Loading
B1	0,865	N1	0,841	PE1	0,884	TL1	0,751
B2	0,823	N2	0,763	PE2	0,837	TL2	0,781
B3	0,871	E1	0,850	PE3	0,782	TL3	0,788
B4	0,801	E2	0,813	PE4	0,824	TL4	0,828
B5	0,861	A1	0,792	PE5	0,841	TL5	0,740
B6	0,806	A2	0,823	PE6	0,809	TL6	0,810
B7	0,773	O1	0,844	PE7	0,865	TL7	0,838
B8	0,822	O2	0,865	PE8	0,843	TL8	0,820
B9	0,841	C1	0,887	PE9	0,881	TL9	0,799
B10	0,855	C2	0,850	PE10	0,827	TL10	0,816
B11	0,860			PE11	0,881	TL11	0,773
B12	0,857			PE12	0,810	TL12	0,800

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
<b>BF</b>	<b>0,951</b>	<b>0,955</b>	<b>0,958</b>	<b>0,695</b>
BF-BU	1,000	1,000	1,000	1,000
BU	0,961	0,962	0,965	0,700
PE	0,962	0,963	0,967	0,707
TL	0,970	0,972	0,972	0,637
<b>Fit Summary</b>	<b>Saturated Model</b>		<b>Estimated Model</b>	
<b>SRMR</b>	0.064		0.069	
<b>d_ULS</b>	5.998		7.074	
<b>d_G</b>	7.738		7.786	
<b>Chi-Square</b>	7455.031		7454.065	
<b>NFI</b>	0.601		0.601	

The measurement model was assessed using convergent and discriminant validity procedures in SmartPLS 3.2.9. Convergent validity was established as all factor loadings exceeded 0.70, indicating that the indicators adequately represented their respective constructs. The Average Variance Extracted (AVE) values were above 0.50 for all variables, confirming that more than 50% of the variance was explained by the constructs.

Reliability was supported by high internal consistency, with Cronbach's Alpha values as follows:

- a) Big Five Personality = 0.951
- b) Burnout = 0.961
- c) Psychological Empowerment = 0.962
- d) Transformational Leadership = 0.970

All values exceeded the recommended threshold of 0.70, indicating strong reliability. Discriminant validity was confirmed using the Fornell-Larcker criterion and HTMT ratio. All HTMT values were below 0.90, demonstrating that the constructs were empirically distinct.

The overall model fit was acceptable, with SRMR = 0.064 (< 0.10), indicating good model fit (see table 2).

**Table 2.** Discriminant validity

	<b>BF</b>	<b>BF-BU</b>	<b>BU</b>	<b>PE</b>	<b>TL</b>
<b>BF</b>	0,834				
<b>BF-BU</b>	0,244	1,000			
<b>BU</b>	0,573	-0,067	0,837		
<b>PE</b>	-0,747	-0,195	-0,660	0,841	
<b>TL</b>	-0,436	0,105	-0,424	0,425	0,798
	<b>R Square</b>		<b>Adjusted R Square</b>		
<b>BU</b>	0,506		0,498		
<b>PE</b>	0,558		0,557		

**Table 3.** Path coefficients and indirect effects

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
BF → BU	0,201	0,203	0,088	2,273	0,012
BF → PE	-0,747	-0,750	0,050	14,964	0,000
BF → BU → BU	-0,168	-0,157	0,060	2,784	0,003
PE → BU	-0,508	-0,511	0,087	5,818	0,000
TL → BU	-0,099	-0,090	0,076	1,310	0,095
BF → PE → BU	0,380	0,382	0,066	5,751	0,000

The structural model was assessed using bootstrapping procedures. The Big Five

personality traits significantly influenced burnout ( $t = 2.273, p < 0.05$ ), supporting H1. The effect size ( $f^2 \approx 0.03$ ) indicates a small effect. The Big Five personality traits also significantly influenced psychological empowerment ( $t = 14.964, p < 0.05$ ), with an effect size of  $f^2 \approx 0.56$ , indicating a large contribution. Psychological empowerment significantly influenced burnout ( $t = 5.818, p < 0.05$ ), with  $f^2 \approx 0.22$ , suggesting a moderate effect.

The model explains 50.6% of the variance in burnout and 55.8% of the variance in psychological empowerment, indicating moderate explanatory power. Predictive relevance assessed using the blindfolding procedure, yielded  $Q^2$  values above zero for both burnout and psychological empowerment, confirming the model's predictive relevance (see Table 3). Psychological empowerment significantly mediated the relationship between the Big Five personality traits and burnout ( $t = 5.751, p < 0.05$ ), supporting H4. The indirect effect size indicates partial mediation.

**Table 4.** Path test coefficients per big five personality dimensions and mediation-moderation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
A → BU	-0,081	-0,076	0,065	1,245	0,107
A → PE	-0,029	-0,034	0,066	0,437	0,331
C → BU	0,100	0,097	0,085	1,170	0,121
C → PE	-0,672	-0,656	0,115	5,823	0,000
E → BU	0,028	0,041	0,075	0,380	0,352
E → PE	0,086	0,062	0,113	0,758	0,224
N → BU	0,173	0,171	0,072	2,419	0,008
N → PE	-0,214	-0,194	0,095	2,240	0,013
O → BU	-0,034	-0,036	0,067	0,514	0,304
O → PE	0,016	0,006	0,084	0,188	0,425
PE → BU	-0,448	-0,448	0,086	5,198	0,000
TL → BU	-0,154	-0,140	0,087	1,756	0,040
A → PE → BU	0,013	0,014	0,030	0,432	0,333
C → PE → BU	0,301	0,297	0,086	3,479	0,000
E → PE → BU	-0,038	-0,029	0,053	0,723	0,235
N → PE → BU	0,096	0,087	0,047	2,019	0,022
O → PE → BU	-0,007	-0,004	0,038	0,184	0,427

Neuroticism positively influenced burnout ( $t = 2.419, p < 0.05$ ). Extraversion, agreeableness, openness to experience, and conscientiousness did not significantly influence burnout ( $p > 0.05$ ).

Regarding psychological empowerment, neuroticism ( $t = 2.240, p < 0.05$ ) and conscientiousness ( $t = 5.823, p < 0.05$ ) significantly influenced psychological empowerment. The direction of conscientiousness was opposite to the proposed hypothesis, indicating an unexpected negative relationship. Other dimensions were not significant.

Psychological empowerment mediated the effect of neuroticism ( $t = 2.019, p < 0.05$ ) and conscientiousness ( $t = 3.479, p < 0.05$ ) on burnout. Other dimensions showed no significant indirect effects. Transformational leadership significantly moderated the relationship between Big Five personality and burnout ( $t = 2.784, p < 0.05$ ), supporting H5. The interaction effect size ( $f^2 \approx 0.04$ ) indicates a small moderating effect.



Next, hypothesis 2 states that the Big Five personality influences proven psychological empowerment. Psychological empowerment can be explained through individual characteristics and their perceptions of the work environment (Jamian et al., 2019). The results show an influence between the Big Five personality and psychological empowerment. However, the relationship between the Big Five personality and psychological empowerment depends on the personality characteristics possessed by the individual (M. I. Khan et al., 2017). The sig value found for the personality trait of neuroticism was 0.013,  $p < 0.05$ , meaning there is an influence between neuroticism personality and psychological empowerment; thus, hypothesis 2.a is proven true. From the results of this analysis, it is also known that neuroticism and psychological empowerment have a negative effect.

In the extraversion personality, a sig value of 0.224,  $p > 0.05$ , was found, which means there is no influence between extraversion personality and psychological empowerment; thus, hypothesis 2.b is not proven. This is to be expected, as no solid empirical evidence supports this relationship. For the agreeableness personality trait, a sig value of  $t = 0.331$ ,  $p > 0.05$ , was found, which means there is no influence between the agreeableness personality and psychological empowerment; thus, hypothesis 2.c is not proven. In the personality trait of openness to experience, the sig value was found to be 0.425,  $p > 0.05$ , meaning there is no influence between the openness to experience personality and psychological empowerment; thus, hypothesis 2.d is not proven. The openness to experience personality is characterized as being more empowered than other personalities because individuals tend to find more meaning in their work (Yazdi & Mustamil, 2015).

For the conscientiousness personality trait, the sig. value was found to be 0.000,  $p < 0.05$ , which means that there is a significant influence between conscientiousness personality and psychological empowerment; therefore, Hypothesis 2e is proven incorrect. Although the results were found to be significant, they were in the opposite direction to the proposed hypothesis. This is an exciting finding, as individuals with a conscientious personality tend to feel very independent and can control themselves without depending on psychological empowerment.

Furthermore, psychological empowerment has a significant influence on burnout (sig. = 0.000,  $p < 0.05$ ). The results show that Hypothesis 3 is supported: a significant negative influence exists between psychological empowerment and burnout. This means that the higher the psychological empowerment, the lower the employee burnout. Psychological empowerment contributes positively to the quality of work life and helps reduce burnout levels among employees (Permarupan et al., 2020).

Furthermore, the influence of Big Five personality on burnout, which is mediated by psychological empowerment, shows a significance value (Sig.) of 0.000 ( $p < 0.05$ ). The results show that Hypothesis 4 is supported, namely, that psychological empowerment mediates the influence of the Big Five personality on burnout. The conceptualization of psychological empowerment is operationalized based on individual perceptions and feelings, creating evidence of a relationship between the Big Five personality and burnout, which is mediated by psychological empowerment. We further examine the mediating role of psychological empowerment on Big Five personality and burnout in Hypotheses 4a, 4b, 4c, 4d, and 4e, which show that psychological empowerment demonstrates its mediating role between neuroticism and conscientiousness in burnout. Burnout and neuroticism are negatively related (Hardiyanti, 2013). This is because the neuroticism personality is easily disturbed and is often associated with decreased self-confidence, self-efficacy, and thoughts of failure (M. I. Khan et al., 2017). Psychological empowerment can give employees a sense of control, increase motivation, and help develop competence, which is essential in preventing burnout (Zawadzka et al., 2023). Furthermore, individuals with a conscientious personality will increase empowerment because this will increase confidence in self-efficacy (Yazdi & Mustamil, 2015). If traced to the relationship to burnout, this personality has a positive relationship (Gholipour et al., 2011).

Transformational leadership can play a moderating role in the relationship between the Big Five personality traits and burnout. Hypothesis 5 is supported. The Big Five personality traits can contribute to the burnout experienced by employees. The Big Five personality model comprises neuroticism, extraversion, agreeableness, openness to experience, and conscientiousness. For example, conscientiousness encompasses personality traits such as being

a workaholic, driven, and perfectionist toward tasks (Santi, 2020). Workaholic employees will feel stressed and burnt out (Jenaabadi et al., 2016).

This psychological empowerment concept can be operationalized with the Big Five personality traits and reduce burnout. Psychological empowerment can reduce depersonalization, emotional exhaustion, and life dissatisfaction (Permarupan et al., 2020). If we trace it to transformational leadership, it is a leadership approach in which a leader tries to get his followers inspired, change, add self-encouragement, build trust, and admire the development of innovative ideas (Bass, 1985). This transformational leadership can help employees learn and grow, reducing burnout (Hildenbrand et al., 2018). This can be interpreted as transformational leadership influencing employees' self-concept with work as part of psychological empowerment (Schermuly & Meyer, 2020). Transformational leadership is a vital resource that helps employees develop and learn, reducing the risk of burnout (Hildenbrand et al., 2018).

Additionally, if the relationship is traced based on psychological empowerment, transformational leadership reduces burnout by increasing the sense of work meaningfulness, competence, and self-determination (Tsang et al., 2022). On the other hand, transformational leadership involves an influence that inspires and motivates followers to go beyond self-interest, thereby showing a positive relationship with several Big Five personalities (Crowne, 2019). Transformational leadership can moderate the relationship between Big Five personality traits and burnout (Ding & Xie, 2021).

This research makes some valuable and appropriate contributions to the literature. First, our study contributes to research on the influence of individual differences on burnout. Research on the impact of certain personality traits on burnout is currently haphazard and limited. As a result, further study is needed to establish a clear link between this personality component and burnout and psychological empowerment. Therefore, further research is recommended to find a concrete relationship between this personality dimension and burnout and psychological empowerment.

## CONCLUSION

This study achieved its objectives by clarifying how Big Five personality traits relate to burnout through the mediating role of psychological empowerment and the moderating role of transformational leadership. The findings confirm that neuroticism and conscientiousness are the most influential personality dimensions in explaining burnout, while extraversion, agreeableness, and openness to experience show limited effects. Psychological empowerment significantly reduces burnout and mediates the effects of neuroticism and conscientiousness, demonstrating that dispositional tendencies operate through cognitive-motivational mechanisms rather than acting directly on their own. Furthermore, transformational leadership moderates the relationship between personality and burnout, reinforcing the interactionist perspective that employee well-being emerges from the dynamic interplay between personal dispositions and contextual leadership resources.

Conceptually, this study advances burnout theory by integrating personality theory, empowerment theory, and leadership theory within a unified moderated-mediation framework. The results suggest that personality is not a deterministic predictor of burnout; rather, its effects depend on psychological empowerment processes and supportive leadership climates. This provides a more nuanced understanding of burnout in service-sector contexts, particularly in high-demand telecommunications environments. Although the study is limited by its reliance on self-report data and a focus on individual-level predictors, it offers a foundation for future longitudinal and experimental research exploring how empowerment practices and transformational leadership interventions can mitigate dispositional vulnerability to burnout.

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### AUTHOR CONTRIBUTION STATEMENT

The authors made the following contributions to the research and manuscript: Ouys Alkharani conceptualized the study, designed the research methodology, and was actively involved in the data collection and analysis process. Fendy Suhariadi supervised the study, contributed to the development of the research questions, and critically reviewed the manuscript. Mohammad Fakhruddin Mudzakkir contributed to the statistical analysis, interpretation of data, and made the final revisions to the manuscript.

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