

The Role of Internship Programs in Moderation of The Effects of Job Burnout and Personality on Employee Performance (Study at Bank Indonesia Papua Province)

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Abstract. *Human resource issues remain a key issue for companies seeking to survive in the era of globalization. Human resources are a key factor in a company's success. They are the primary driving force within a company. The key to a company's success lies in its people, as they are initiators, thinkers, and possess creativity, which can advance a company. This study used a quantitative research method with a survey approach. Quantitative research aims to examine the relationship between variables through objective measurement and statistical analysis. Based on several analytical studies and discussions, the following conclusions can be drawn: 1. Job burnout has a negative and significant impact on employee performance, meaning the higher the level of job burnout among Bank Indonesia employees in Papua Province, the lower their performance. 2. Personality has a positive and significant influence on employee performance, meaning better personality Bank Indonesia employees in Papua Province, the higher the expected performance. 3. Internship has a positive and significant impact on employee performance, meaning that higher quality internship experience can contribute to improved performance.*

Keywords: *Employee Performance; Effect of Job Burnout; Internship in Moderating.*

1. Introduction

Human resource issues remain a key issue for companies seeking to survive in the era of globalization. Human resources are a key factor in a company's success. They are the primary driving force within a company. The key to a company's success lies in its people, as they are initiators, thinkers, and possess creativity, which can advance a company (Mangkunegara 2018).

Banking is one of the vital sectors of the country used by the government as a monetary policy tool to encourage national economic growth. Bank Indonesia is an independent

institution that plays a very significant role in the Indonesian economy. Bank Indonesia Papua Province is an extension of the central office of Bank Indonesia in carrying out its duties to achieve and maintain the stability of the Rupiah. The three responsibilities of BI Papua Province are the pillars that will help achieve its goals. Establishing and implementing monetary policy, regulating and maintaining a stable financial system, and a well-functioning payment system are three areas of responsibility. The human element in every organization, whether as planners, implementers, and controllers, plays an active role in achieving organizational goals, therefore having superior human resources is crucial to achieving these goals. Therefore, employees of the BI Papua Province Representative Office are required to perform optimally.

Performance is the result of work or work behavior achieved in completing assigned tasks and responsibilities within a certain period (Rajasa & Supartha, 2024). Employee performance is crucial for a company because with high employee performance, the work assigned to them can be completed in a shorter or faster time. High-performing employees tend to work carefully and meticulously, thus complying with existing procedures (Suaiba et al., 2021). However, the gap phenomenon that researchers found at Bank Indonesia, Papua Province, was a decline in employee performance.

Table Performance of Bank Indonesia Employees in Papua Province in 2025

No	Assessment Aspects	Month		
		February	March	April
A	Work Attitude			
1	Obedience	65%	63%	62%
2	Responsibility	76%	77%	77%
3	Cooperation	67%	67%	76%
4	Communication	76%	77%	78%
B	Work Behavior			
1	Discipline of duties during effective working hours	71%	70%	69%
2	Discipline in coming to work	72%	76%	64%
3	Discipline on going home time	70%	72%	65%

Source: Key Performance Indicator (KPI) of Bank Indonesia, Papua Province, 2025

The table above shows that the performance assessment based on the Key Performance Indicator (KPI) of Bank Indonesia Papua Province in the last 3 months (February - April 2025) experienced a decrease in the work attitude score for the obedience item from 65% to 62%. The attitude assessment for all items experienced a decrease, namely discipline in carrying out tasks during effective working hours from 71% to 69%, discipline in coming to work from 72% to 64%, and discipline in leaving time from 70% to 65%. These results indicate that the performance of Bank Indonesia Papua Province employees is not optimal.

Employee performance can be influenced by many factors, one of which is job burnout. Job burnout is a condition experienced by an employee in the form of fatigue and frustration due to feeling that what they expected was not achieved (Maulidah, Wibowo & Widiastuti, 2022). In a company, repetitive work can cause boredom and fatigue among employees (Aghniya & Aulia, 2022). Employees who experience job burnout will be indecisive and

depressed, resulting in unfavorable conditions for the company. Job burnout is caused by excessively busy working hours, lack of rest time, physical complaints, and monotonous work (Rizki & Febrian, 2024). The presence of job burnout makes employees unable to maximize work results due to time constraints and inappropriate working hours, which causes stress that leads to decreased performance, which then hinders the company from achieving its goals (Pratiwi & Mardhiyah, 2024).

Another factor that can influence employee performance is personality. Personality represents a person's characteristics, defined as a consistent arrangement of feelings, thoughts, and behaviors (Rahmadona, Yeni & Sriyenti, 2024). A person's personality influences their thoughts, feelings, and actions, thus playing a role in the decision-making process. This is because a person's personality is intrinsic and has a direct influence on how they interact with the external environment. Each person has unique personality traits that define who they are; similarly, each person has their own unique perspective and values in making decisions regarding their professional life (Handoko, 2024). A good personality is very supportive of achieving good results, for example, discipline, perseverance, thoroughness, and high enthusiasm. In the world of work, personality also plays a role in job success. This is because personality factors also determine a person's tendencies to be suitable or not for certain types of work (Suharyat et al, 2023). Employees must have a professional personality at work; all their potential can be reflected in their attitude and personality, which influence performance (Indrastuti, 2021).

However, researchers found *research gap* related to influence *job burnout* on employee performance. Several studies have shown that job burnout negatively impacts employee performance (Rizki & Febrian, 2024; Aghniya & Aulia, 2022; Hafizh & Hariastuti, 2021). On the other hand, there are research results which state that Job burnout does not affect employee performance (Maulidah, Wibowo & Widiastuti, 2022; Nadiva & Cahyadi, 2022; Indrian, Mulyana & Abdullah, 2023; Nuraini et al, 2024). Similarly, literature related to the influence of personality on employee performance, several studies state that personality has a significant effect on employee performance (Suharyat et al, 2023; Rahmadona, Yeni & Sriyenti, 2024), however other studies state that personality does not have a significant influence on employee performance (Indrastuti, 2021; Kaparang, Koleangan & Kojo, 2019).

The gap above requires a solution. This study incorporates internships as a potential solution. The inclusion of internships as a mediator is based on previous research demonstrating that internships impact performance (Wahyuni, Kumalasari & Titing, 2023; Nadifah & Ubaidillah, 2024; Amanda, Fitri & Tarigan, 2024; Faridah, Marzuki & Syafrial, 2024).

Internship is a program in the form of job training. This program is organized by a institution or company to someone. On the other hand, internship is a process of preparing employees to become professionals within a certain period of time (Wahyuni, Kumalasari & Titing, 2023). through the program It is expected that employees will possess certain competencies, namely a level of knowledge, skills, and work ethic that aligns with the demands of the workplace, and provide recognition and appreciation for work experience as

part of the process (Amanda, Fitri & Tarigan, 2024). Participating in an internship will increase experience and knowledge, which can make employees have greater self-confidence. The main purpose of this internship program is to provide assistance to employees to master a skill, or something they are currently learning through their position in the workplace, so that they can improve their performance (Faridah, Marzuki & Syafrial, 2024).

Based on the background that has been explained, the researcher is interested in conducting research with the title "The Role of Internship Programs in Moderating the Effect of Job Burnout and Personality on Employee Performance (Study at Bank Indonesia, Papua Province)".

2. Research Methods

This study used a quantitative research method with a survey approach. Quantitative research aims to examine the relationship between variables through objective measurement and statistical analysis (Sugiyono, 2018). Based on the established research objectives, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables studied (Arikunto, 2018). The purpose of explanatory research is to test hypotheses and examine the influence of independent variables on the dependent variable, namely the role of internships in mediating the influence of job burnout and personality on employee performance at Bank Indonesia, Papua Province.

3. Results and Discussion

3.1. Respondent Overview

The subjects of this study were employees Bank Indonesia Papua Province. Data collection using a questionnaire via Google Form distributed online via WhatsApp from July 15-28, 2025 to all employees. bank Indonesia Papua Province A total of 55 people were sampled. Based on the sample size of 55 Bank Indonesia employees in Papua Province, the following characteristics can be described:

Table Respondent Characteristics

Characteristics	Information	Frequency	Percentage
Gender	Man	39	70.9
	Woman	16	29.1
Total		55	100%
Age	25 – 35 years old	30	54.5%
	36 – 45 years old	21	38.2%
	>45 years	4	7.3%
Total		55	100%
Education	Diploma	3	5.5%
	S1	42	76.4%
	S2	10	18.1%
Total		55	100%
Years of service	15 years	18	32.7%
	6 – 10 years	32	58.2%

Characteristics	Information	Frequency	Percentage
	>10 years	5	9.1%
Total		55	100%

Based on table, it shows that as many as 70.9% of employees Bank Indonesia Papua Province are men, this explains that men feel greater responsibility to meet family needs, which can encourage them to work, including in the banking world.

Age characteristics show that as many as 54.5%Bank Indonesia employees in Papua Province are aged 25-35, representing a mature and productive age. Mature and productive age is synonymous with excellent stamina and physical fitness, high levels of intelligence and creativity, and the ability to manage oneself and one's work effectively. Furthermore, those in mature and productive age tend to adapt more easily to changes in the work environment and new technologies.

Educational characteristics show as much as 76.4%Bank Indonesia employees in Papua Province have a bachelor's degree. This indicates that the majority of employees have a higher education. Higher education provides the opportunity to develop job-relevant skills. These can include technical, analytical, and interpersonal skills, which are essential for success in a variety of occupations. Furthermore, higher education helps employees develop critical thinking and problem-solving skills. These skills are invaluable in facing the challenges and complexities of modern work.

The characteristics of the work period show as much as 58.2%Bank Indonesia Papua Province employees have worked for 6-10 years. This indicates that respondents are long-term employees at Bank Indonesia Papua Province. Employees with 6-10 years of service generally have a better understanding of bank operations, a broader internal network, and more refined skills. Furthermore, employees with 6-10 years of service are often more independent and reliable in completing tasks.

Inner Model Evaluation

Evaluation The inner model, also known as the structural model, is used to assess the causal relationship (cause-and-effect relationship) between latent variables in a research model. The results of the inner model evaluation in research can be described as follows.

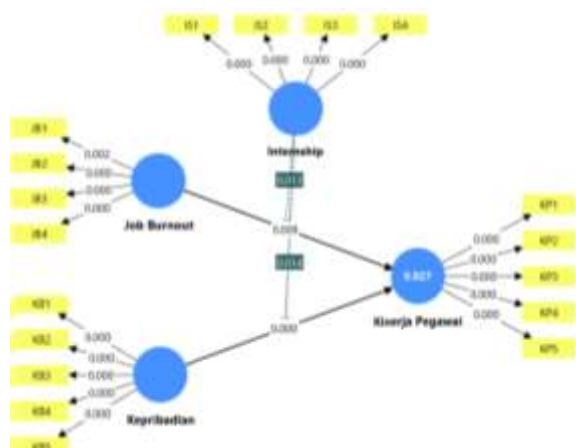


Figure Inner Model (Structural Model)

Based on the image above, it can be explained regarding the results of the path coefficient, indirect effect, R-square (R²), f-square (F²), goodness of fit test.

1. Path Coefficient

Path The path coefficient in PLS-SEM is used to measure the strength and direction of the relationship between constructs (latent variables) in a structural model. The path coefficient is evaluated based on the p-value and T-statistic generated from bootstrapping. If the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.96, the direct effect is considered statistically significant.

Table Path Coefficient

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values	Information
<i>Job Burnout</i> -> Employee Performance	-0.432	-0.422	0.049	2,170	0.008	Support
Personality -> Employee Performance	0.195	0.201	0.055	3,565	0.000	Support
<i>Internship</i> -> Employee Performance	0.826	0.809	0.079	10,525	0.000	Support
<i>Internship</i> x Job Burnout -> Employee Performance	-0.437	-0.417	0.082	2,158	0.013	Support
<i>Internship</i> x Personality -> Employee Performance	0.446	0.434	0.106	2,136	0.014	Support

Based on the data presented in table above, it can be seen that of the seven hypotheses proposed in this study, as follows:

a. The Influence of Job Burnout on Employee Performance

Based on the path coefficient results, it is known that the P-values that determine the influence of job burnout on employee performance are $0.008 < 0.05$ and the T-Statistics value $(2.170) > 1.96$. Meanwhile, the original sample has a value of 0.432 (negative). This indicates that job burnout has a negative and significant effect on employee performance. These results support the first hypothesis, meaning H1 is accepted.

b. The Influence of Personality on Employee Performance

Based on the path coefficient results, it is known that the P-values that determine the influence of personality on employee performance are $0.000 < 0.05$ and the T-Statistics value $(3.565) > 1.96$. Meanwhile, the original sample has a value of 0.195 (positive). This indicates that personality has a positive and significant effect on employee performance. These results support the second hypothesis, meaning H2 is accepted.

c. The Influence of Internship on Employee Performance

Based on the path coefficient results, it is known that the P-values that determine the influence of internships on employee performance are $0.000 < 0.05$ and the T-Statistics value ($10.525 > 1.96$). Meanwhile, the original sample has a value of 0.826 (positive). This indicates that internships have a positive and significant effect on employee performance. These results support the third hypothesis, meaning H3 is accepted.

d. The Role of Internship in Moderating Job Burnout on Employee Performance

Based on the path coefficient results, it is known that the P-value is $0.013 < 0.05$ and the T-statistics value ($2.158 > 1.96$). Meanwhile, the original sample has a value of 0.437 (negative). This means that *internship* can moderates the negative influence of job burnout on employee performance. These results support the fourth hypothesis, in other words, H4 is accepted.

e. The Role of Internship in Moderating Personality on Employee Performance

Based on the path coefficient results, it is known that the P-value is $0.014 < 0.05$ and the T-statistics value ($2.136 > 1.96$). Meanwhile, the original sample has a value of 0.446 (positive). This means *internship* can moderates the positive influence of personality on employee performance. This result supports the fifth hypothesis, in other words, H5 is accepted.

2. R-square(R2)

All variance in the construct explained by the model is represented by R-Square. The output from determining the R-Squares value is as follows:

Table R-Square Value

No	Variables	R-Squares	Adjusted R-Squares
1	Employee Performance	0.927	0.919

Based on table, the Adjusted R-square value of employee performance is 0.919, this means that 91.9% of variations or changes in employee performance are influenced by job burnout, personality and internship, while the remaining 8.1% is influenced by other variables that were not studied.

3. F-Square(F2)

The F2 value criteria consist of three classifications: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiaman, 2023). The following are the results of the F-square test in this study:

Variable Relationship	<i>f Squares</i>	Substantive influence
<i>Internship</i> -> Employee Performance	0.382	Big
<i>Job Burnout</i> -> Employee Performance	0.111	Small
Personality -> Employee Performance	0.157	Currently
<i>Internship</i> px Job Burnout	0.161	Currently
<i>Internship</i> px Personality	0.185	Currently

Based on the table above, it can be seen that the internship variable has a large substantive influence on employee performance (0.382). Furthermore, the personality variable has a fairly large substantive influence on employee performance (0.157), internship x job burnout (0.161), and internship x personality (0.185). Meanwhile, the job burnout variable has a small substantive influence on employee performance (0.111).

4. Goodness of Fit

Based on the data processing that has been carried out using the smart PLS 4.0 program, the SRMR, d_ ULS, d_ G, chi square and NFI values were obtained.

Table Results of the Goodness of Fit Model Test

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.072	Fit
2	d_ ULS	> 0.05	0.776	Fit
3	d_ G	> 0.05	0.354	Fit
4	Chi-Square	>X2table (df = 51; X2table =68.669294)	68.91256	Fit
5	NFI	Approaching 1	0.716	Fit

The results of the PLS model goodness of fit test in the table above indicate an acceptable model fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

3.2. The Influence of Job Burnout on Employee Performance

The research results show that job burnout has a negative and significant impact on employee performance. This means that job burnout negatively impacts performance because it can cause physical and emotional exhaustion, decreased motivation, and difficulty concentrating, all of which contribute to decreased productivity and work quality.

There is a negative relationship between job burnout and employee performance. The higher the level of burnout, the lower an individual's performance in meeting job demands. Burnout can lead to decreased productivity, decreased work quality, increased absenteeism, and even mental health problems. By understanding the relationship between burnout and performance, organizations can take proactive steps to improve employee well-being and enhance overall performance.

The results of this study align with research conducted by Angreni, Sujana, and Novarini (2022) that found burnout had a negative and significant effect on employee performance at the Bali Province Community Empowerment, Village, Population, and Civil Registry Office. Research conducted by Amanda and Rahmi (2024) showed a negative contribution of 15.3% between burnout and employee performance.

Job burnout Burn out is a state of emotional, physical, and mental exhaustion caused by prolonged work stress. When employees experience burnout, they tend to feel tired, unmotivated, and lose interest in their work. This can ultimately lead to a decline in the quality and quantity of work, as well as reduced productivity. Every Bank Indonesia Papua Province employee is required to provide the best possible service to customers (service

excellence). In doing so, employees experience changes in working hours, exceeding established limits, such as overtime at the end of the year, which can lead to burnout.

Various forms of phenomena that occur can include changes in the level of working hours exceeding the specified capacity such as the office still has people at night, even though the operating hours are only from 08.00 WIB to 17.00 WIB, the dense number of customers who must be served, as we know at Bank Indonesia Papua Province there is a service ethic to customers, namely 3S (smile, greet, say hello), but here there are still those who do not use the service ethic, sometimes there are those who are unfriendly and less friendly when serving customers, less friendly. The tendency for burnout experienced by employees at work will very often affect the quality of service provided to customers, and can cause decreased work effectiveness, poor social relations between colleagues and the emergence of negative feelings towards work and the workplace (Mutiasari, 2020).

3.2.1. The Influence of Personality on Employee Performance

The research results show that personality has a positive and significant influence on employee performance. This means that positive personality traits, such as conscientiousness, emotional stability, openness, and friendliness, tend to result in better performance. A person's personality can influence how they work and the extent to which they achieve work goals. Personality has a significant influence on employee performance. Certain personality traits can predict how someone will perform on the job, particularly in terms of conscientiousness, emotional stability, and adaptability. Organizations that understand employee personality can optimize job placement and development strategies to increase productivity.

Several studies have shown that certain personality traits, such as conscientiousness, emotional stability, and openness to experience, can be strong predictors of performance. The results of this study align with research conducted on personality that found a significant positive influence on employee competence, and employee competence significantly impacted employee performance at the Osseda Faolala Consumer Cooperative in Nias Regency. This is relevant to the results of Indrastuti's (2021) study, which found that personality influences employee performance at the Mutiara Merdeka Hotel Pekanbaru.

The personality of Bank Indonesia Papua Province employees can influence performance because aspects of personality, such as attitude, behavior, and how they interact with the work environment, can influence productivity, interpersonal relationships, and adaptation to change. Individuals with positive personalities tend to be more motivated, more adaptable, and better able to work in teams, which ultimately improves their overall performance. Employees who have emotional stability tend to be better able to cope with work pressure and maintain stable performance. Conscientious employees tend to be more detailed and accurate in carrying out their tasks, while friendly employees tend to work more easily in teams and build good working relationships. Open and cooperative employees tend to be more willing to help colleagues, share knowledge, and work together to achieve common goals. These attitudes can create a collaborative and productive work environment, which can improve both individual and team performance.

Personality is a crucial factor influencing employee performance. By understanding the relationship between personality and performance, organizations can take strategic steps to improve productivity, job satisfaction, and overall business success. Understanding personality can assist organizations in the recruitment and selection process to find candidates who best fit the job requirements and company culture.

3.2.2. The Influence of Internship on Employee Performance

The results of this study indicate that internships have a positive and significant impact on employee performance. This means that employees with internship experience tend to perform better, both in terms of quantity and quality of work, compared to employees without internship experience. Internships have a positive relationship with employee performance. Through internships, individuals can gain valuable work experience, improve their skills, and develop an understanding of the world of work, which can ultimately contribute to improved performance in the future.

The results of this study are in line with the research of Gosali, Vito and Remiasa (2024) that internship experience can have a positive impact on student performance in the future. This result is also supported by research by Lutfia and Rahadi (2020) that The internship program has a very meaningful role or contribution for students to improve their soft skills and hard skills competencies which will lead to student performance in the future.

Internship Internships can positively impact employee performance by providing real-world work experience, training skills, expanding networks, and enhancing understanding of the workplace. This experience helps individuals become more prepared and confident when entering the professional workforce. Internships allow individuals to hone technical and soft skills such as communication, time management, teamwork, and problem-solving. With the work experience gained through internships, individuals tend to be more confident and prepared to face job challenges. Furthermore, internships provide employees with the opportunity to develop relevant skills, knowledge, and attitudes, thereby improving performance.

In line with the highly dynamic business developments and changes, Bank Indonesia Papua Province is refining its corporate values to achieve its goals in accordance with the Company's vision and mission. The values of Bank Indonesia Papua Province are Collaboration, Integrity, Ready to Serve, and Adaptive, abbreviated to BISA. These values also serve as guidelines in the preparation of the INSPIRE (Internship Program for Real Experience) program. The INSPIRE internship program is a flagship internship program from Bank Indonesia Papua Province designed to provide hands-on experience, professional development, and a comprehensive understanding of the banking industry. The program aims to foster and prepare talents through learning about the banking industry, hard and soft skills training, guidance from dedicated mentors, and involvement in ongoing projects at Bank Indonesia Papua Province.

Internships provide participants with the opportunity to learn and apply the theories they have learned in a real-world work environment. They can develop a variety of skills, such as

technical, interpersonal, and problem-solving skills, which are crucial in the workplace. Internships also allow participants to gain a deeper understanding of company operations, work procedures, and organizational culture.

3.2.3. The Role of Internship in Moderating Job Burnout on Employee Performance

The results of this study indicate that internships can moderate the negative impact of job burnout on employee performance. This means that internships can provide individuals with a platform to develop new skills, expand their professional network, and gain practical experience, which can boost self-confidence and motivation, thereby mitigating the impact of burnout. Reducing employee burnout levels can contribute to improved performance.

Research conducted by shows that Lutfia and Rahadi (2020) Internship programs play a significant role and contribute significantly to improving students' soft and hard skills, which ultimately impact their future performance. This is in line with research conducted by Parashakti and Ekhsan (2022), which found that internships can mediate the relationship between burnout and performance.

Internship Internships offer opportunities to learn and develop in a diverse work environment, which can be a welcome break from the routines that trigger burnout. Furthermore, internships allow employees to build professional relationships with new people, which can provide important social and emotional support that can counteract the feelings of helplessness associated with burnout. In other words, even if an employee experiences burnout, its negative impact on performance can be mitigated through a positive internship experience. In the case of Bank Indonesia employees in Papua Province, participating in an internship program provided an opportunity to refresh their minds, learn new skills, and receive support from mentors or colleagues. This can help mitigate the impact of burnout. When burnout levels decrease, employees feel more refreshed, motivated, and better able to cope with work challenges, resulting in improved performance.

3.2.4. The Role of Internship in Moderating Personality on Employee Performance

The research results show that internships can moderate the positive influence of personality on employee performance. This means that employees with positive personalities tend to engage in internships by changing their job design by selecting tasks, negotiating different job content, and defining the meaning of their tasks or work. These processes can indirectly improve employee performance.

The results of this study are relevant to research conducted by Indrastuti (2021), which found that internships can mediate the influence of personality on employee performance. This is in line with research conducted by Gosali, Vito, and Remiasa (2024), which found that internships and personality positively influence performance.

Internship plays a significant role in moderating the relationship between personality and performance. Through internships, employees can develop skills and competencies relevant to their personality, which in turn can improve performance. During internships, Bank Indonesia Papua Province employees can develop various skills, such as communication,

teamwork, problem-solving, and time management. Individuals with a confident personality may be more willing to take initiative and contribute more actively to a team, which can ultimately improve performance. Furthermore, internships can help employees build professional networks, gain feedback from superiors, and obtain recognized certifications, all of which can contribute to improved performance in the future.

Internships provide firsthand experience of how the workplace operates, including how decisions are made, how teams collaborate, and how organizational goals are achieved. This helps participants develop a clearer picture of their desired career path and prepare them for future challenges. Internships can also boost participants' confidence and motivation in facing the world of work.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn: 1. Job burnout has a negative and significant impact on employee performance, meaning the higher the level of job burnout among Bank Indonesia employees in Papua Province, the lower their performance. 2. Personality has a positive and significant influence on employee performance, meaning better personality Bank Indonesia employees in Papua Province, the higher the expected performance. 3. Internship has a positive and significant impact on employee performance, meaning that higher quality internship experience can contribute to improved performance. 4. Internship is able to moderate the negative impact of job burnout on employee performance, meaning that the negative impact of job burnout on performance will be smaller for employees who participate in internship programs compared to employees who do not participate in internships. 5. Internship is able to moderate the positive influence of personality on employee performance, meaning positive personalities tend to do internships to gain experience and skills which ultimately impact performance.

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