

Psychological Capital and Job Demand on Job Burnt out in The Context of Supervisory Support

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Abstract. *This study aims to empirically analyze the influence of Psychological Capital and Job Demand on Job Burnout in the context of supervisory support. The research type used is Explanatory Research, which focuses on explaining the relationships between variables. The variables examined in this study include Job Burnout, Job Demand, Psychological Capital, and Supervisory Support. The data used in this study consists of primary and secondary data. Primary data was obtained through the distribution of questionnaires to respondents, while secondary data was obtained from relevant literature, related reports, and available documents. The data collection methods used include literature studies, observations, and questionnaire distribution. The sampling technique employed is non-probability sampling with a Purposive Sampling method, which selects respondents based on specific characteristics, namely having at least 5 years of work experience and being at least 25 years old. The sample size in this study is 130 respondents representing the entire human resources in the Customs and Excise Supervision and Services Office Type Madya Pabean a Semarang. Data analysis was performed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The results of the study indicate that Psychological Capital has a significant negative effect on Job Burnout, while Job Demand has a significant positive effect on Job Burnout. Furthermore, supervisory support does not moderate the effect of Psychological Capital on Job Burnout, suggesting that while supervisory support is important, internal factors such as Psychological Capital play a more significant role in reducing burnout. Good supervisory support can weaken the impact of Job Demands on Job Burnout, with constructive and creative support playing a key role in creating a healthier work environment.*

Keywords: Job Demand; Job Burnout; Psychological Capital; Supervisory Support.

1. Introduction

Organizations need to ensure optimal human resource conditions to achieve better performance, particularly in adapting to technological developments, globalization, and orientations that align with the needs of an increasingly diverse and evolving society. For public organizations, the demand to provide faster, more affordable, more accessible, and higher-quality services continues to increase. This undoubtedly creates new pressures on the human resources within these organizations.

Several factors contributing to high work pressure at the Customs and Excise Service Office (KPPBC) include differences in standard operating procedures (SOPs) and administrative descriptions between the KPPBC and consumers, resulting in frequent discrepancies in administrative products and work procedures. Furthermore, a lack of cooperation from consumers in carrying out administrative processes increases the workload and delays task completion. Tight deadlines for product completion also contribute to employee stress. Furthermore, changing regulations related to customs and excise require organizations to continuously adapt to new policies, which often requires procedural adjustments and rapid human resource capacity development.

At the Customs and Excise Supervision and Services Office (KPPBC), job descriptions encompass several key roles focused on supervision, service, and enforcement of customs and excise regulations. These roles include strict oversight of goods traffic within the customs area, prompt and accurate export-import administration services, handling excise duties on specific products such as cigarettes and alcoholic beverages, and monitoring restricted or prohibited goods. In addition, KPPBC is responsible for law enforcement to prevent violations such as smuggling and excise evasion, as well as providing education to service users regarding customs regulations.

Amidst these demanding duties, KPPBC staff face significant challenges, particularly due to differing procedures with service users, tight deadlines, and the need to adapt to dynamic regulatory changes. These diverse responsibilities require high levels of competence and strong adaptability from KPPBC staff to ensure compliance and security in the customs and excise sector, in line with the increasing complexity of global trade.

Customs plays a key role in customs and excise matters, particularly in monitoring the flow of imported and exported goods and collecting import duties, export duties, and excise duties on these goods. In addition, Customs and Excise is tasked with protecting the domestic market from potentially dangerous foreign goods, providing customs and excise facilities such as fiscal relaxation and ease of service, and enforcing customs law and services. In carrying out its functions, Customs and Excise strives to optimize state revenue.

Customs and Excise typically operates at various entry points, such as airports and ports, to ensure effective oversight of the flow of goods. Their roles include industrial assistance to support domestic industry, trade facilitator to facilitate trade, community protector to protect the public from illegal goods, and revenue collector to increase state revenue from the customs and excise sector. In Semarang, the vast industrial areas, airports, and ports

under Customs and Excise supervision require strict oversight of import and export goods traffic. However, the number of human resources available to handle this task remains limited, resulting in an imbalance between the size of the supervised area and the number of officers responsible. This situation results in an increasingly high workload for Customs officers, who must ensure the smooth flow of goods while simultaneously carrying out supervision, law enforcement, and optimizing state revenue effectively. These demands often pose a threat to companies, as many employees ultimately experience emotional exhaustion and ultimately work stress (KY Chen et al., 2019).

With the commencement of the bureaucratic reform program under the Decree of the Minister of Finance Number 30/KMK.01/2007 concerning Bureaucratic Reform of the Ministry of Finance, the implementation of Balanced Scorecard (BSC)-based performance management within the Ministry of Finance began. This BSC-based performance management approach is based on the Decree of the Minister of Finance Number 300/KMK.01/2022 concerning Performance Management within the Ministry of Finance.

The performance management system at the Ministry of Finance is implemented in stages, starting at the overall Ministry of Finance level (Kemenkeu-Wide), then down through various levels, from Echelon I to Echelon V (Kemenkeu-One to Kemenkeu-Five). Performance measurement in the BSC is carried out through an assessment of the achievement of key performance indicators that have been established to achieve the organization's strategic goals. These goals are then mapped in a Strategy Map, which illustrates the cause-and-effect relationships in achieving the organization's vision.

In 2023, the Tanjung Emas TMP KPPBC Strategy Map included 12 Strategic Objectives with 19 established Key Performance Indicators (KPIs). Based on that year's performance evaluation, Tanjung Emas TMP KPPBC received a distinguished distinction with an Organizational Performance Score (NKO) of 112.19%. This score was obtained from four main perspectives: Stakeholder Perspective (30%), Customer Perspective (20%), Internal Process Perspective (25%), and Learning and Growth Perspective (25%). Overall, all KPIs were successfully achieved with excellent results.

Based on the KPI achievement data, the "Percentage of Customs and Excise Revenue Realization" indicator shows that the 2023 target of 100% was not achieved, with realization of only 93.72%. This trend is expected to continue in 2024, with the target lowered to 93%, reflecting ongoing challenges in achieving customs and excise revenue. Several factors contributing to this target failure include the global economic slowdown affecting export-import activities, fluctuations in the rupiah exchange rate, and policy changes such as fiscal incentives and excise rate adjustments. Furthermore, the level of taxpayer compliance and increasing methods of import duty evasion may also contribute to the lower realization of the set target.

Organizational behavior experts have identified work stress as a cause of various physical and mental problems, as well as decreased organizational output (Ravalier et al., 2020). Work stress is considered to impact not only individuals but also increase costs for

organizations and industries (Hutagalung et al., 2020). Stress becomes a problem for employees and organizations when it leads to burnout or job burnout (Soelton et al., 2020).

Burnout, or job burnout, is psychological and physical exhaustion in employees caused by a work environment that is unsupportive or does not meet their needs and expectations (Leiter et al., 2015a). Employees experiencing burnout can experience physical and mental health problems, which ultimately impact their job performance (Alessandri et al., 2018). Burnout is described as a state of emotional and mental exhaustion caused by workplace stress that can arise from a lack of organizational support, workload, and poor communication and support from coworkers, creating a non-conductive work environment (Day et al., 2017).

Job demands can be defined as “physical, psychological, social, or organizational aspects of a job that require sustained physical and/or psychological (cognitive and emotional) effort or skills” (Ahmad et al., 2021a; Bakker & Demerouti, 2007a; Karasek et al., 2001a). Researchers acknowledge that stress arises as a result of an imbalance between job demands and available resources (A. Adil & Kamal, 2020a; Bakker et al., 2004; Panari et al., 2010; Sokal et al., 2020).

When job demands are balanced with available resources, those resources can meet them. Conversely, if there is an imbalance between job demands and available resources, this can lead to job stress, which ultimately leads to burnout and attrition (Bakker & de Vries, 2021a).

When human resources become exhausted due to extremely high job demands, they are no longer interested in making positive contributions (Xian et al., 2020). The work demands they face exceed their capabilities, resulting in exhaustion (Bakker, 2011). Burnout is generally conceptualized as a chronic stress syndrome, including feelings of chronic fatigue, negative attitudes toward work (cynicism), and decreased professional efficacy (Leiter et al., 2015b). Therefore, it can be understood that acute fatigue occurs after a hard day's work with opportunities for rest as a relatively short recovery period, to severe and persistent forms of fatigue accompanied by other accompanying problems, such as mental distance from work, cognitive problems, and mood disorders that occur after prolonged exposure to high job demands.

Recent research on job demand demonstrates the role of psychological capital in efforts to reduce nurse burnout in the face of high patient volume (Kim & Kweon, 2020). Psychological capital can be seen as an important human resource (Huang et al., 2021a). Psychological capital is a positive psychological state that leverages an individual's psychological strengths to achieve goals and drive performance (Huang et al., 2021b). Constituents of psychological capital include self-development potential with self-efficacy, optimism, hope, and resilience (Witasari & Gustomo, 2020). Psychological capital has also been found to be associated with job stress (J. Chen, 2020), burnout, and resignation intentions among nurses (Vîrga et al., 2020). Optimism, hope, and self-efficacy have the power to foster resilience in the face of high task demands (Grover et al., 2019).

Several recent studies have examined the relationship between psychological capital and burnout (J. Chen, 2020; Kim & Kweon, 2020; Luthans et al., 2004; Vîrga et al., 2020). However, the literature on the relationship between psychological capital and burnout is generally relatively small, with these studies only partially analyzing the relationship between psychological capital and variables such as work stress and burnout (Kim & Kweon, 2020).

Stress levels are evident in employees' frequent dizziness and fatigue (Rigó et al., 2021). This can be due to the numerous demands of tasks that must be completed, resulting in limited rest time due to excessive workloads. The heavy demands of tasks force employees to utilize their physical functional abilities to cope with the high workload, work pressure, and work pace (Bakker & de Vries, 2021b).

Research into the role of job demand in exacerbating burnout remains controversial. Previous research suggests that job demand influences the severity of burntout in male nurses, with a statistically significant positive interaction between job demand and burntout (Xian et al., 2020). This finding contradicts Chen & Chen (2018), who found that job demand negatively impacts burnout.

Based on the controversial research results, this study proposes supervisory support as a moderating variable. Supervisory support is support from superiors to human resources within an organization to motivate, encourage, and provide work guidance (Weigl et al., 2016). Employees who receive attention and motivation from their superiors will perform better than those who receive less attention from their superiors.(Beks & Doucet, 2020).

Supervision incorporates elements of training and treatment, and focuses on the knowledge and skills of human resources in performing their work, with the goal of delivering better outcomes for clients (Hiebler-Ragger et al., 2021). Social support can enhance an individual's positive psychological state, such as positive affect and well-being (Li et al., 2018). Social support acts as a buffer against stress (Rueger et al., 2016).

2. Research Methods

The type of research used is "explanatory research." The variables used are job burnout, job demand, psychological capital, and supervisory support.

Research data sources a. Primary Data: Primary data is data obtained directly from research respondents. This data is based on a questionnaire distributed to respondents. Primary data consists of respondents' responses to research variables, including job burnout, job demand, psychological capital, and supervisory support. b. Secondary Data: Secondary data is data that has been processed by other people or institutions and published. This data is obtained from magazines, reports from related agencies, and existing literature, including: number of personnel, organizational structure, job descriptions, and so on.

3. Results and Discussion

3.1. The Influence of Psychological Capital on Burnt out

The results of this study indicate that Psychological Capital has a significant negative effect on job burnout, and this finding is supported by previous studies that stated Psychological Capital can reduce job exhaustion (Peng et al., 2013, 2019; Zhou et al., 2017). This study also revealed that the higher the level of Self-efficacy, Optimism, and Hope possessed by employees, the lower the tendency towards Emotional Exhaustion, Depersonalization, and Personal Accomplishment (self-accomplishment).

The psychological capital variable with the highest outer loading value was obtained from the self-efficacy indicator. On the other hand, the job burnout variable with the highest outer loading value was found in the personal accomplishment indicator. These results indicate that the higher a person's self-efficacy level, the lower the perceived fatigue associated with the demands of personal accomplishment. This means that individuals who have strong self-confidence in their ability to overcome challenges and achieve goals tend to feel more capable of facing the workload and expected achievements. In other words, self-efficacy plays a significant role in reducing the levels of emotional and physical fatigue caused by job demands, thereby improving individual performance and well-being.

The psychological capital variable with the lowest outer loading value is the optimism indicator. Conversely, the job burnout variable with the lowest outer loading value is the depersonalization indicator. These results indicate that the higher a person's level of optimism, the lower the level of depersonalization they experience. In other words, optimism can help individuals maintain emotional engagement and positive relationships with their work and coworkers. High optimism makes a person more able to view challenges as opportunities rather than burdens, thereby reducing the tendency to feel detached or alienated from work and others. This, in turn, can reduce the symptoms of depersonalization that often appear in individuals experiencing job burnout.

3.2. The influence of job demands on job burnout

The results of this research discussion prove that job demands have a significant positive effect on job burnout, the results of which are also strengthened by the results of previous research. Stated that job demands have a significant influence on job burnout (Xian et al., 2020).

This study shows that the higher the workload, time pressure, and personal conflict, the higher the levels of emotional exhaustion, depersonalization, and personal accomplishment.

The Job Demands variable with the highest outer loading is an indicator of time pressure. Meanwhile, the Job Burnout variable with the highest outer loading is an indicator of Personal Accomplishment (self-accomplishment). These findings indicate that the higher the time pressure experienced by an individual, the higher the level of fatigue felt related to self-accomplishment. This means that a pressing and time-limited workload can cause individuals to feel dissatisfied with their accomplishments, potentially increasing feelings of fatigue and an inability to achieve desired goals or results in their work. Excessive time

pressure can affect work quality and undermine the sense of accomplishment an individual should feel, thus triggering burnout.

The Job Demands variable with the lowest outer loading value is the workload indicator, while the Job Burnout variable with the lowest outer loading value is the Depersonalization indicator. These findings indicate that the higher the workload experienced by an individual, the higher the level of depersonalization that occurs. This means that excessive workload can cause individuals to feel alienated or lose their personal connection to their work. This depersonalization usually occurs when an individual begins to feel disconnected or indifferent to others in the workplace, which in turn can reduce the quality of their social interactions and performance. This condition demonstrates the importance of balanced workload management to avoid negative impacts on employee mental and emotional well-being.

3.3. Supervisory Support Moderation on the Influence of Psychological Capital in Reducing Job Burnout

The results of this study demonstrate that supervisory support does not moderate the effect of psychological capital on job burnout. This means that good supervisory support is unable to strengthen psychological capital and reduce job burnout.

This study shows the variable of Supervisory Support which in this study is measured from the reflection of four indicators namely indicators Democratic, Cooperation, Constructive and Creative are not able to be moderating variables in the influence of Psychological capital on job burnout. High supervisory support is not able to strengthen the influence of Self-efficacy, Optimism, and Hope in reducing Emotional exhaustion, Depersonalization, Personal accomplishment.

The Supervisory Support variable with the highest outer loading value is the Constructive indicator, while the Psychological Capital variable with the highest outer loading value is the Self-efficacy indicator. On the other hand, the Job Burnout variable with the highest outer loading value is the Personal Accomplishment indicator. These results indicate that although good constructive support from leaders can have a positive impact, it is not enough to strengthen the influence of Self-efficacy in reducing burnout related to Personal Accomplishment. This means that although support from leaders is important in creating a positive work environment, self-strengthening and individual confidence through Self-efficacy remain key factors in overcoming burnout and increasing personal achievement in the workplace. This shows that external support alone is not enough, but must be supported by individual confidence and ability in facing work challenges.

The Supervisory Support variable with the lowest outer loading value is the Creativity indicator, while the Psychological Capital variable with the lowest outer loading value is the Optimism indicator. The Job Burnout variable with the lowest outer loading value is the Depersonalization indicator. These results indicate that when support for creativity is not strengthened, the effect of Optimism on depersonalization becomes insignificant. This means that poorly supported creativity can reduce the positive impact of optimism in

reducing depersonalization. This indicates that support for creativity in the workplace plays a significant role in facilitating the influence of optimism, which in turn can reduce feelings of alienation or depersonalization in the workplace. In other words, even if an individual has high optimism, without adequate support for developing creativity, they may still experience depersonalization as part of burnout.

The results of this study indicate that supervisory support does not moderate the effect of Psychological Capital on job burnout at the Semarang Type A Customs and Excise Supervision and Service Office. One factor influencing this finding is that the majority of respondents are civil servants (ASN), who tend to feel secure in their jobs. This makes them feel more stable and able to rely on internal strengths, such as optimism and self-efficacy, to cope with stress and burnout without relying on supervisory support. Furthermore, most respondents are of productive age and have a relatively high level of education, which allows them to manage work pressure well, reducing the need for external intervention.

Furthermore, respondents' varied work experience, with most having worked between 5 and 10 years, also contributed to this finding. Sufficient work experience makes them more skilled at dealing with challenges and stress in the workplace, and enables them to develop effective coping mechanisms. With these skills and experience, respondents are more likely to rely on personal abilities to reduce job burnout, so supervisory support does not have a significant moderating role in the relationship between Psychological Capital and job burnout.

3.4. Supervisory Support Moderation of the Influence of Job Demand on Job Burnout

The results of this study demonstrate that good support can weaken the influence of job demands on job burnout. This means that better supervisory support will weaken the impact of job demands on job burnout.

This study revealed that Supervisory Support, measured through four indicators: Democratic, Cooperative, Constructive, and Creative, can mitigate the impact of job demands on job burnout. High levels of supervisory support have been shown to mitigate the effects of workload, time pressure, and personal conflict on Emotional Exhaustion, Depersonalization, and Personal Accomplishment.

The Supervisory Support variable with the highest outer loading value is the Constructive indicator, while the Job Demands variable with the highest outer loading value is the time pressure indicator. Meanwhile, the Job Burnout variable with the highest outer loading value is the Personal Accomplishment indicator. The results of this study indicate that good constructive support from leaders can reduce the impact of time pressure on personal accomplishment. This means that when a leader provides constructive support, such as providing positive guidance, constructive feedback, and creating an environment that supports self-development, then the pressure faced by employees in terms of time will not negatively affect their personal accomplishment. This support helps individuals to stay focused, motivated, and feel appreciated, which in turn increases the sense of personal accomplishment and job satisfaction despite high time pressure.

The Supervisory Support variable with the lowest outer loading value is the Creativity indicator. Furthermore, the Job Demands variable with the lowest outer loading value is the workload indicator, while the Job Burnout variable with the lowest outer loading value is the Depersonalization indicator. These results indicate that when leadership support for creativity is effective, it can reduce the impact of workload on depersonalization. This means that support provided by leadership in encouraging employee creativity can serve as an effective counterbalance to workload pressure. With a work environment that supports creativity, individuals will feel more connected to their work, reducing feelings of alienation or depersonalization that usually arise from stress or high work pressure. This support is important for creating an atmosphere that supports employees' mental and emotional well-being, so they can better face work challenges.

4. Conclusion

The research problem formulation in this study is regarding the influence of Psychological Capital and Job Demands on Job Burnout in the context of supervisory support. This study shows that to reduce burnout at the Semarang Type A Customs and Excise Supervision and Service Office, it is important to improve the psychological capital of human resources to strengthen their resilience in facing job demands and job burnout. In addition, increasing supervisory support is also needed to reduce the impact of job demands on burnout. Based on the research question, the results of this study can be summarized as follows: 1. Psychological Capital has a significant negative effect on Job Burnout, with Self-efficacy, Optimism, and Hope proven to reduce emotional exhaustion, depersonalization, and fatigue related to Personal Accomplishment demands. 2. Supervisory support did not moderate the effect of Psychological Capital on Job Burnout. This finding indicates that the majority of respondents were civil servants, had a sense of job security, and were of productive age with a high level of education, enabling them to manage stress and work challenges independently. Their sufficient work experience also made them less reliant on supervisory support to reduce burnout. 3. Good support can reduce the impact of job demands on job burnout. Democratic, cooperative, constructive, and creative support from supervisors has been shown to reduce the impact of job demands on emotional exhaustion, depersonalization, and burnout related to personal accomplishment demands.

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