MAGISTER MANAJEMEN-UNISSULA
SAMaJ
SULTAN AGUNG MANAGEMENT JOURNAL

Psychological Capital and Job Demands In Reducing Work Fatigue

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Abstract. *This study is an explanatory research aimed at examining the influence of job demands on job burnout, as well as the moderating role of psychological capital and supervisory support in that relationship. The object of this research is all human resources (HR) at the KPP Madya Semarang office, with a total sample of 60 employees selected using a census technique. The data used in this study is primary data, collected directly through questionnaires distributed to respondents. The questionnaires employed a Likert scale ranging from 1 to 5 to measure responses related to job demands, job burnout, psychological capital, and supervisory support variables. Data analysis was conducted using structural equation modeling with a Partial Least Squares (PLS) approach. The results of the first hypothesis test show that job demands have a positive and significant effect on job burnout, indicating that higher job demands are associated with increased levels of employee burnout. Furthermore, the second hypothesis test confirms that psychological capital acts as a moderating variable that effectively weakens the relationship between job demands and job burnout. These findings highlight the importance of strengthening psychological capital as a strategy to reduce the negative impact of job pressure on employee well-being.*

Keywords: *Burnout; Capital; Demands; Psychological.*

1. Introduction

One of the biggest challenges in the increasingly dynamic and stressful world of work is job burnout, which can reduce employee performance and well-being.(Alessandri et al., 2018). Work fatigue is often caused by high work demands that are not balanced with adequate resources, both from the individual and the work environment.(Karasek et al., 2001)This condition can result in decreased motivation, emotional exhaustion, and decreased productivity in the long term.(Peres & Maridjo, 2024). Therefore, it is important to identify factors that can help mitigate the negative impact of job demands on employee well-being.

Job demands are defined as "the physical, psychological, social, or organizational aspects of a job that require sustained physical and/or psychological (cognitive and emotional) effort or skill"(Karasek et al., 2001). Researchers have recognized that stress is the result of an imbalance between job demands and resources.(A. Adil & Kamal, 2020; Ahmad et al., 2021;

Bakker et al., 2004; Panari et al., 2010).

When job demands are balanced with the availability of resources, employees are able to meet their job demands. Conversely, if job demands are not balanced with the availability of resources, it can ultimately lead to work stress, leading to burnout and attrition.(Bakker & de Vries, 2021a).

When human resources are exhausted by the very high demands of work, they are no longer interested in making a positive contribution.(Bakker & de Vries, 2021a). The demands of the work they face exceed their own strength, resulting in fatigue.(Radic et al., 2020). Job burnout is generally conceptualized as a chronic stress syndrome, including feelings of chronic exhaustion, negative attitudes toward work (cynicism), and decreased professional efficacy.(Garcia et al., 2020)Acute fatigue can occur after a hard day's work with relatively short periods of rest, or severe and persistent fatigue accompanied by other problems, such as mental distance from work, cognitive problems, and mood disorders that occur after prolonged exposure to high work demands.(Costin et al., 2023).

Stress levels are evident in employees' frequent feelings of dizziness and fatigue (Rigó et al. 2021). This can be due to the high workload, which results in limited rest time. The heavy demands of work require employees to utilize their physical capabilities to cope with the high workload, work pressure, and work pace (Bakker and de Vries 2021).

Work fatigue described as a condition where an employee feels emotionally tired, emotionally and mentally exhausted due to stress at work.(Leiter et al., 2015)This condition can be caused by a lack of organizational support.(Weigl et al., 2016)Supportive supervision can provide guidance, motivation, and solutions to obstacles employees face, helping them feel more valued and supported in their work.(Judith Johnson et al., 2020).

Work fatigue is the psychological and physical fatigue of employees caused by work situations that do not support or do not match needs and expectations.(Leiter et al., 2015)Human resources who experience work fatigue will experience physical and psychological health problems which can affect employee performance.(Kubicek & Korunka, 2015).Previous studies show that task demands have a significant positive influence on job fatigue.(MS Adil & Baig, 2018; Ahmad et al., 2020, 2021; Sokal et al., 2020), while other studies show that task demands have a negative influence on job fatigue.(Gerich & Weber, 2020). Based on the controversy surrounding the research results, this study proposes the psychological capital variable as a moderating variable between task demands and work fatigue.

One of the factors that plays a role in dealing with work fatigue is psychological capital, which includes self-efficacy, hope, mental resilience, and optimism.(Luthans et al., 2004)Individuals with high psychological capital tend to be better able to cope with work pressure, adapt to challenges, and maintain good performance.(Huang et al., 2021).

Recent research has shown the role of psychological capital in efforts to reduce nurse burnout in the face of high patient load.(Kim & Kweon, 2020)Psychological capital is seen as a crucial

human resource (Luthans et al. 2006). Psychological capital is a positive psychological state that leverages an individual's psychological strengths to achieve goals and drive performance (Luthans, Luthans, and Luthans 2004). Constituents of psychological capital include self-development potential, including self-efficacy, optimism, hope, and resilience (Luthans et al. 2006). Psychological capital has also been found to be associated with job stress (Chen 2020), burnout, and intention to quit 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).

2. Research Methods

The type of research used in this study is explanatory research. According to(Widodo, 2010)Explanatory research is explanatory in nature, meaning it emphasizes the relationships between variables by testing hypotheses. The descriptions contain descriptive elements, but the focus is on the relationships between variables. In this case, the researchers examined the influence of task demands, work fatigue, and psychological capital. The researchers chose this method so that the results could be directly applied to the organization where they work.

3. Results and discussion

This study used 60 respondents from all employees at the East Semarang Tax Service Office. The characteristics of the respondents are presented using statistical data obtained through questionnaire distribution. During the fieldwork, all respondents willingly completed the questionnaire, resulting in 60 completed questionnaires that were used in the data analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, education and length of service, as explained below:

1) Gender

The characteristics of the respondents in this study can be explained based on gender as follows:

Table Respondent Description Based on Gender

Gender	Frequency	Percentage
Man	28	46.7
Woman	32	53.3
Total	60	100.0

The data presented in Table shows that the majority of respondents were female (32 respondents (53.3%), while 28 respondents were male (46.7%). Female employees tend to focus more on one task at a time and are often considered more direct in their problem-solving approach. Meanwhile, male employees are considered better at multitasking and able to manage several tasks simultaneously.

2) Age

The characteristics of the respondents in this study can be explained based on age as follows:

Table Respondent Description Based on Age

Age	**Frequency**	**Percentage**
<30 years	11	18.3
31 - 45 years old	33	55.0
>45 years	16	26.7
Total	60	100.0

Source: Data processing results, 2024.

The data presented in Table shows that the majority of respondents were aged 31-45 years (33 respondents (55.0%), 11 respondents (18.3%) were under 30 years old, and 16 respondents (26.7%) were over 45 years old. By the age of 21 - 30 many individuals have reached a higher level of personal and professional maturity.

3) Last education

The majority of respondents in this study had a bachelor's degree (31 respondents (51.7%), 22 respondents (36.7%) had a diploma (D3/D4), and 7 respondents (11.7%) had a master's degree (S2). The characteristics of the employees who participated in this study can be explained based on their highest level of education as follows:

Table Respondent Description Based on Last Education

Last education	Frequency	Percentage
D3/D4	22	36.7
Bachelor degree	31	51.7
Postgraduate Masters	7	11.7
Total	60	100.0

Source: Data processing results, 2024.

Employees with a bachelor's degree generally have a broader and deeper understanding of academic fields. They tend to have more structured analytical, critical thinking, and problem-solving skills. These advantages significantly support work performance inEast Semarang Tax Service Office. With a large number of highly educated employees, it is hoped that this will improve organizational performance.

4) Years of service

The characteristics of the employees who were respondents in this study can be explained based on their length of service as follows:

Table Deskripsi Responden Berdasarkan Masa kerja

Lama Bekerja	**Frekuensi**	**Prosentase**
<1 tahun	1	1.7
1 - <5 tahun	21	35.0
5 - <20 tahun	30	50.0
20 - <30 tahun	7	11.7
>30 tahun	1	1.7
Total	60	100.0

Sumber: Hasil Pengolahan Data Primer, 2024.

Pada Tabel diketahui bahwa sebagian besar responden yang telah bekerja antara 5 - <20 tahun sebanyak 30 responden (50,0%). Terdapat 1 responden (1,7%) yang masa kerja kurang dari 1 tahun. Responden dengan masa kerja 1 - <5 tahun sebanyak 21 responden (35,0%), masa kerja 20 - <30 tahun sebanyak 7 responden (11,7)%), dan terdapat 1 responden (1,7%) dengan masa kerja > 30 tahun. Berdasrakan temuan tersebut, terlihat bahwa sebagian besar responden memiliki masa keraj 5 - <20 tahun. Pada masa ini pegawai secara umum dapat dinilai telah memiliki pengalaman kerja yang cukup banyak,

Reliability testing is conducted to prove the accuracy, consistency, and precision of the instrument in measuring the construct. Reliability indicates that the research indicators used are in accordance with the actual conditions of the research object. Measuring the reliability of a construct with reflective indicators can be done using three methods, namely:

a. *Composite Reliability*. Indicators of a construct give good results, namely if they are able to provide a composite reliability value of more than 0.70.

b. *Average Variance Extracted*(AVE). An AVE criterion above 0.5 indicates that the indicators that form the research variables are said to be reliable, so they can be used in further analysis in the research.

c. *Cronbach alpha.*The Cronbach alpha score criteria of more than 0.70 means that the reliability of the construct being studied is classified as good (Ghozali, 2014).

The composite reliability, Cronbach's alpha, and AVE values for each construct of this study are presented in full in the table below:

Table Reliability Test Results

	Cronbach's alpha	*Composite reliability (rho_c)*	*Average variance extracted (AVE)*
Work Fatigue	0.939	0.953	0.804
Psychological Capital	0.942	0.958	0.851
Job Demands	0.941	0.962	0.894

Data Source: Processed research data, 2024

The results of the reliability test for each structure are shown in the table above. The findings indicate that the AVE value for each construct is more than 0.5, the composite reliability value for each construct is more than 0.7, and the Cronbach alpha value for each construct is more than 0.7. Based on the results of the reliability test, it can be concluded that the Work Motivation, Job Fatigue, and Job Demands instruments have high reliability.

Based on the results of convergent validity, discriminant validity, and reliability testing of the research variables, the conclusion that can be drawn is that the indicators used in measuring latent variables can all be stated as valid and reliable measurement indicators.

The Goodness of Fit (GoF) Criteria test is used to evaluate the structural model and measurement model. The GoF test is conducted to test the goodness of fit of the structural model or inner model. Assessment of the inner model means evaluating the relationship between latent constructs by observing the estimated results of the path parameter coefficients and their significance levels (Ghozali, 2011). In this study, the goodness of fit test of the structural model is evaluated by considering R-square (R2) and Q2 (predictive relevance model). Q2 determines how well the model produces the observed values. The coefficient of determination (R2) of all endogenous variables determines Q2. The magnitude of Q2 has a value in the range of 0 to 1 and indicates that the closer it is to 1, the better the model formed.

R square indicates the extent to which the variation of an endogenous variable can be explained by other exogenous or endogenous variables in the model. According to Chin (1998), as quoted in Abdillah, W., & Hartono, 2015, the R square interpretation is 0.19 (low influence), 0.33 (medium influence), and 0.67 (high influence). The following table presents the results of the coefficient of determination (R2) of the endogenous variables.

Table R-Square Value

	R-square
Work Fatigue	0.652

The coefficient of determination (R-square) for work fatigue obtained from the model was 0.652, meaning that 65.2% of the work fatigue variable can be explained by job demands. The remaining 34.8% is influenced by variables outside the study..The R square value (0.652) is above the value of 0.33 - 0.67, meaning that the variables of job demands and psychological capital moderation have an influence on the work fatigue variable in the moderate category.

The Q-Square (Q2) value is one test for assessing the goodness of fit of a structural model, indicating how well the model's observed values and parameter estimates align. A Q2 value > 0 indicates the model has predictive relevance, while a Q2 value < 0 indicates the model lacks predictive relevance. Q2 values of 0.02, 0.15, and 0.35 indicate weak, moderate, and strong fit, respectively (Ghozali & Latan, 2015).

Table Q-Square Statistical Value

	Sso	Sse	Q^2 (=1-Sse/Sso)
Work Fatigue	300,000	147,368	0.509

The Q-square (Q2) calculation for Job Fatigue yielded a value of 0.509, which is greater than 0.35, indicating that the model has strong predictive relevance in predicting the Job Fatigue variable. This means that the structural model has a good fit with the data. This means that the estimated parameter values generated by the model are in accordance with the observed values.

The final analysis in PLS is the structural model analysis, or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen in the structural model output, which examines the significance of the loading factors, which explain

the influence of the Job Demands construct on Psychological Capital through the mediation of Job Fatigue as an intervening variable.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:

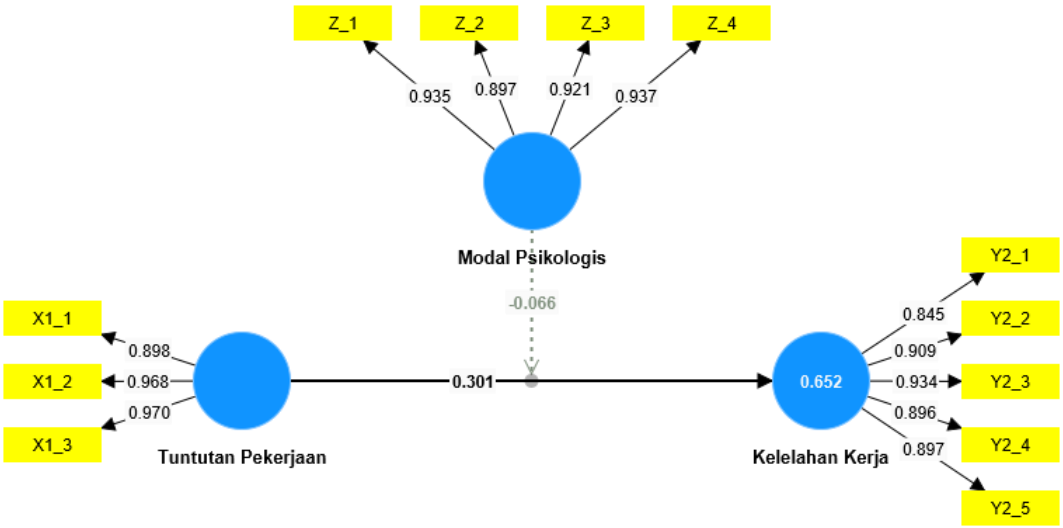

Figure Full Model SEM PLS Moderation

Source: Results of data processing with Smart PLS 4.0 (2024)

Multicollinearity testing is performed before hypothesis testing. Multicollinearity is a condition where there is a correlation between independent variables or where independent variables are not mutually independent. Multicollinearity testing can be performed by examining the collinearity statistics (VIF) values in the inner VIF values. An inner VIF value <5 indicates no multicollinearity (Hair et al., 2019).

Table Multicollinearity Test Results

	VIF
Psychological Capital -> Work Fatigue	1,069
Job Demands -> Job Fatigue	1,037
Psychological Capital x Job Demands -> Job Burnout	1,106

According to the results of the multicollinearity test above, it can be seen that the VIF value of all variables is not above 5. This means that there is no multicollinearity problem in the model formed.

This section presents the results of the research hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the calculated t-value with the t-table, assuming that the calculated t-value is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table *Path Coefficients*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Psychological Capital -> Work Fatigue	-0.702	-0.697	0.084	8,353	0.000
Job Demands -> Job Fatigue	0.301	0.301	0.095	3,159	0.002
Psychological Capital x Job Demands -> Job Burnout	-0.066	-0.073	0.083	2,194	0.027

Source: Results of data processing with Smart PLS 4.0 (2024)

By presenting the results of the data processing, testing can then be carried out for each research hypothesis, namely:

1) Hypothesis Testing 1:

H1 : *If the demands of human resource work are high, then work fatigue is higher.*

The first hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of Job Demands on Job Fatigue, which was 0.301. This result provides evidence that Job Demands have a positive influence on Job Fatigue. The results of the t-test confirmed this finding, where it was known that the magnitude of the calculated t (3.159) was greater than the t-table (1.96) with p (0.000) less than 0.05. The conclusion of this test is that Job Demands positively and significantly influence Job Fatigue. This result means that the better the Job Demands, the more Job Fatigue will tend to increase. Based on this, the first hypothesis proposed in this study, namely 'If the job demands of human resources are high, then job fatigue will be higher', can be accepted.

The first hypothesis test provides evidence that job demands have a positive and significant impact on job burnout. This result means that the better the job demands, the more likely job burnout is to increase. This finding supports previous research that job demands can cause physical exhaustion in employees, and this can also trigger psychological exhaustion (Bakker and de Vries 2021). The results of the study indicate that job demands have a significant impact on job burnout.(Dounavi et al., 2019; Firdaus et al., 2023; Gerich & Weber, 2020; Sharplin, 2021; Xian et al., 2020).

Job Demands in this study are reflected by three indicators: Workload, Time Pressure, and Personal Conflict. These three indicators can increase the Job Fatigue variable, which in this study is a reflection of three indicators: Physical Fatigue, Emotional Fatigue, Mental Fatigue, Low Self-Esteem (LHS), and Depersonalization.

Based on the analysis, the indicator with the highest outer loading value for the Job Demands variable is personal conflict, while for the Job Fatigue variable, the indicator with the highest value is mental exhaustion. These findings indicate that the higher the level of personal conflict an individual experiences in the work environment, the greater the likelihood of that individual experiencing mental exhaustion. In other words, personal conflict in the work

context is a major trigger for draining employees' psychological and emotional energy, which can ultimately negatively impact mental health, motivation, and overall work performance.

The analysis results show that for the Job Demands variable, the indicator with the lowest outer loading value is workload, while for the Job Fatigue variable, the indicator with the lowest value is physical fatigue. Although the contribution of these two indicators is relatively lower compared to the other indicators in forming the construct of each variable, the relationship between them still shows a significant trend. The higher the intensity of the workload received by an individual, whether in the form of task volume, time pressure, or productivity demands, the greater the possibility of the individual experiencing physical fatigue. This means that excessive physical demands due to busy work can drain the body's energy, reduce stamina, and even impact physical health disorders, which ultimately can reduce efficiency and work safety.

2) Hypothesis Testing 2:

H2 *:* *When*When human psychological capital is high, the negative impact of job demands on work fatigue will be reduced. Conversely, when human psychological capital is low, job demands tend to have a greater effect on work fatigue.

The second hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the effect of the interaction variable (Psychological Capital x Job Demands) on Job Fatigue, which was -0.066. This result provides evidence that the moderating effect of Psychological Capital can weaken the relationship between Job Demands and Job Fatigue. The results of the t-test showed that the calculated t-value (2.194) was greater than the t-table (1.96) with p (0.027) less than 0.05. Based on this test, it can be concluded that there is a moderating effect of Psychological Capital on the relationship between Job Demands and Job Fatigue. This result means that high Psychological Capital can weaken the influence of job demands on job fatigue. Based on this, the second hypothesis proposed in this study, namely "When HR Psychological Capital is at a high level, the negative impact of job demands on job fatigue will be reduced. Conversely, if HR Psychological Capital is low, job demands tend to have a greater effect in increasing job fatigue" can be accepted.

The second hypothesis test demonstrated that the moderating effect of Psychological Capital can weaken the relationship between Job Demands and Job Fatigue. This result indicates that high levels of Psychological Capital can weaken the influence of job demands on job fatigue. This means that when HR's Psychological Capital is at a high level, the negative impact of job demands on job fatigue will be reduced.

Psychological capital in this study was measured by reflecting four indicators: self-efficacy/confidence, optimism, hope, and resilience. Job demands in this study were reflected by three indicators: workload, time pressure, and personal conflict. These three indicators were able to increase the work fatigue variable, which in this study was reflected by three indicators: physical fatigue, emotional fatigue, mental fatigue, low personal accomplishment,

and depersonalization.

Based on the analysis, the indicator with the highest outer loading value in the Psychological Capital variable is resilience, which is an individual's ability to bounce back from pressure or difficulties. Meanwhile, in the Job Demands variable, the highest indicator is personal conflict, which reflects the presence of tension or interpersonal conflict in the work environment. As for the Job Fatigue variable, the indicator with the largest contribution is mental exhaustion, which describes a state of psychological exhaustion due to prolonged pressure. These findings indicate that the higher the level of resilience possessed by human resources, the more able the individual is to control or mitigate the negative impact of personal conflicts that occur in the workplace on mental exhaustion that may arise. This means that a person's mental and emotional resilience is an important protective factor in maintaining psychological health amid the dynamics and social pressures in the work environment.

The analysis results show that for the Psychological Capital variable, the indicator with the lowest outer loading value is optimism, which refers to an individual's positive attitude toward the future and the belief that good things will happen. Meanwhile, the indicator with the lowest outer loading value for the Job Demands variable is workload, which reflects the number of tasks and responsibilities that must be completed within a certain time limit. For the Job Fatigue variable, the lowest indicator is physical fatigue, which refers to physical exhaustion due to continuous or excessive work activities. These findings indicate that although the contribution of each indicator is relatively smaller, optimism still plays a significant role in mitigating the negative impact of a high workload on physical fatigue. This means that individuals with an optimistic attitude tend to be better able to manage work pressure constructively, maintain morale, and maintain physical energy, so that heavy workloads do not directly lead to physical exhaustion that disrupts productivity and well-being.

4. Conclusion

Based on the analysis of hypothesis proof, the answers to the research questions that emerged in this study are as follows: The results of the first hypothesis test indicate that Job Demands have a positive and significant effect on Job Fatigue, meaning that the higher the job demands, the higher the level of job fatigue. This effect is primarily driven by personal conflict, which is a dominant indicator of job demands and has a significant impact on mental fatigue, the primary form of job fatigue. This finding aligns with previous studies that suggest that high job demands, both physical and psychological, can lead to overall fatigue, negatively impacting employee mental health, motivation, and performance. The second hypothesis test proved that Psychological Capital acts as a moderating variable capable of weakening the relationship between Job Demands and Job Burnout. This means that when individuals possess high levels of Psychological Capital—such as self-confidence, hope, optimism, and resilience—the negative impacts of workload, time pressure, and personal conflict on burnout, particularly mental and physical fatigue, will be reduced. Thus, Psychological Capital is an important protective factor in maintaining employees' psychological and physical

balance in the face of complex work pressures.

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