

Job Crafting Mediation on Self Efficacy and Burnout at PT PLN Indonesia Power

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Abstract. An imbalance in workload and employee readiness for demands at work has the potential to cause burnout. This research adds job crafting as a skill to reorganize work in the most appropriate way. The research aims to examine the influence of self-efficacy on burnout which is mediated by job crafting. The research method uses a path analysis approach, with the research object being 100 employees at PT PLN Indonesia Power. This research found that there is an influence of self-efficacy on job crafting and the influence of job crafting on burnout. Employees who have self-efficacy and are given good job crafting are less likely to experience burnout.

Keywords: Burnout, Job Crafting, and Self-Efficacy

INTRODUCTION

Organizational success does not only depend on technological superiority and availability of funds, but the human factor is quite important. Human Resources determine the success of a business, so HR should be managed as well as possible in line with technological developments. This is because well-managed human resources will also influence company performance (Alonso et al., 2019; Ansley et al., 2021).

Burnout is one of the problems experienced by HR. Burnout is a syndrome that arises as a result of prolonged interpersonal stress due to work (Apriningrum & Utami, 2021). Burnout or also known as fatigue syndrome is not only related to certain work environments, age or gender, but is also reported to occur in several different types of work such as social workers, counselors, teachers, nurses, laboratory workers, speech therapists, doctors, dentists, police, prison guards, flight attendants, managers and even housewives, students and the unemployed (Cheng & O-Yang, 2018). Burnout that is not handled properly can cause depersonalization (negativism and cynicism) and decreased work performance. Burnout is caused by prolonged stress that is not handled properly, incompatibility between workers and the work environment, and the gap between expectations and reality (Martínez-Díaz et al., 2023).

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This research indicates that there is work fatigue experienced by employees at PT PLN Indonesia Power. As a provider of electrical energy services to the community, PT PLN Indonesia Power is required to always provide quality in its managerial processes and service processes to the community, so that the community as consumers feel satisfied. The wide distribution of consumers makes it increasingly demanding for companies to always provide good service, so that employee workload becomes greater. From one side, an employee must carry out their duties according to the demands and targets set by the company. But on the other hand, employees are also social creatures who cannot be separated from life's problems. Due to routine and monotonous tasks and a work environment with various characteristics, employees must always maintain their own psychological state. Conditions like these can cause feelings of stress in employees, so that employees easily experience stress exhaustion.

Stress is mental tension that disrupts emotional conditions. If negative feelings appear slowly and last a long time, this condition can cause burnout which ultimately reduces employee performance (Dyantari & Ramadhani, 2023; Galindo-Domínguez et al., 2020). Based on preliminary studies, it is known that the Distribution Division is the division that has the most difficult tasks and requires high levels of energy and concentration at PT PLN Indonesia Power. Employees in this section are more involved in physical work, so they require excellent physical condition and high concentration because the work they do can easily cause death.

Fatigue syndrome that occurs in employees is an important thing to pay attention to because it can cause several multidimensional symptoms including psychiatric, psychosomatic, somatic and social (Apriyanti et al., 2021). Considering the many bad effects that can be caused to workers due to this fatigue syndrome if it is not handled properly, and for companies that house workers, burnout conditions will ultimately be very detrimental because it reduces employee work productivity and does not achieve the work targets desired by the company. (Herman et al., 2018). Therefore, a variable is needed that can reduce it as an effort to maintain employee productivity, as well as prevent negative effects on the physical and mental condition of employees, which in this research is determined by self-efficacy.

Self-efficacy is one of the most important individual resources in the world of work (Imaniar, 2016). Self-efficacy shows confidence in one's abilities to carry out tasks well and obtain optimal results. Study Khansa & Djamhoer, (2020) shows that self-efficacy has a strong relationship with burnout. Apart from that, research Marwansyah et al., (2022) also stated that police who have low self-efficacy tend to experience burnout. Maulana & Sudarsi (2024)

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adding that the higher the self-efficacy, the lower the burnout the individual will experience. Study Mugiono et al., (2020); Palupi & Lena, (2022) also shows that self-efficacy is negatively and significantly related to burnout. This means that self-efficacy is important for carrying out tasks in difficult conditions so that it can reduce the risk of burnout.

Based on the background, an imbalance in workload and employee readiness for demands at work has the potential to cause burnout. This research adds job crafting as a skill to reorganize work in the most appropriate way (Ramadan & Huriyati, 2023). The application of job crafting is not only a force that leads to various positive results but also provides strategic benefits for large-scale organizational change (Ghadi, 2019; Irfan & Qadeer, 2020; Ren et al., 2020; Supriatna et al., 2023).

THEORETICAL FRAMEWORK

Burnout

Burnout that develops from prolonged chronic stress in the workplace arises when the abilities and competencies possessed do not match the job qualification requirements (Guglielmi et al., 2012). Mullen et al., (2018) divides burnout into three dimensions, namely emotional exhaustion, depersonalization and reduced personal accomplishment. The emotional exhaustion dimension occurs due to excessive work demands from other people, the depersonalization dimension refers to isolated behavior, where workers will start to build distance with other people and treat people like objects, while the reduced personal accomplishment dimension occurs due to low self-esteem (Khalid et al., 2020; Kilonzo, 2018). Burnout will become a serious problem and have an impact on reducing teacher performance if it is not handled properly.

Job Crafting

Job crafting will take the initiative to look for new ways by eliminating negative assessments of job demands and looking positively at the organization where he works (Petrou et al., 2016; Salim & Prihartanti, 2020). Job crafting is divided into three dimensions, namely changing tasks (task crafting), changing relationships (relational crafting), and individual ways of thinking/perspectives (cognitive or perception crafting). Whereas Ghadi (2019) divides job crafting based on behavioral aspects which consist of five dimensions, namely increasing challenging job demands, reducing obstructing job demands, increasing job social resources, reducing job social resources and increasing quantitative job demands (Sulistiyorini & Zahra,

2021; Supriatna et al., 2023). Job crafting contributes to employees being able to improve their abilities and survive the various changes that occur during the pandemic (Irfan & Qadeer, 2020). Job crafting will help employees shape work-related behavior and facilitate them to achieve success during the pandemic.

Self-Efficacy

Self-efficacy is a person's belief in their ability to organize and carry out a series of actions required to complete a particular task (Bernales-Turpo et al., 2022; Ulfa & Aprianti, 2021). Basically, self-efficacy is the result of a cognitive process in the form of decisions, beliefs or expectations about the extent to which an individual estimates his or her ability to carry out certain tasks or actions needed to achieve the desired results. Self-efficacy is very important in human life (Dyantari & Ramadhani, 2023; Martínez-Díaz et al., 2023), because self-efficacy determines and influences many aspects of work life, including the potential to handle stressors, to face new environments and work performance.

RESEARCH METHOD

This research uses a correlational quantitative design (Ghozali, 2018). Data collection was carried out by distributing questionnaires via Google Form which were distributed to PT PLN Indonesia Power employees. The sample was determined as 100 people consisting of various divisions. Data analysis uses a path analysis model applied through the SPSS for Windows version 25 program.

RESULTS AND DISCUSSION

Instrument Test Results

The data validity test is used to measure whether a questionnaire is valid or not. Meanwhile, the data reliability test is used to measure the trustworthiness of the instrument. In this research, validity testing was carried out by comparing the calculated r value obtained from the product moment correlation calculation with the table r value obtained at 0.202 (df = n-k = 100-2, two-party test, $\alpha = 5\%$).

Table 1. Validity Test Results

Self-Efficacy	r	Job crafting	r	Burnout	r
SE1	0.580	JC1	0.667	BN1	0.698
SE2	0.522	JC2	0.691	BN2	0.511
SE3	0.761	JC3	0.760	BN3	0.612
SE4	0.558	JC4	0.645	BN4	0.698
SE5	0.387	JC5	0.405	BN5	0.745
SE6	0.432	JC6	0.667	BN6	0.662
SE7	0.417	JC7	0.413	BN7	0.771
SE8	0.655	JC8	0.552	BN8	0.789

Source: processed research results, 2024.

The results of the validity test in Table 1 show that all instruments for the three variables have been declared valid because they obtained the lowest calculated r value of 0.387 > r table of 0.202. The reliability test in this research is seen from the Cronbach alpha value, the results of which are presented below:

Table 2. Reliability Test Results

Variable	N Item	Cronbach Alpha	Results
Self-Efficacy	8	0,781	Reliable
Job Crafting	8	0,771	Reliable
Burnout	8	0,826	Reliable

Source: processed research results, 2024.

The reliability test results shown in Table 2 show that the three variables have Cronbach alpha > 0.6. Referring to (Ghozali, 2018) opinion, an instrument is said to be reliable if it has a Cronbach alpha > 0.6. Thus, the results of the reliability test show that all research variables have been declared reliable.

Data Normality

Data normality testing is carried out to find out whether the data distribution in the regression model is normal or not. Data normality uses the Kolmogorov Smirnov test, the results of which are described as follows:

Table 3. Kolmogorov Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.97103288
Most Extreme Differences	Absolute	.157
	Positive	.151
	Negative	-.157
Kolmogorov-Smirnov Z		1.330
Asymp. Sig. (2-tailed)		.158
a. Test distribution is Normal.		
b. Calculated from data.		

Source: processed research results, 2024.

It is known that the asymp sig (2 tailed) value in the one sample Kolmogorov Smirnov test is 0.158. Data is said to be normally distributed if the significance value obtained in the Kolmogorov Smirnov test is > 0.05 (Ghozali, 2018). Thus, these results show that the data in the regression model has been declared normally distributed because the obtained asymp sig (2 tailed) $0.158 > \text{sig } 0.05$.

Multicollinearity

A good regression model should have no correlation between independent variables. The multicollinearity test in this study aims to test whether in the regression model a correlation is found between the independent variables as seen from the calculation of tolerance values and variance inflation factor (VIF) as follows:

Table 4. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	SELF EFFICACY	.900	1.111
	JOB CRAFTING	.900	1.111

a. Dependent Variable: BURNOUT

Source: processed research results, 2024.

The results of the multicollinearity test obtained a tolerance value of 0.900 and a VIF of 1.111. Referring to the opinion that the regression model is free from multicollinearity if a tolerance value > 0.1 and $VIF < 10$ is obtained, then these results indicate that the regression model is declared free from symptoms of multicollinearity.

Path Analysis

10 The results of data processing show the path analysis equation as follows:

Model I $BN = -0.299 SE - 0.298 JC + 0.874$

The output results show that the $SE \rightarrow BN$ path coefficient is -0.299 with a sig value of $0.000 < 0.05$. The negative sign on the path coefficient indicates that self-efficacy has a negative and significant influence on burnout. Every 1% increase in SE will reduce BN by 0.299 units and vice versa. The path coefficient $JC \rightarrow BN$ was obtained at -0.298 with sig $0.009 < 0.05$. The negative sign on the path coefficient indicates that job crafting has a significant negative effect on burnout. Every 1% increase in JC will reduce BN by 0.298 units and vice versa. The standard error obtained is 0.874.

Model II $JC = 0.316 SE + 0.948$

The output results show that the $SE \rightarrow JC$ path coefficient is 0.316 with a sig value of $0.007 < 0.05$. These results show that self-efficacy has a positive and significant influence on job crafting because the path coefficient value is positive. The standard error value in model II path analysis is 0.948.

From these two models, the analysis of direct and indirect effects can be explained as follows:

Effect of $SE \rightarrow BN$	$= -0.299$	
Effect of $SE \rightarrow JC \rightarrow BN$	$= 0.316 \times -0.298$	$= -0.094$
Total Influence	$= -0.299 - 0.094$	$= -0.393$

Mediation Testing

Testing of intervening variables in research uses the Sobel test, namely by testing the strength of the indirect influence of SE on BN through the variable JC. Based on the calculation results, it is known that the calculated t value of the mediation test is 0.238 with a standard error of 0.395 and an indirect influence path coefficient of -0.094. The direct influence value of $SE \rightarrow BN$ is -0.299 which is less than the indirect influence coefficient value of -0.094, proving that self-efficacy has a stronger indirect influence on burnout through job crafting.

Discussion

The results of the path analysis test show that there is an influence of self-efficacy on burnout. This proves that self-efficacy is a significant predictor of reducing burnout. Research from Ansley et al., (2021) states that individuals who have low self-efficacy are likely to experience greater burnout, which means that self-efficacy is inversely related to burnout. Partially, the results of this study show that there is a negative and significant influence of self-efficacy and job crafting on burnout. The higher the self-efficacy, the smaller the individual's tendency to experience burnout. Research findings are supportive Apriningrum & Utami, (2021); Apriyanti et al., (2021) which shows that self-efficacy is negatively and significantly related to burnout. This means that self-efficacy is important for carrying out tasks in difficult conditions so as to reduce the risk of burnout. Employees with high self-efficacy are believed to be able to carry out their duties well. Self-efficacy is a personal factor that can prevent the emergence of stress at work which, if it persists for a long time, will cause burnout (Hartawati & Mariyanti, 2014). Study Palupi & Lena, (2022) also stated that the higher the level of self-efficacy an individual has, the less likely the individual is to experience burnout.

CONCLUSIONS AND RECOMMENDATIONS

This research can be concluded that self-efficacy influences burnout. Self-efficacy is a strong predictor variable for reducing the level of burnout among employees at PT PLN Indonesia Power. Partially, the results of this study also show the influence of self-efficacy on job crafting and the influence of job crafting on burnout. Employees who have self-efficacy and are given good job crafting are less likely to experience burnout. The findings of this research have implications for the importance of managing self-efficacy and job crafting by company management. High job crafting with self-efficacy can have an effect on reducing the risk of burnout. This research also still has several limitations, so in future research it is recommended to add other variables, such as looking more deeply at the role of job crafting as a mediator of burnout. It is also recommended that further research expand the scope of the research by using different samples.

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