

Hardiness on burnout: the mediating role of work stress

Fitri Nevita¹, Mega Asri Zona^{2*}

¹Department of Management, Faculty of Economics, Universitas Negeri Padang, Padang, Indonesia

ARTICLE INFO	ABSTRACT
<p>Received 13 July 2022 Accepted 26 August 2022 Published 30 September 2022</p> <p>Keywords: Hardiness, Burnout, Work Stress</p>	<p>This study plans to break down the impact of hardiness on burnout at the Office of the Ministry of Religion in West Pasaman with work stress as an interceding variable. The sort of exploration utilized is quantitative examination. This exploration is a causal examination. The populace in this study were each of the 36 representatives of the Ministry of Religion of West Pasaman. The inspecting strategy utilizes soaked testing where all individuals from the populace are utilized as tests. Gathering information utilizing a poll with a Likert scale. The strategy for examination utilizing Partial Least Square utilizing the Smart PLS program. The after effects of information handling in this study demonstrate that: (1) hardiness has a negative and significant effect on burnout at the Ministry of Religion Office in West Pasaman (2) hardiness has a positive and significant effect on work stress at the Ministry of Religion Office in West Pasaman (3) work stress has an effect positive and significant effect on burnout at the Ministry of Religion Office in West Pasaman (4) hardiness has a positive and significant effect on burnout through work stress at the Ministry of Religion Office in West Pasaman</p>



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* Corresponding author: megaasrizona@fe.unp.ac.id

INTRODUCTION

In a company or organization, Human Resources is a very important factor. Because it is impossible for an organization to be formed without the support of humans both as members and administrators. Not infrequently the progress or retreat of the organization will be seen from the capabilities and performance of humans in the organization. Therefore, human resources must be highly managed and developed with the aim that the company or organization can work properly and effectively.

In the working atmosphere of every organization, every person in a position and situation must have problems regardless of the position he holds. One of the problems that are often discussed in the world of work today is burnout. In the company, employee burnout really needs to be considered because burnout can create negative attitudes that have an impact on the company. This is because burnout often hampers the rate of employee performance which ultimately harms the company. Burnout is a phenomenon that is increasingly being found in modern society, related to the high workload that employees must face in the company's efforts to continue to encourage productive employees and high work demands ultimately reduce employees' physical and mental energy, lead to fatigue and ultimately lead to burnout. Alzyoud et al, 2017).

The term burnout syndrome was first coined by a psychologist named Herbert J. Freudenberger in 1974. Burnout syndrome is defined as long-term fatigue and reduced interest,

usually in a work context (Elshaer et al., 2018). Burnout is also defined as a psychological response to work stress which is characterized by emotional exhaustion, and reduced work-related feelings (Smith et al., 2019). Another opinion states that burnout is the impact of work stress both psychologically, psychophysiological and detrimentally in behavior.

Given the importance of burnout for further research, various studies have been conducted to examine the factors that can influence burnout tendencies. According to Baron and Greenberg (Nugroho & Marselius, 2012) there are two factors that cause burnout, namely the first is external factors are working conditions which include a psychological work environment that is not good, lack of opportunities for promotion, insufficient rewards, lack of social support from superiors, job demands and monotonous work. And the second internal factors include age, gender, self-esteem, and personality characteristics.

Every employee can experience pressure at work caused by various external factors, but not every employee will experience burnout tendencies. This happens because each individual has different personal characteristics, so that a person's ability to respond to pressure also varies. Therefore, research on factors that influence burnout tendencies needs to be carried out on internal factors, namely factors within a person. This internal factor can be one of the important factors that can be a predictor of stress at work.

According to research (Alarcon et al., 2009) Most research on burnout focuses on environmental correlations, but it is likely that personality factors also play an important role in the development of burnout. He revealed that burnout occurs because of interpersonal factors such as lack of social support and intrapersonal factors such as age and existing personality, such as one of the personality traits such as hardiness.

Hardiness is a type of character that mirrors the degree to which an individual can persevere through pressure without encountering unfavorable impacts, for example, mental or physical tension (Alarcon et al., 2009). Hardiness is a personal characteristic that has been shown to be able to neutralize or buffer interference from bad events that befall a person (Jackson et al., 2007). In a study conducted by Konsareh & Wijono, (2018), it was shown that hardiness is one of the factors that affect burnout. This is indicated by the results of research that hardiness contributes 29.7%, of which the remaining 70.3% is influenced by other factors such as demographic influences, job demand, etc. And the results of this study are in accordance with research conducted by Moradi et al, (2013) which states that burnout is influenced by hardiness by 21%.

Based on the definition of burnout which shows that burnout is related to stress, although the difference between burnout and stress does not seem clear (Cordes & Doughe 1993). Burnout arises from an individual's inability to manage stress, lack of adaptability, and low self-confidence, causing feelings of anxiety and prolonged stress (Huarcaya-Victoria & Calle-González, 2021). Job stress is a strong condition that expects individuals to face opportunities or demands that are related to individual desires but have uncertain outcomes. Research conducted by Priyantika, (2018) shows that there is a positive impact between work stress and burnout.

Based on the studies above which burnout can occur in different fields of work. In this case the author is interested in making observations on employees of the Ministry of Religion in the West Pasaman region. The Ministry of Religion office in West Pasaman is a ministry office in charge of all religious affairs, especially in West Pasaman. Office of the Ministry of Religion of West Pasaman Regency, based on KMA no. 473 of 2002 concerning the establishment of the Office of the Ministry of Religion of West Pasaman which is a direct result of the expansion of West Pasaman Regency. The position of the Office of the Ministry of Religion is a vertical government institution which is an extension of the central ministry which in carrying out its duties is under and direct responsibility to the head of the Regional Office of the Ministry of Religion of West Sumatra Province. The main task of the Ministry of Religion of West Pasaman Regency is to carry out as a general task of the government in the field of religion at the West Pasaman Regency level based on the policies of the Head of the Office of the Ministry of Religion of West Sumatra Province and the applicable laws and regulations.

As for the background of the researcher conducting research on employees at the ministry of religion in West Pasaman is to see how big the phenomenon of workers who feel burnout due to the stress they feel due to the many tasks, demands and targets that must be met by strict supervision, increasing working hours and the same work every day.

As one of the agencies engaged in community service, employees at the Ministry of Religion are likely to be vulnerable to burnout. As explained by Darmawan et al, 2015 burnout is stress experienced by individuals with jobs that directly deal with humans as service recipients, in other words burnout is more common in people who work in the social or community service fields. Employees who have to meet with citizens who are accepted as their customers from time to time and have a lot of stress due to tight deadlines to complete their tasks and work.

LITERATURE REVIEW

Burnout

Burnout is a condition in which employees experience fatigue both physically and emotionally which causes the development of negative self-ideas, unfocused, and an unfavorable work perspective (Schaufeli et al., 2008). Burnout is a reaction to pressure made by profound responses certain circumstances. Maslach et al., (2001) state that burnout is a condition of psychosocial and actual fatigue coming about because of ongoing openness to elevated degrees of stress and low poise. This situation makes the work atmosphere awkward, unpleasant, commitment and dedication are reduced, and work performance and performance are less than optimal.

In this review, to gauge the degree of burnout of representatives at the Office of the Ministry of Religion of West Pasaman, the markers agreeing to Maslach et al. (2001): Emotional Exhaustion, Depersonalization, Personal Accomplishment were used.

Hardiness

The concept of hardiness was first put forward by Suzanne Kobasa (Kobasa., 1979) as a personal resource for the effects of negative events or stress on health and in particular as a buffer for work stress. According to Kobasa & Maddi, (2005) hardiness is a personality that becomes the basic strength to control and deal with pressure and turn it into a challenge. Hardiness personality has a positive influence on various individual statuses and serves as a source of resistance when individuals encounter stressful events. Another understanding expressed by (Maddi., 2002) which states that hardiness is an individual trait in adapting to deal with stressful situations and helping turn them into performance, leadership, health, and mental growth. Santrock (2002) defines hardiness as a personality style with the characteristics of commitment, control, and perceiving problems as a challenge.

The pointer utilized by scientists to quantify the solidness variable in this study alludes to the assessment of Kobasa (1988) in (Moreno-Jiménez et al., 2014) which explains three hardiness indicators, namely: commitment, control, challenge.

Work Stress

Robbins & Judge (2017) mentions stress as a dynamic condition that requires individuals to face opportunities, demands for resources related to the environment, organizational conditions and themselves. Stress is a negative reaction from individuals who experience excessive pressure imposed on them due to too many demands, obstacles, or work (Robbins & Coulter, 2010). Luthans (2006) explains that work stress is an interaction between individuals and their environmental situations or stressors that threaten or challenge and cause disturbances for the individual. According to Mangkunegara (2000) work stress is a pressing feeling experienced by individuals in dealing with their work. Job stress can be caused by high performance demands, the development of technological systems and culture in the workplace that require individuals to be able to adapt (Agbonluae et al, 2017).

From a portion of the definitions above, it tends to be inferred that work stress is a condition

in which individuals are required to deal with stress in a work environment that is considered threatening and disturbing.

The indicators used by researchers to measure work stress variables in this study refer to the opinion of Parker & Decotiis., 1983 which explains two indicators of work stress, namely: Time stress, Anxiety.

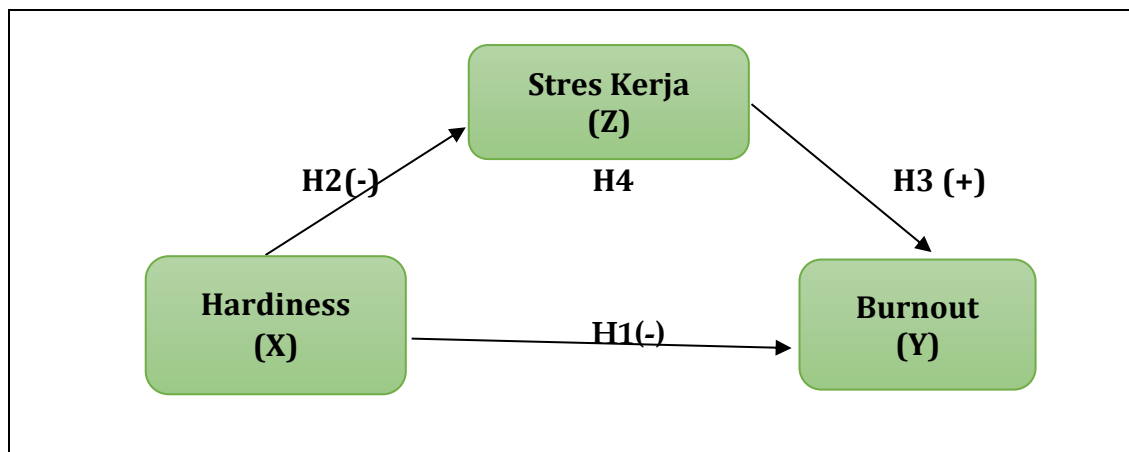


Figure 1. Conceptual Framework

Based on the explanation above and the results of previous studies, the following hypothesis is proposed:

- H1: Hardiness affects worker burnout propensities at the Ministry of Religion Office in West Pasaman.
- H2: Hardiness affects representative work stress at the Ministry of Religion Office in West Pasaman.
- H3: Work stress affects worker burnout propensities at the Ministry of Religion Office in West Pasaman.
- H4: Hardiness essentially affects the propensity of representative burnout at the Ministry of Religion Office in West Pasaman with work stress as an intervention.

RESEARCH METHODOLOGY

The sort of exploration utilized is quantitative examination. The examination configuration utilized in this study is a causal exploration plan. Causal exploration is a review led to make sense of a causal relationship. This review means to dissect the impact of hardiness on burnout at the Ministry of Religion Office in West Pasaman with work stress as an interceding variable. The populace in This review were all representatives who worked at the Ministry of Religion Office. Gathering information in this study utilizing a survey with a Likert scale, then examined utilizing the PLS (Partial Least Square) examination strategy.

RESEARCH RESULTS AND DISCUSSION

This examination utilizes the Smart PLS 3.0 information investigation apparatus. PLS (Partial Least Square) which is a variety based essential condition assessment (SEM) that can meanwhile test the assessment model (outside model) and test the fundamental model (Inner model). The assessment model is used to test the authenticity and steadfast quality while the hidden model is to test the hypothesis.

In view of the consequences of the legitimacy test completed utilizing Smart PLS 3.0, through the estimation of the PLS calculation by taking a gander at the external stacking esteem, it tends to be seen that the burnout, strength, and work pressure factors have a connection esteem more prominent

than the r-table which is more prominent than 0.5 so it very well may be presumed that the explanation pointers utilized have great legitimacy. The AVE an incentive for the burnout variable is 0.607, for the hardiness variable is 0.693, while the work stress variable is 0.601. At the basic furthest reaches of 0.5 then the markers in each build are legitimate with different things in a single estimation.

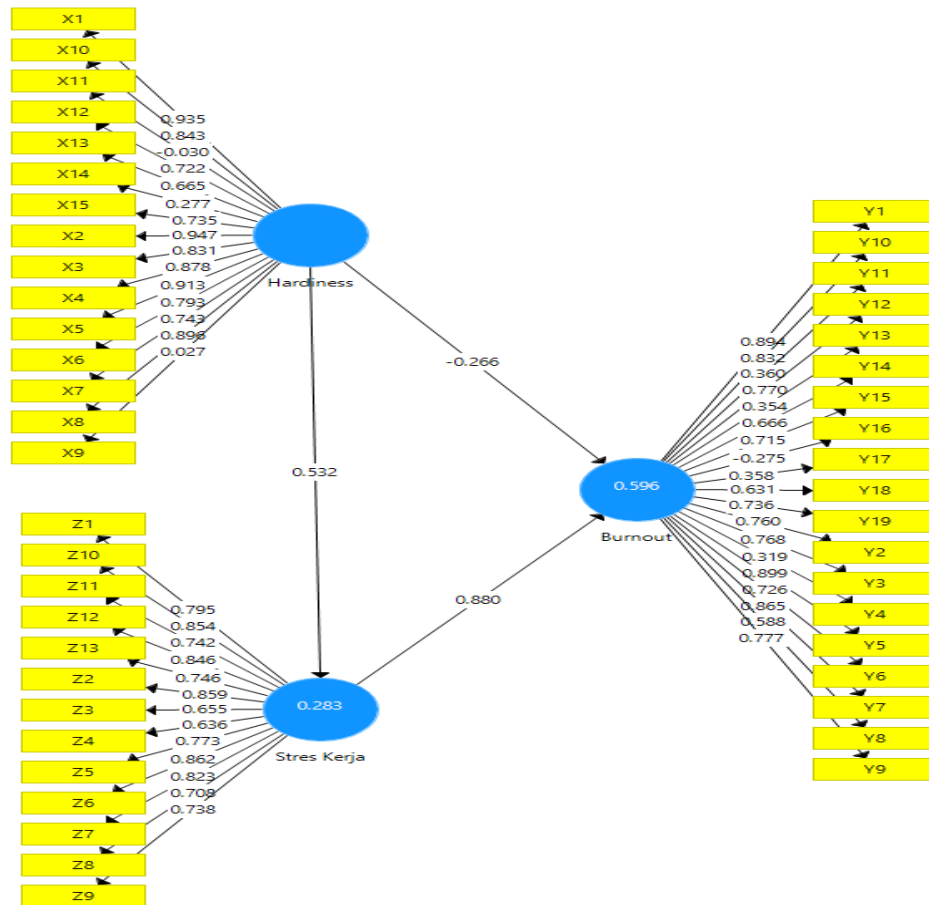


Figure 2. Initial Outer Model

Discriminant validity is done to guarantee that every idea of each inert variable is not the same as different factors. The model is viewed as great if the discriminant validity has an Average Variance Extracted (AVE) esteem with a worth (≥ 0.5).

Table 1. Results of Analysis of Average Variance Extracted (AVE)

	<i>Average Variance Extracted (AVE)</i>
<i>Burnout</i>	0.607
<i>Hardiness</i>	0.693
<i>Work Stress</i>	0.601

Source: Processed primary data (2022)

It very well may be seen that the three variables have an AVE esteem above 0.5. Consequently, all pointers have met the necessities of discriminant validity.

The reliability criteria can be seen from the composite reliability rating of each variable. The

following table 2 displays the results of the reliability test.

Table 2. Composite Reliability Analysis Results

	Composite Reliability
Burnout	0,952
Hardiness	0,964
Work Stress	0,951

Source: Processed primary data (2022)

Based on the results of the Smart PLS calculation through the PLS algorithm calculation, it tends to be seen that the Composite Reliability an incentive for the burnout variable is 0.952, for the hardiness variable is 0.964, and the work stress variable has a value of 0.951. So it can be concluded that the construct has good reliability because the value is above 0.7.

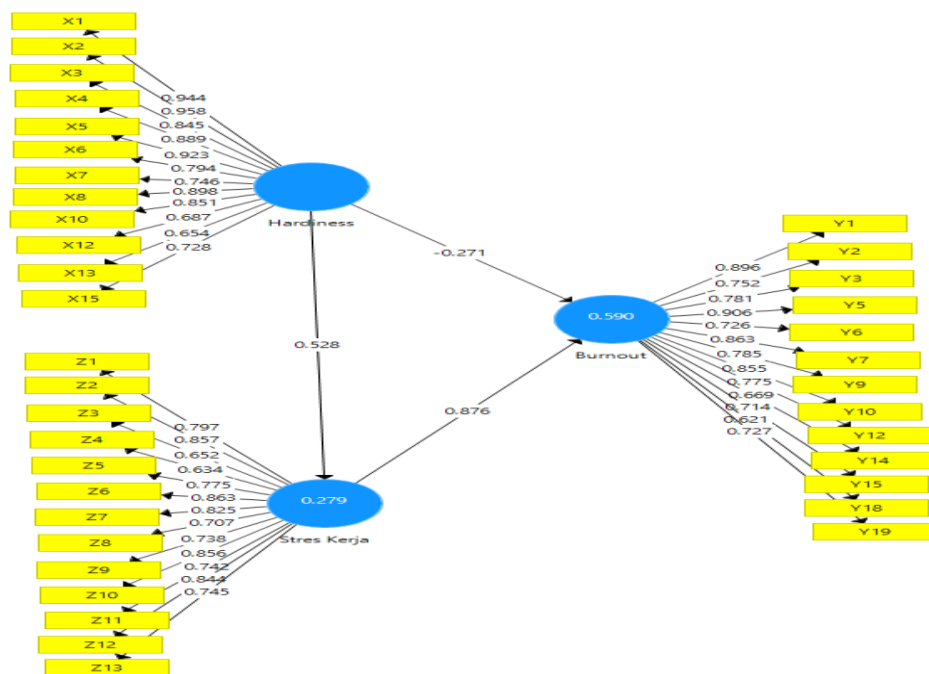


Figure 3. Outer Final Model

The R-Square value is used to see the magnitude of the influence of the independent variable to the dependent variable.

Table 3. Results of R-square analysis

	R Square
Burnout	0,590
Work Stress	0,279

Source: Processed primary data (2022)

Table.3 shows the R-square worth of the burnout variable is 0.590. This result shows that 59% of the burnout variable can be impacted by the Hardiness variable. Meanwhile, the work stress variable is 0.279. This result shows that 27.9% of the work pressure variable can be impacted by the burnout variable.

Speculation testing was done to see and decide the immediate impact, aberrant impact and all out impact between factors. This test is completed by entering bootstrapping with the assistance of the SmartPLS 3.0 program so the connection between the impact of the free factor and the reliant variable is gotten.

Table 4. Results of Inner Model Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Hardiness -> Burnout	-0.271	-0.282	0.128	2.116	0,035
Hardiness -> Work Stress	0.528	0.551	0.114	4.646	0.000
Work Stress -> Burnout	0.876	0.911	0.064	13.760	0.000

Source: Processed primary data (2022)

1. Hardiness variable affects burnout, with a t-count worth of 2.116>1.96 and a way coefficient of -0.271.
2. Hardiness variable affects work stress, with a t-count worth of 4.646> 1.96 and a way coefficient of 0.528.
3. Work stress variable affects burnout, with a t-count worth of 13.760> 1.96 and a way coefficient of 0.876

The roundabout impact speculation can be acknowledged whether it produces t-statistic > 1.96.

Table 5. Calculation of Indirect Variable Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Hardiness->Stres Kerja -> Burnout	0,463	0,503	0,101	4,569	0.000

In view of the aftereffects of the computation of the aberrant variable coefficient, the t-measurement worth of the roundabout impact of hardiness on burnout through work pressure is 4.569> 1.96, with a unique example of 0.463, it can be concluded that hardiness has a significant effect on burnout through work stress at the Office of the Ministry of Religion of West Pasaman. This means that if the existing hardiness in an organization is high, it will increase work stress levels, and will reduce employee burnout at the Ministry of Religion Office in West Pasaman.

CONCLUSIONS AND SUGGESTIONS

This study plans to examine the impact of hardiness on burnout with work Stress as an intervening variable at the Ministry of Religion Office of West Pasaman. To investigate the connection between these factors, this study utilized Partial Least Square (PLS). In view of the examination and conversation in the past segment, the accompanying ends can be drawn:

1. There is an immediate and critical and adverse consequence among solidness and burnout at the Ministry of Religion Office of West Pasaman. This implies that the higher the strength experienced by the representative, the lower the burnout experienced by the worker.
2. There is an immediate and critical and beneficial outcome among hardiness and work stress on representatives of the Ministry of Religion of West Pasaman. This implies that representatives with high solidness can increment work pressure emphatically. This demonstrates that strength can impact representatives to increment work pressure by applying pressure so they get great

execution.

3. There is an immediate and critical and beneficial outcome between work stress and burnout at the Ministry of Religion Office of West Pasaman. This implies that representatives feel tired subsequent to taking care of business consistently.
4. There is an immediate and critical and beneficial outcome between hardiness and burnout through work stress on employees of the Ministry of Religion of West Pasaman. This means that if the existing hardiness in an organization is high, it will increase work stress levels, and will increase employee burnout at the Ministry of Religion Office in West Pasaman.

Implementation of the results of this study is known that employee burnout is influenced by hardiness and work stress. These results can be used as guidelines for heads and employees at the Ministry of Religion Office in West Pasaman. From the findings of this study, where hardiness and work stress affect burnout, it is recommended that leaders always pay attention to employee time at work and provide employee motivation.

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