



THE INFLUENCE OF SELF-EFFICACY AND JOB STRESS TOWARD JOB BURNOUT AT A PACKAGING COMPANY IN SURABAYA

PENGARUH EFIKASI DIRI DAN STRES KERJA TERHADAP KELELAHAN KERJA PADA PERUSAHAAN PENGEMASAN DI SURABAYA

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ABSTRACT

Background: Job burnout is a phenomenon that often occurs in the workplace because of experiencing prolonged job stress. The higher the level of workers' self-efficacy, the lower the probability of job stress and the potential of job burnout experienced by workers. **Purpose:** To identify the influence of self-efficacy and job stress toward job burnout at a packaging company in Surabaya. **Method:** It was an analytical observational research with a cross-sectional approach. The respondents of this research were 99 workers in the production site of the packaging company in Surabaya. Questionnaire was used to collect individual data including age, gender, work period, education, and marital status which were related to the respondents' characteristics, while self-efficacy questionnaire was used to gather data about the workers' self-efficacy, HSE Management Standards Indicator Tool for job stress questionnaire, and Maslach Burnout Inventory (MBI) for job burnout questionnaire. Further, simple random sampling was used to draw the sample. The data were descriptively analyzed using related linear regression test. **Result:** Self-efficacy was proved to significantly influence job burnout in the aspects of reduced personal accomplishment (p -value=0.000), but self-efficacy did not influence job burnout in the aspects of emotional exhaustion and depersonalization. Whereas job stress was proved to significantly influence job burnout in the aspect of emotional exhaustion, depersonalization or reduced personal accomplishment (p -value=0.000). **Conclusion:** In sum, all aspects in job burnout were influenced by job stress.

ABSTRAK

Latar belakang: Kelelahan kerja merupakan fenomena yang sering terjadi di tempat kerja karena mengalami stres kerja yang berkepanjangan. Semakin tinggi tingkat efikasi diri dari pekerja akan menurunkan kemungkinan stress kerja dan menurunkan potensi kelelahan kerja pada karyawan. **Tujuan:** Untuk mengetahui pengaruh efikasi diri dan stres kerja terhadap kelelahan kerja pada perusahaan pengemasan di Surabaya. **Metode:** Merupakan penelitian observasional analitik dengan pendekatan *cross-sectional*. Responden penelitian ini adalah 99 pekerja di bagian produksi perusahaan pengemasan Surabaya. Kuesioner yang digunakan untuk mengumpulkan data individu meliputi usia, jenis kelamin, masa kerja, pendidikan, dan status perkawinan menggunakan kuisisioner terkait karakteristik responden, kuisisioner untuk efikasi diri menggunakan *self-efficacy questionnaires*, kuisisioner untuk stres kerja menggunakan HSE Management Standards Indicator Tool, dan kuisisioner untuk kelelahan kerja menggunakan Maslach Burnout Inventory (MBI). Teknik pengambilan sampel menggunakan *simple random sampling*. Data dianalisis secara deskriptif menggunakan uji regresi linier berhubungan. **Hasil:** Efikasi diri terbukti berpengaruh signifikan terhadap kelelahan kerja. Efikasi diri tidak berpengaruh aspek kelelahan kerja terhadap kelelahan emosional dan depersonalisasi. Namun, efikasi diri terbukti berpengaruh signifikan aspek kelelahan kerja terhadap penurunan pencapaian pribadi (p -value=0,000). Stres kerja terbukti secara signifikan mempengaruhi kelelahan kerja baik aspek kelelahan emosional, depersonalisasi atau penurunan pencapaian pribadi (p -value=0,000). **Kesimpulan:** Semua aspek dalam kelelahan kerja dipengaruhi oleh stres kerja.

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INTRODUCTION

Job burnout can be interpreted as a physical, emotional, and mental exhaustion caused by long-term involvement in a situation full of emotional demands at work (Maslach and Leiter, 2016). It is a condition that arises because of stress at work for a prolonged period of time. During the last twenty-five years, job burnout incidents were frequently found in several countries such as the United States of America, Netherlands, England, Iran, Egypt, Scotland, Spain, and Greece. The results of this study indicate that, on average, more than 25% of workers experience heavy job burnout (Adriaenssens *et al.*, 2015). Job burnout often occurs in various types of jobs or professions (Hu *et al.*, 2015), not only health workers such as doctors, nurses, midwives, and pharmacy officers, but also the other professions such as teachers and lecturers, police, and flight attendants (Dugani *et al.*, 2018; Antonella *et al.*, 2020; Pandey and Kar, 2015; Ahmed, 2019; Rana and Soodan, 2019; Li, 2020).

In Indonesia, the incidence of job burnout has been found in various types of work, for example, health workers and office workers. For instance, the case of job burnout in Samarinda shows that 56% of nurses experience the job-burnout symptoms (Ramdan and Fadly, 2016). Office workers in both managerial and non-managerial departments in Pekanbaru Riau experienced moderate job burnout in the aspects of emotional exhaustion and depersonalization and went through a drastic decline in personal accomplishment (Farradina and Halim, 2016). Job burnout arises due to many other factors within the job such as working hours, overtime work, no support from management, too many job demands in a short time, and lack of respect from colleagues (Kumar, 2016; Evans and Young, 2017). Job burnout is also influenced by the health condition of workers, so better health conditions will reduce the incidence of job burnout for workers (Suerni, 2012).

One of the factors that significantly encourages the high number of job burnout is the workload owned by workers (Ramdan and Fadly, 2016). In addition to workload, it is also influenced by the level of workers' self-efficacy. As much as 29.5% of workers' self-efficacy is able to influence the level of job burnout experienced (Prestiana and Purbandini, 2012). The higher the level of a person's self-efficacy, the lower the symptoms of job burnout experienced by workers (Wang *et al.*, 2017).

Individual characteristics such as gender, marital status, type of work or position, and work period are several factors that drive the high or low levels of job burnout experienced by workers. Previous research showed that women tended to experience job burnout higher than men. Furthermore, marital status plays a role in causing job burnout. Divorced workers experience higher job burnout than workers who are still unmarried or married (Nie *et al.*, 2015). The type of

job or work period is statistically significantly different in causing job burnout to workers. Other research shows that age may affect job burnout; in this case, the older the age, the lower the level of job burnout experienced by workers (Nie *et al.*, 2015).

There is always competition in a company that drives work pressure and load for each workforce. This also occurs in manufacturing companies. Competition in the company environment makes it difficult for a person to release the pressure or burden of work demands, so that if this condition is allowed to drag on, it can cause stress to workers (Gunawan, 2018). One manufacturing company in Surabaya was detected to experience job stress, as many as 7% experienced mild job stress, 60% had moderate job stress and 33% experienced heavy job stress (Widyastuti, 2017). Job stress is often experienced by workers not only because of work factors but also self-efficacy in the workforce (Sari and Handayani, 2017). Job stress and job burnout events often occur in various companies, including multinational companies. In this circumstance, multinational companies have high demands to produce goods or services that are of high quality and of national and multinational standards. A packaging company is one of the multinational companies in Indonesia.

The preliminary study at packaging company in Surabaya on 31 October, 2019, showed that there were 72.2% of 18 workers experiencing moderate job stress caused by quantitative and qualitative excess workload stressors, role conflicts and career development. If this condition is allowed to continue for a long time, it can cause job burnout. The results of observations and interviews with these workers indicated that more than half of them experienced symptoms that led to job burnout. Indicators related to the incidence of job burnout experienced by workers at a packaging company in Surabaya consisted of the emergence of fatigue at the end of each work and a feeling of wanting to end work immediately by 62.5% of 18 workers. In addition, about 20% of these workers experienced fatigue when they woke up in the morning or before work. The condition of the workers illustrates the symptoms of job burnout in accordance with the signs presented by Maslach's theory of job burnout.

Workers who experience job stress will have the potential to experience job burnout and this condition is more serious than the condition when workers experience job stress. Workers who experience job burnout have a risk of experiencing diseases such as *hypercholesterolemia*, diabetes mellitus II, coronary heart disease, *musculoskeletal*, digestion and respiration disorders (Salvagion *et al.*, 2017). Based on the elaboration of the theory and the results of the previous studies, it is discovered that job stress and job burnout are risk factors that can interfere with workers' health, so it is necessary to analyze the effect of self-efficacy and job stress on job burnout at packaging companies in Surabaya.

MATERIAL AND METHOD

The present study was conducted with a *cross-sectional* approach. The population of this study included the production machine operator workers at a packaging company in Surabaya. Sampling was derived by using a simple random technique, whereas the sample size was determined by using Lemeshow's formula (1997) to decide the minimum sample size in the study. This calculation resulted in 92 samples. During the data collection, 106 respondents were taken as the sample, with the purpose to avoid respondent data drop-out. After filling in the questionnaire, seven respondents were excluded due to incomplete data; hence the remaining collected sample was 99 respondents. The data retrieval instruments used were the Self-Efficacy Questionnaire that comprises of six statement points, Health Safety Environment (HSE) Management Standards Indicator Tool Questionnaire with 35 statement points, and Maslach Burnout Inventory (MBI) Questionnaire with 22 statements. Each statement point in individual questionnaires was stated as valid. All variable data were statistically analyzed to see the job burnout effects.

RESULT

Sociodemographic

The sociodemographic of the subjects included age, gender, work period, education and marital status. All those personal data are shown at the Tabel 1. Most of them were females, early adults whose age range was between 26 to 35 years old, having less than 5-year work-period, graduating from senior high school and married. Table 1 presents the background characteristics of the study population.

Self-efficacy, job stress and job burnout statistical analysis

Most workers have a high level of self-efficacy and moderate high stress. The majority of workers experience moderate job burnout in the aspects of emotional exhaustion and depersonalization, while the aspect of reduced personal accomplishment is still at a low level. Overall, the job burnout experienced by the majority of workers is classified as moderate. The data are described in Tables 2 to 4. Table 5 shows that the workers' self-efficacy did not significantly influence the job burnout (emotional exhaustion and depersonalization aspects), but it proved to significantly influence the reduced personal accomplishment. Job stress did significantly influence all aspects of job burnout.

Table 1. Sociodemographics of the subjects

Sociodemographic	Number (N)	Percentage (%)
Age		
≤20 years	2	2.0
21-30 years	46	46.5
31-40 years	24	24.2
41-50 years	11	11.2
>50 years	16	16.2
Gender		
Male	19	19.2
Female	80	80.8
Work period		
≤5 years	51	51.5
6-10 years	21	21.2
11-15 years	4	4.1
16-20 years	2	2.0
≥21 years	21	21.2
Education		
Junior high school	14	14.1
Senior high school	81	81.8
College	4	4.1
Marital status		
Not married	18	18.2
Married	79	79.8
Widowed	1	1.0
Divorced	1	1.0

Table 2. The distribution of respondents' self-efficacy in packaging company in Surabaya

Self-efficacy	Number (N)	Percentage (%)
Low	3	3.0
Moderate	23	23.2
High	73	73.8
Total	99	100.0

Table 3. The distribution of respondents' job stress in packaging company in Surabaya

Work stress	Number (N)	Percentage (%)
Low	38	38.4
Moderate	59	59.6
High	2	2.0
Total	99	100.0

Table 4. The distribution of respondents' job burnout in packaging company in Surabaya

Emotional exhaustion		Number (N)	Percentage (%)
Low		27	27.3
Moderate		57	57.5
High		15	15.2
Total		99	100.0
Depersonalization		Number (N)	Percentage (%)
Low		19	19.2
Moderate		57	57.6
High		23	23.2
Total		99	100.0
Reduced personal accomplishment		Number (N)	Percentage (%)
Low		55	55.6
Moderate		31	31.3
High		13	13.1
Total		99	100.0

Table 5. Statistical analysis of self-efficacy and job stress against job burnout

Self-efficacy	Emotional exhaustion						Total		p	R ²
	Low		Moderate		High		N	%		
	n	%	n	%	n	%				
Low	0	0.0	3	100.0	0	0.0	3	100.0	0.824	0.001
Moderate	6	26.1	15	65.2	2	8.7	23	100.0		
High	21	28.8	39	53.4	13	17.8	73	100.0		
Sub-Total	27	27.3	57	57.6	15	15.2	99	100.0		
Total (N/%)										
Self-efficacy	Depersonalization						Total		p	R ²
	Low		Moderate		High		N	%		
	n	%	n	%	n	%				
Low	0	0.0	1	33.3	2	66.7	3	100.0	0.164	0.020
Moderate	3	13.0	13	56.5	7	30.5	23	100.0		
High	16	22.0	43	58.9	14	19.1	73	100.0		
Sub-Total	19	19.2	57	57.6	23	23.2	99	100.0		
Total (N/%)										
Self-efficacy	Reduced personal accomplishment						Total		p	R ²
	Low		Moderate		High		N	%		
	n	%	n	%	n	%				
Low	0	0.0	2	66.7	1	33.3	3	100.0	0.000**	0.268
Moderate	6	26.1	12	52.2	5	21.7	23	100.0		
High	49	67.1	17	23.3	7	9.6	73	100.0		
Sub-Total	19	19.2	57	57.6	23	23.2	99	100.0		
Total (N/%)										

The continuation of Table 5

Self-efficacy	Emotional exhaustion						Total		p	R ²
	Low		Moderate		High		N	%		
	n	%	n	%	n	%				
Low	14	36.8	20	52.6	4	10.6	38	100.0	0.000**	0.140
Moderate	12	20.3	37	62.8	10	16.9	59	100.0		
High	1	50.0	0	0.0	1	50.0	2	100.0		
Sub-Total	27	27.3	57	57.6	15	15.2	99	100.0		
Total (N/%)										
Self-efficacy	Depersonalization						Total		p	R ²
	Low		Moderate		High		N	%		
	n	%	n	%	n	%				
Low	10	26.3	23	60.5	5	13.2	38	100.0	0.000**	0.175
Moderate	9	15.3	33	55.9	17	28.8	59	100.0		
High	0	0.0	1	50.0	1	50.0	2	100.0		
Sub-Total	19	19.2	57	57.6	23	23.2	99	100.0		
Total (N/%)										
Self-efficacy	Reduced personal accomplishment						Total		p	R ²
	Low		Moderate		High		N	%		
	n	%	n	%	n	%				
Low	28	73.6	8	21.1	2	5.3	38	100.0	0.000**	0.252
Moderate	27	45.8	22	37.3	10	16.9	59	100.0		
High	0	0.0	1	50.0	1	50.0	2	100.0		
Sub-Total	55	55.6	31	31.3	13	13.1	99	100.0		
Total (N/%)										

*p < 0.05; **p < 0.01

DISCUSSION

This study shows that job burnout was influenced by self-efficacy and job stress. Job burnout is a symptom that occurs after the workers suffer from stress or working exposure in a lengthy period (Misis *et al.*, 2013). People with high self-efficacy are able to manage their self-emotion steadily (Rahayu, 2021). Otherwise, this result shows that workers' self-efficacy did not significantly influence their job burnout (emotional exhaustion and depersonalization aspects), but significantly influenced the reduced personal accomplishment. Self-efficacy in worker encourages workers to act actively, creatively, and be able to create or achieve what is expected. In addition, self-efficacy is able to foster motivation, action, willingness to learn, work and socialization. This condition makes it very possible for someone with high self-efficacy to achieve the things that are expected; they are able to increase the performance as expected (Alessandri *et al.*, 2018). In this study, it is proven that self-efficacy can influence the reduction of self-achievement. This study is in line

with Prestiana and Purbandini's (2012) research proving that the higher the self efficacy is in the workers, the lower the job burnout level will be in the aspect of personal accomplishment reduction (Prestiana and Purbandini, 2012). Someone who has high self-efficacy has confidence that he will be able to complete all the tasks and challenges that exist when carrying out the task (Lestariningsih, 2017).

In the aspect of emotional exhaustion, statistical test results in this research showed that workers' self-efficacy did not provide influence in emotional exhaustion level suffered by the workers. This study is not in line with either Bandura's theory elaboration or Prestiana and Purbandini's (2012) research stating that self-efficacy influences the high and low of job burnout in the emotional exhaustion aspect (Bandura, 1997; Prestiana and Purbandini, 2012). People with a high level of self-efficacy will not necessarily avoid the high level of emotional exhaustion. Those with high self-efficacy tend to have great persistence and effort every time they complete the demand or problem at work. When the workers put great and/or exaggerated

effort and attempt, at that time they will tend to or easily discharge negative emotion (Wang *et al.*, 2017). Additionally, respondents' limited emotion stability will add to their negative emotion even though they have high self-efficacy. Emotion stability can be a potential factor in increasing the emotional exhaustion aspect of job burnout.³ From the depersonalization aspect, in this study, it is not proven that self-efficacy influences respondents' depersonalization. This study is not in line with the findings of Alidosti *et al.* (2016) which state that the higher the self-efficacy is, the lower respondents' depersonalization level will be.⁴ Respondents with good self-efficacy may experience depersonalization as well. This is because the respondent with good self-efficacy does not necessarily face a work situation that is in line with the expectation. Thus, when a respondent of high self-efficacy collides with a less supportive situation such as work conflict, it is possible that they will experience depersonalization. Furthermore, people with low self-efficacy tend to collapse and experience depersonalization.

Job burnout can occur in workers who experience job stress (Hobfoll and Freedy, 2017). Job stress is an individual response due to the pressure from the work environment, for example when facing job demands with the resources they have (Robbins *et al.*, 2012). The higher the workers' job stress, the higher the job burnout experienced by the workers (aspects of emotional exhaustion, depersonalization and reduced personal accomplishment). This study shows that worker's work stress is able to encourage the appearance of job burnout, which includes emotional exhaustion, depersonalization, and reduced personal accomplishment aspects. In reality, stress is a negative emotional condition that occurs due to the imbalance between demand and ability. Workers who experience job stress tend to be angry, worry, frightened, moody, sad and even cry easily. Workers with this job stress tend to be unaware of the negative emotions that they experience and have the potential to be accumulated over a long period of time. When such condition occurs frequently and is allowed to occur, then emotional exhaustion will take shape in workers (Lan *et al.*, 2019; Wong *et al.*, 2019). The results of the present study are in line with Yu *et al.*'s (2014) research stating that job stress influences the workers' job burnout (Yu *et al.*, 2014). The greater the demands are, the greater the physical and emotional aspects would lead to higher job burnout (Veldmana *et al.*, 2013; Ibrahim *et al.*, 2016; Wong *et al.*, 2019).

Job stress not only affects workers' emotional exhaustion, but also leads to depersonalization. Other than job stress or demand that may trigger the appearance of workers' negative emotion, when the effort and anything they attempt is not valued by co-workers or superior/leader, the worker will get disappointed. This distressed feeling leads the worker to limit themselves, reducing the friction potential that may occur when interacting with colleagues

(Clercq *et al.*, 2019). This theoretical explanation can be best illustrated in the situation where respondents are frequently faced by abundant product changes which collides with the demand or wants of the leader or the colleagues. Workers with increased workloads without any appreciation can also stimulate the workers' stress level. This condition explains how job stress could encourage respondents' depersonalization. From the respondent's personal accomplishment aspect, job stress can cause physiological symptoms such as headache, muscle tension, and digestion disorder (Munandar, 2014). Respondent's body condition will not be optimal when experiencing job stress so that it will disturb their job, cause reduced performance, and not meet the work target as expected. Such condition will make one feel the reduced personal accomplishment (Nurrohmah and Sunuharyo, 2018).

Based on the sociodemographic aspect, such as age, stress can be identified in every age group. Age is one of the main factors that contribute to both people's physical and psychological abilities, which are included in how to handle work demands and stressors. The older the workers get, the greater they have the ability in controlling their self-emotion; therefore, they can work with great performance, which potentially decreases their job stress (Bhagat *et al.*, 2016). Contrary to individuals over 40 years-old, they tend to have low physical ability (Sapti, 2018). This condition could potentially trigger someone to have high pressure or stressor, thus the imbalance between ability and work demands appears. The majority of workers in this study are in age range between 21 to 40 years old. This working group is considered a productive group having an adequate physical ability. On the other hand, having a huge spirit and being motivated in life and work, early-age workers are not fully vulnerable to have job stress compared to late age workers.

On the gender aspect, stress can be identified both in females and males. In this study, the majority of respondents are females and married. Respondents' status is not only a worker but also a wife and a mom. Female respondents' double roles/status can potentially urge stressors from family and work environments. However, this condition can enhance female respondents' durability, especially for the long-time chronic stressor. Female respondents' stressor durability gets higher when they face work problems and they can overcome them in the end (Heugten, 2019). In this study, male respondents tend to be more competitive and to contribute more workload compared to females. The more jobs they took, the more work demands they had to undertake. Male respondents in this study have work activities that focus on physical ability. This circumstance, however, can force the job stress level of male respondents to be equal to female respondents' stress level.

On the work period aspect, the dominant respondents in this study have less than a 5-year work period and the other respondents are workers

who have a 6 to 34 year work period. According to Munandar (2011 cited in Ibrahim *et al.*, 2016), recent or long work period can highly contribute to job stress. This is caused, on one hand, due to a longer work period that contributes equally to workload and work responsibilities. On the other hand, a recent work period can cause job stress because of workers' adaptation to the work environment.

On the education level aspect, Suerni (2012) stated that the higher people's educational degree, the higher their knowledge and skill; therefore, they can manage stress while working. The educational degree can be formal or informal. In this case, workers skill is not only obtained from formal education but informal also, such as; training or capacity building delivered by training company services/organization.

On the marital status aspect, stress can occur to both married and unmarried persons and legally divorced. People with marriage status, when they have problems in their household, can easily get stressed in the workplace (Ramdan *and* Fadly, 2016). Unhappy and divorced individuals share similar stress levels. Divorce can obliterate personal happiness and can cause stress, even divorce trauma. Unmarried or lone status theoretically has the potential to undergo less stress compared to a married one. Unmarried or lone workers rarely face trouble with children, couples, or even in-laws; therefore, family pressure or problems will not bother their work. Nevertheless, the skills and experience of unmarried workers in overcoming cases or problems are lower than married ones (Oktaria *et al.*, 2015). If a worker is not able to cope with the stress he experiences for a long time, it will result in helplessness and can eventually lead to burnout in workers.

Based on the entire explanation, it can be concluded that job burnout is affected by job stress and self-efficacy. Workers' higher job stress will cause increased job burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment aspects). Self-efficacy only affects job burnout, in the aspect of the reduced personal accomplishment. In these results, it was discovered that self-efficacy and job stress have an effect on the aspect of decreasing workers' personal accomplishment.

CONCLUSION

Based on the results of the study on the analysis of the effect of self-efficacy and job stress on job burnout at a packaging company in Surabaya, it can be concluded that self-efficacy affects job burnout. Self-efficacy has not been proven to affect job burnout on the aspects of emotional exhaustion and depersonalization, but it does affect the reduced personal accomplishment aspect. The study indicated the higher the self-efficacy,

the lower the personal accomplishment reduction by workers. Meanwhile, job stress is shown to affect all three aspects of job burnout. The results of this study also illustrate that the higher the job stress, the greater it can cause job burnout in workers. Further research should be carried out in more depth regarding other factors that cause job burnout.

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