

THE EFFECT OF JOB DEMANDS ON BURNOUT AMONG EMPLOYEES OF PT PLN ON MADURA ISLAND WITH JOB RESOURCES AS AN INTERVENING VARIABLE



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Abstract

This study addresses the significant challenge of employee burnout, exacerbated by excessive job demands in the post-pandemic era, particularly within essential public service sectors like energy. Focusing on the unique, geographically isolated context of PT PLN on Madura Island, the research examines the direct influence of job demands on burnout and investigates the intervening role of job resources as proposed by the Job Demands-Resources (JD-R) theory. The primary objectives were to analyze the direct effect of job demands on burnout, test the moderating role of job resources, and explore the contextual influence of managerial discretion. A quantitative survey method was employed, utilizing a saturated sample of 125 employees across all PLN units in Madura. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results revealed complex dynamics: while all hypothesized paths were statistically significant, their directions contradicted conventional JD-R theory. Job demands had a significant negative effect on burnout, and job resources also showed a significant negative relationship with burnout. Only the positive effect of job demands on job resources aligned with theoretical expectations. These unexpected findings underscore the critical role of specific contextual factors such as remote location, socio-cultural norms, and organizational bureaucracy in reshaping well-known psychological pathways, suggesting that standardized interventions may be ineffective without contextual adaptation.

Keywords: Job Demands, Burnout, Job Resources, Remote Work, Energy Sector

INTRODUCTION

The contemporary workplace faces significant challenges regarding employee psychological well-being, particularly the rising incidence of *Burnout* driven by excessive job demands (Shanafelt et al., 2022). This phenomenon has been exacerbated in the post-COVID-19 era, where multidimensional work pressures including administrative burdens, performance targets, and digital adaptation have worsened mental health conditions across various sectors (Ninaus et al., 2021). In essential public service industries such as energy, where operations run 24/7, employees are especially vulnerable to emotional exhaustion and work disengagement (Carthon et al., 2022). This study focuses on these dynamics within PT PLN on Madura Island, a geographically remote location that may intensify work-related stress.

Global empirical research confirms a systemic correlation between *Job Demands* and *Burnout*. A meta-analysis of 60 cross-industry studies indicates that work intensification increases the risk of burnout by 34%, particularly in utility sectors (Mauno et al., 2023). The Job Demands-Resources (JD-R) Theory further explains that high-demand, low-resource work environments characterized by limited autonomy or social support trigger the three-dimensional burnout syndrome: emotional exhaustion, cynicism, and reduced efficacy (Demerouti et al., 2021). Longitudinal studies in similar industries show that employees with restricted access to *Job Resources*, such as training or managerial support, are 2.3 times more likely to experience chronic burnout (Van Heerden et al., 2022).

This research specifically examines PT PLN employees on Madura Island, where geographical isolation adds complexity to *Job Demands* due to logistical constraints and technological disparities compared to metropolitan areas (Karatuna et al., 2022). PT PLN faces unique operational burdens in Madura, including maintaining networks across island regions, responding promptly to disruptions, and meeting government regulations for supply reliability (Li et al., 2022). Field technicians often work long shifts under physical risks such as extreme weather and high-voltage equipment, while administrative staff handle complex regulatory documentation pressures (Winkler, 2022).

A key challenge at PT PLN Madura is the discrepancy between unavoidable operational workloads and the absence of buffering mechanisms through *Job Resources* (De Beer et al., 2022). For instance, field technicians handle multiple network disruptions daily with limited transport yet lack time management training or psychological support. Additionally, cultural factors in Madura, such as the stigma against appearing “unprofessional” when complaining about workload, hinder early reporting of burnout symptoms (Aung Po et al., 2024). Furthermore, centralized bureaucracy often restricts managerial discretion in resource allocation, reducing flexibility at the unit level (Thomas, 2024); (Kunaifi & Syam, 2021).

Previous studies on JD-R in the energy sector, such as those by (Lee et al., 2022; Van Heerden et al., 2022), have primarily focused on the direct effects of *Job Demands* on *Burnout* without comprehensively exploring the moderating role of resources. Research by (Irfan & Ahmad, 2024) in PLN Java only examined workload and work-life conflict, neglecting critical variables like autonomy and peer support. Moreover, existing studies often treat *Job Resources* as static, overlooking the crucial role of managerial discretion in resource distribution within bureaucratic settings like PLN (Thomas, 2024). This study addresses these gaps by integrating Managerial Discretion Theory into the JD-R

framework and employing a mixed-methods approach in a remote island context, as recommended by (Boumans & Dorant, 2021).

REVIEW OF LITERATURE

Managerial Discretion Theory

Managerial Discretion Theory (MDT) explains the degree of freedom managers possess in making strategic decisions that influence organizational outcomes, focusing on how internal and external factors constrain or expand managerial latitude (Cortes & Kiss, 2023). In the context of public service organizations like PLN in Madura, MDT is crucial as managers must balance profitability demands, energy accessibility for marginalized communities, and environmental pressures (Iqbal & Piwowar-Sulej, 2022). The theory highlights that in remote regions, limited infrastructure and social pressures can restrict managerial discretion, while adequate discretion can foster sustainable innovation and responsive local policies (Ren et al., 2021). Understanding MDT helps design inclusive energy policies that are both economically viable and tailored to local socio-geographic challenges.

Job Demands

Job Demands refer to physical, psychological, social, or organizational aspects of work that require sustained effort and may lead to physiological or psychological costs when excessive (Bakker & Demerouti, 2017). In the context of PT PLN in Madura, these demands include high workload, time pressure, and task complexity exacerbated by geographic isolation and infrastructural limitations (Demerouti et al., 2021). Key indicators such as work overload, emotional demands, and role ambiguity deplete employees' mental and physical resources, increasing the risk of chronic stress and burnout (Ninaus et al., 2021). Research confirms that unmanaged job demands significantly impair individual well-being and organizational performance, particularly in critical utility sectors operating under remote conditions (Lambert et al., 2022).

Burnout

Burnout is a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment resulting from unmanaged chronic work stress (Edú-Valsania et al., 2022). In essential service sectors like energy, burnout prevalence is higher due to substantial public responsibility and unpredictable work demands (Rotenstein et al., 2023). The three core dimensions emotional exhaustion, cynicism, and diminished efficacy are often triggered by excessive job demands and insufficient resources, leading to decreased productivity and increased turnover (Shanafelt et al., 2022). Studies in remote island contexts reveal that geographic isolation amplifies burnout risk due to limited social support and mental health facilities (Carroll et al., 2022).

Job Resources

Job Resources are physical, psychological, organizational, or social aspects of work that support goal achievement, reduce job demands, and stimulate personal growth (Bakker et al., 2023). In remote utility sectors like PLN Madura, resources such as supervisory support, skill training, and operational autonomy are critical for mitigating stress and preventing burnout (Zhou et al., 2022). These resources function as buffers by enhancing motivation, providing coping tools, and facilitating recovery from work demands (Bakker & de Vries, 2021). Empirical evidence confirms that adequate job resources significantly lower

burnout rates and improve both employee well-being and service reliability, especially in geographically constrained environments (Gabriel & Aguinis, 2022).

RESEARCH METHOD

This study employs a quantitative approach with a survey design to examine the influence of *Job Demands* on *Burnout* and the moderating role of *Job Resources* among employees of PT PLN on Madura Island. The research location encompasses all PLN units across four regencies in Madura (Bangkalan, Sampang, Pamekasan, Sumenep), with a saturated sampling technique applied to the entire population of 125 employees to ensure comprehensive representation and enhance the accuracy of findings. A cross-sectional survey was conducted using a structured questionnaire, allowing for the systematic collection of numerical data on employees' perceptions, which is suitable for testing the hypothesized relationships within the Job Demands-Resources (JD-R) theoretical framework.

Primary data were collected through a self-administered questionnaire utilizing a five-point Likert scale (1=Strongly Disagree to 5=Strongly Agree) to measure the key constructs: *Job Demands*, *Job Resources*, and *Burnout*. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3 software, which is robust for predictive analysis and testing complex models with moderating variables. The analysis involved a two-stage process: evaluating the measurement model (outer model) for reliability and validity, followed by assessing the structural model (inner model) and testing the research hypotheses using bootstrapping with 5,000 subsamples to determine the significance of the path coefficients (Jr. et al., 2017).

RESULTS AND DISCUSSION

This section presents empirical findings and subsequent discussion derived from the analysis of data collected from 125 employees of PT PLN across Madura Island. Utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM), the study tested the proposed relationships within the Job Demands-Resources (JD-R) framework, assessing both the measurement model (outer model) for validity and reliability and the structural model (inner model) for hypothesis testing. The results, encompassing path coefficients, t-statistics, and p-values, reveal the complex dynamics between job demands, job resources, and burnout in this unique remote utility context. The following discussion interprets these quantitative findings, exploring both the supported and unsupported hypotheses, and delves into the theoretical and practical implications, particularly considering the geographical and socio-cultural specificities of the Madura operational environment.

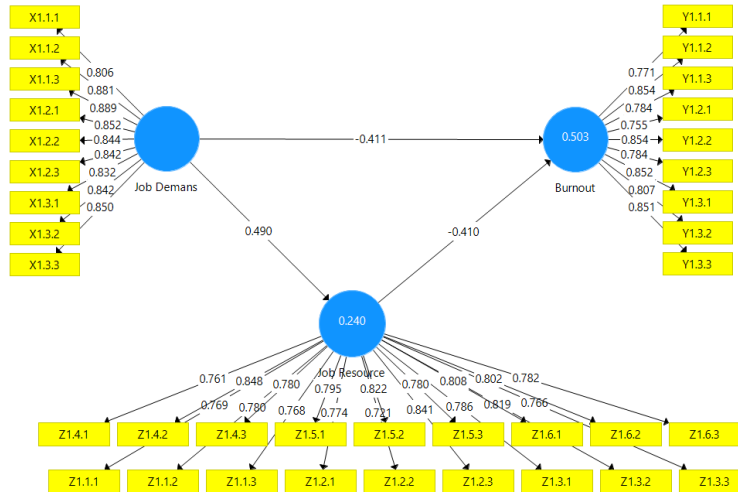


Figure 1.
Outer Model

Source: Data processed by the author, 2025

Based on the outer model shown in the figure, it can be interpreted that all measurement indicators demonstrate good validity and reliability in representing their respective latent constructs. This is evidenced by most outer loading values exceeding the recommended threshold of 0.70 for the constructions of Job Demands, Job Resources, and Burnout. High and consistent loading values indicate that each indicator contributes significantly to explaining the underlying constructing measures. The indicators of Job Demands show strong associations, reflecting the accuracy of measuring workload and task pressure perceived by employees. Similarly, the Job Resources indicators exhibit stable and adequate loadings, suggesting that aspects such as support, autonomy, and available resources are well captured by the measurement items. The Burnout construct is also supported by indicators with satisfactory loadings, indicating reliable measurement of emotional exhaustion and fatigue (Yslado-Méndez et al., 2023). Overall, the outer model fulfills the criteria of convergent validity and construct reliability, confirming that the measurement instrument is appropriate and robust for further structural model analysis and hypothesis testing.

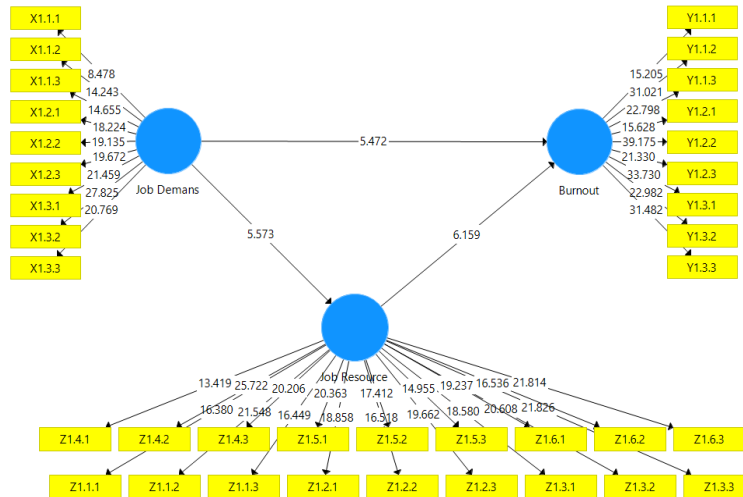


Figure 2.
Inner Model

Source: Data processed by the author, 2025

Based on the inner model presented in the figure, the structural relationship among Job Demands, Job Resources, and Burnout show statistically significant effects. The path from Job Demands to Burnout is positive and significant, as indicated by a high t-statistic value of 5.472, suggesting that increased job demands directly contribute to higher levels of employee burnout. Job Demands also have a significant positive effect on Job Resources ($t = 5.573$), indicating that higher demands may encourage organizations or employees to activate or utilize more resources to cope with work pressures. Furthermore, Job Resources significantly influences Burnout with a t-statistic of 6.159, reflecting the important role of available resources in shaping employees’ burnout levels. The strength and significance of all structural paths, with t-values exceeding the critical threshold of 1.96, confirm that the proposed model is empirically supported (Van Den Broeck et al., 2017). Overall, the inner model demonstrates that burnout is a multidimensional outcome influenced both directly by job demands and indirectly through job resources, highlighting the importance of managing work pressure while strengthening supportive resources to reduce burnout.

Table 1.
Categorization of Financial Behavior Level

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Demans -> Burnout	-0.411	-0.415	0.077	5.375	0.000
Job Demans -> Job Resource	0.490	0.501	0.089	5.522	0.000
Job Resource -> Burnout	-0.410	-0.410	0.072	5.735	0.000
Job Demans -> Job Resource -> Burnout	-0.201	-0.205	0.050	4.040	0.000

Source: Data processed by the author, 2025

Hypothesis 1 (H1): The Effect of Job Demands on Burnout

The first hypothesis proposes that Job Demands affect Burnout among PT PLN employees. Based on the significance test results showing a coefficient of -0.411 with a T-statistic of 5.375, this indicates a significant influence between Job Demands and Burnout. However, this relationship is negative, which contradicts the initial expectation since, generally, the higher the Job Demands, the higher the level of Burnout. Therefore, Hypothesis 1 is rejected because although the relationship is significant, its direction does not align with existing theory, which considers Job Demands a primary cause of Burnout.

The SEM results reveal a significant but negative relationship between Job Demands and Burnout among PT PLN employees, indicating that higher demands are associated with lower burnout levels. This unexpected finding suggests that job demands may function as motivating challenges rather than stressors, enhancing employee engagement, effectiveness, and productivity. In this context, well-managed demands could stimulate focus, responsibility, and performance optimization (Kunaifi et al., 2023). However, since this direction contradicts established theory, the hypothesis is rejected. These findings imply that organizational support systems, adaptive coping mechanisms, and a positive work environment may transform job demands into productive drivers rather than sources of psychological strain, ultimately improving overall employee performance outcomes.

Hypothesis 2 (H2): The Effect of Job Demands on Job Resources

The second hypothesis tests the effect of Job Demands on Job Resources. The analysis results show a positive coefficient of 0.490 with a T-statistic of 5.522, meaning that the higher the Job Demands, the more Job Resources are available. This result indicates a significant relationship consistent with the Job Demands-Resources (JD-R) theory, which states that organizations often provide more resources to help employees cope with increasing work demands. Therefore, Hypothesis 2 is accepted because the relationship between Job Demands and Job Resources is proven significant and aligns with expectations.

The findings indicate that higher Job Demands significantly increase Job Resources, aligning with JD-R theory and reinforcing the perspective of Spiritual Leadership Theory. From a spiritual leadership standpoint, increasing demands are not merely pressures but opportunities to cultivate meaning, calling, and membership among employees. Leaders who embody vision, altruistic love, and hope/faith tend to respond to rising demands by strengthening support systems, trust, and intrinsic motivation (Rosyid et al., 2021). Consequently, employees perceive resources not only as organizational tools but also as spiritual and emotional support, enhancing resilience, commitment, and productivity. This dynamic fosters a value-driven work environment where challenges are transformed into growth opportunities.

Hypothesis 3 (H3): The Effect of Job Resources on Burnout

The third hypothesis tests the effect of Job Resources on Burnout among PT PLN employees. The test results show a coefficient of -0.410 with a T-statistic of 5.735, indicating a negative and significant relationship between Job Resources and Burnout. Although this relationship is significant, its direction does not support the initial hypothesis, which expected Job Resources to reduce Burnout. In this case, the finding is inconsistent with the theory stating that Job Resources play a balancing role in reducing Burnout. Therefore, Hypothesis 3 is rejected because, although significant, its effect does not align with the proposed hypothesis (Gynning et al., 2025).

The significant negative relationship between Job Resources and Burnout suggests that increased resources are associated with lower burnout levels. However, within a conservative business motive, this outcome may reflect efficiency-driven resource allocation focused on maintaining stability and control rather than employee well-being. Organizations may provide resources selectively to sustain performance without fundamentally addressing workload pressures (Kunaifi et al., 2025). As a result, while burnout appears reduced, it may mask compliance and routine-driven behavior, emphasizing organizational continuity over transformative employee empowerment or long-term psychological resilience.

Hypothesis 4 (H4): The Intervening Role of Job Resources

The fourth hypothesis proposes that Job Resources act as an intervening variable in the relationship between Job Demands and Burnout. The test results show a coefficient of -0.201 with a T-statistic of 4.040, indicating a mediating effect. However, although the effect is significant, the direction of the relationship does not support existing theory, as Job Demands do not directly lead to increased Burnout, and Job Resources do not function as a protective factor. Therefore, Hypothesis 4 is rejected because, although a mediating effect exists, the relationship is inconsistent with the underlying theory.

The results reveal a significant mediating role of Job Resources in the relationship between Job Demands and Burnout, yet with an unexpected negative direction. From a vibe marketing perspective, this suggests that organizational atmosphere, emotional tone, and cultural energy shape how employees interpret demands and resources. When a positive “vibe” is cultivated—through supportive communication, meaningful engagement, and shared identity—job demands may be reframed as inspiring challenges rather than stressors (Kunaifi & Zhilalil Haq, 2025). Consequently, resources function more as symbolic reinforcements of belonging than protective buffers, explaining why the theoretical mediation pattern is not fully supported in this context.

CONCLUSION

This study empirically examined the influence of Job Demands on Burnout and the intervening role of Job Resources among employees of PT PLN on Madura Island. The findings reveal a complex and nuanced relationship that partially contradicts the conventional Job Demands-Resources (JD-R) theory. While a significant relationship was confirmed between all core constructions, the direction of these relationships was unexpected. Specifically, Job Demands showed a significant *negative* effect on Burnout, and Job Resources also exhibited a significant *negative* effect on Burnout, contrary to theoretical predictions that posit Job Demands as a direct positive driver of Burnout and Job Resources as a mitigating buffer. However, the positive effect of Job Demands on Job Resources aligned with JD-R theory, suggesting that increased demands may trigger the mobilization of resources within this specific organizational context. The mediating role of Job Resources was statistically significant but followed a negative path, indicating an indirect effect that does not function as a traditional protective mechanism in this setting.

The unexpected findings underscore the critical importance of context in applying psychological theories. The unique geographical isolation, socio-cultural norms of Madura, and the specific operational pressures of a state-owned utility company appear to significantly alter the dynamics predicted by mainstream JD-R models. This suggests that in remote, high-responsibility service environments, employees may develop unique

adaptations, or perceived demands and resources may be interpreted through a distinct cultural lens. For PT PLN management, these results highlight that generic well-being interventions may be ineffective. Instead, tailored strategies are needed, such as enhancing managerial discretion at the local level, developing culturally sensitive support systems that overcome stigma, and implementing resource allocation policies that are directly responsive to the unique logistical and emotional demands faced by employees in isolated postings. Future research should further investigate the contextual moderators, such as local leadership styles and community ties, that reshape the fundamental pathways to employee well-being in non-Western, remote industrial settings.

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