

The Effect of Self-Efficacy, Human Resource Quality, Resilience on Burnout and Employee Performance at PT. Penaraya Valencia Jakarta Timur

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Abstract

Infrastructure development in Indonesia has progressed significantly, with the government prioritizing public facility improvements in quality and quantity. PT. Penaraya Valencia, a national private consulting firm, supports government and private projects by providing building planning and management consulting services. The company handles diverse projects under varying conditions, requiring efforts to enhance employee performance. However, heavy workloads and challenging situations can lead to stress and burnout, impacting employee performance. This study aims to analyze the effects of self-efficacy, human resource quality, and resilience on burnout and employee performance at PT. Penaraya Valencia in East Jakarta. A sample of 96 employees was analyzed using Structural Equation Modeling (SEM) with SmartPLS software, complemented by SPSS for descriptive analysis. The findings reveal: (1) self-efficacy negatively and significantly affects burnout, (2) self-efficacy positively and significantly impacts employee performance, (3) human resource quality does not significantly affect burnout, (4) human resource quality positively and significantly impacts employee performance, (5) resilience negatively and significantly affects burnout, (6) resilience positively and significantly impacts employee performance, (7) burnout negatively and significantly affects employee performance, (8) self-efficacy significantly influences performance through burnout mediation, (9) human resource quality does not significantly affect performance through burnout mediation, and (10) resilience significantly impacts performance through burnout mediation. These findings emphasize the importance of enhancing self-efficacy, resilience, and human resource quality to minimize burnout and improve employee performance.

Keywords: Self-Efficacy, Human Resource Quality, Resilience, Burnout, Employee Performance.

1. Introduction

The existence of a company as a structured entity is intricately intertwined with the contribution of human labor. Despite the significant presence of capital and advanced technology in the company's operations, the achievement of its objectives ultimately depends on the utilization of human resources. Human resources are also the utilization, development, training, provision of compensation and management of individual members of an organization or group of employees, human resources in the organization (Emmywati et al., 2024), namely company employees as implementers to realize the achievement of company goals (Albany & Dyahrini, 2023). The progress of the company depends on how management manages existing resources, especially competent human resources. Human capital plays a crucial role within the organization, with employee performance being a key component. According to Harahap & Tirtayasa (2020) employee performance is used as one of the main



elements that can be improved if employees know what is expected when they can play a role and be assessed for their performance results.

Penaraya Valencia was established on October 01, 2012 to participate in implementing government and private projects related to engineering planning issues and management consulting services. Located in ASCOM Building, Jl. Matraman Raya No. 67, Kel. Palmeriam, Kec. Matraman, East Jakarta, PT Penaraya Valencia always aims to deliver services that are efficient, successful, and suitable when completing tasks. The company is dedicated to offering top-notch Indonesian development and continuously works towards enhancing the capabilities of its staffs.

An individual's work performance is the culmination of their dedication and skill in carrying out assigned tasks with a sense of duty, experience, and professionalism, while upholding accountability for their actions as directed by their superiors (A. Wibowo, 2019). However, various factors can affect employee performance, namely self-efficacy, quality of human resources, resilience and the level of burnout experienced (Lau Go'o et al., 2024). In accordance with Norwati et al. (2023), Aisyiyah et al. (2022) and Susilo & Wahyudin (2020) who said that there are several factors that can impact performance such as leadership, motivation, HR, self-efficacy, HR quality, resilience and burnout levels.

Researchers conducted a thorough examination to identify the elements that impact employee productivity through an analysis of bibliometric data. Bibliometric analysis is a method used to analyze and map scientific literature in a field of research. In this study, researchers also conducted bibliometric analysis to understand the current research trends on employee performance.

The researcher involved the use of Harzing's Publish or Perish software. This software is used to identify the number of journal articles that have been published in the last five years (2019-2024) related to employee performance. Researchers used Google Scholar as a data source to collect information on the number of articles relevant to the keyword employee performance. Furthermore, the researcher also used VOSviewer software to map the relationship pattern, year range, and topic density in the previously identified articles.

The results of bibliometric analysis show that there are 200 publications with 38588 citations and 7717.60 cites/years that discuss employee performance. According to the findings of bibliometric analysis, it is evident that there are two primary groups present. The red cluster generally discusses employee, factor, job performance, mediating role, organization, performance, research, and role. The focus of the green cluster is mainly on delving into topics such as case studies, compensation, influence, impactful outcomes, professionalism, workplace atmosphere, and employee drive. The results of the bibliometric analysis of topics related to employee performance show that all topics can still be developed with other variables or factors that affect employee performance, especially in the scope of work in various other fields.

Self-efficacy is one of the elements that has the potential to impact an employee's effectiveness. It pertains to a person's belief in their own abilities to succeed in tasks or handle difficult situations. According to Ferdiansyah et al. (2020), self efficacy refers to the belief in one's own capability to accomplish specific objectives. It plays a crucial role in the workplace by empowering employees to take initiative and effectively carry out assigned duties (J. Wibowo & Hidajat, 2020). People who possess great self-assurance typically excel in their job tasks. Staff members who exude high self-confidence often display a strong sense of poise when encountering difficulties, enabling them to successfully navigate work-related obstacles. In accordance with Huda (2024), the stronger the belief in oneself, the better the job

performance of the employee. When an employee has more confidence or improved skills to meet the job requirements, it is inevitable that their performance will improve.

The performance of individuals can also be affected by the quality of their human resources. The excellence of human resources (HR) is also vital in enhancing the efficiency of employees. Referring to Imelda et al. (2022), the quality of HR refers to the employees' capacity, expertise, and understanding needed to deliver top-notch services. Research by Burhanudin & Dewi (2024) revealed that companies with good HR quality will have superior performance compared to other companies. High-quality employees can not only carry out their duties well, but are also able to innovate and create more for the company. It is crucial for businesses to invest in enhancing the skills and abilities of their employees through various means such as training, mentoring, and career advancement opportunities. Studies indicate that having skilled and competent employees can greatly enhance overall workforce productivity (Indriani, 2021).

The resilience factor is also a determining factor in employee performance. Resilience is a person's ability to adapt well in the face of difficulties or challenges in life. According to Guna Arsa & Lestari (2024), said that resilience is the ability of individuals to bear stress without fundamental changes in their capacity when achieving goals that give meaning to life. The ability to deal with the pressures and problems of life is called resilience and is an important aspect that must be possessed (J. Sari & Suhariadi, 2019). Individuals with high resilience have a tendency to recover faster and are able to adapt to work pressures and new environments. Resilience possessed by employees has an important role in dealing with the world of work and the existence of resilience can help improve individual and organizational performance (Muslimin, 2021).

However, employees also often experience challenges at work that make them feel depressed, bored and stressed. This condition of burnout can be experienced by anyone. Employee burnout results from prolonged stress and overwhelming job responsibilities, resulting in physical, emotional, and mental fatigue. The Ministry of Health (2024) suggests that burnout can impact an employee's drive and efficiency at work. Study by Astuti et al. (2022) indicates that burnout has a detrimental impact on an individual's work productivity. It is believed that workplace burnout is connected to an individual's struggle in handling challenging and uncontrollable situations, leading to exhaustion among employees. Burnout can lead to decreased motivation, emotional exhaustion, and even mental health disorders. When employees experience burnout, their performance tends to decrease, and this can have a negative impact on overall organizational productivity.

Some previous studies include Angriani & Suhartini (2024) suggests that self-efficacy plays a beneficial role in reducing burnout, enhancing performance, and improving performance affected by burnout. In addition, in the research of Putri & Handayani (2024) shows that the performance of nurses at Bandung City Hospital is influenced by both their workload and their self-efficacy, with burnout serving as a mediator with a significance level of 20.3%. The remaining factors influencing nurse performance have not been investigated in this study.

Located in the bustling East Jakarta Administrative City in Indonesia, PT Penaraya Valencia has been a pioneer in the construction sector for quite some time now. Specializing primarily in infrastructure development and large commercial projects, the company offers a wide range of services including architectural consultation, project management, civil engineering work, and supervision of construction projects. These services not only benefit the clients, but also put pressure on the employees to meet deadlines and deliver results.

Time pressure and high workload, the need for technical skills, high management, the risk of project failure, dependence on clients (project providers) and inconsistencies in government policy changes are challenges experienced by employees of PT Penaraya Valencia. The tiredness and burnout felt by employees will affect their performance, which in turn influences the company's growth. An employee's inefficiency is connected to their fatigue levels and can hinder the development of the company.

Thus, PT Penaraya Valencia needs to be followed up to improve performance and it is important to understand how self-efficacy, HR quality, resilience and burnout are interrelated in influencing employee performance. The primary goal of this research is to investigate the impact of self-efficacy, employee competence, and ability to bounce back from challenges on both burnout levels and work productivity among employees. The element of novelty provided in this research lies in analyzing the variables of self-efficacy, quality of human resources, resilience to burnout and employee performance at PT Penaraya Valencia, East Jakarta. This study is anticipated to offer fresh perspectives and actionable suggestions for enhancing the performance of employees at PT Penaraya Valencia.

2. Literature Review

2.1. Research Conceptual Framework

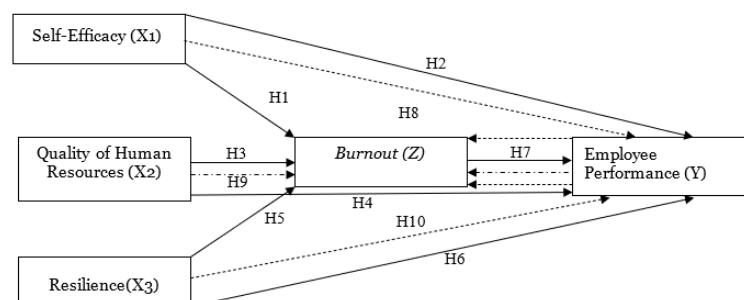
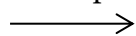


Figure 1. Conceptual Framework

Description:



: Signs that indicate a direct relationship between variables and other variables (H1: The effect of X1 on Z, H2: The effect of X1 on Y, H3: Effect of X2 on Z, H4: Effect of X2 on Y, H5: The effect of X3 on Z, H6: The effect of X3 on Y, and H7: Effect of Z on Y)



: The dotted line indicates an indirect relationship between variables (H8: Effect of X1 on Y through Z, H9: The effect of X2 on Y through Z, H10: The effect of X3 on Y through Z)

Following the analysis of the issue, review of existing literature, and development of theoretical framework discussed earlier, the proposed hypothesis for this study is as follows:

- 1) **H1:** Self-Efficacy has a significant effect on Burnout in employees of PT Penaraya Valencia

Self efficacy refers to a person's belief about his ability to adopt the behavior he thinks is needed to achieve the desired results (Yusuf et al., 2021). Meanwhile, burnout refers to a shift in mindset and behavior characterized by disengagement from work, feelings of powerlessness, despair, a sense of being stuck in profound sorrow, resulting in ongoing exhaustion and a lack of motivation. This can also manifest as a sense of being jobless, displaying rudeness towards others, and showing apathy towards one's surroundings (Mu'arif

& Setiawati, 2021). Shary & Alamsyah (2023) shows a simultaneous significant influence between self-efficacy and job insecurity on burnout.

- 2) **H2:** Self-Efficacy has a significant effect on Employee Performance of PT Penaraya Valencia.

Self efficacy refers to a person's belief regarding his ability to adopt the behavior he thinks is needed to achieve the desired results of Yusuf et al. (2021). Meanwhile, employee performance is a success or achievement of employees in completing their work in accordance with the responsibilities given, both in quantity and quality (Kurniawan et al., 2021). Hadi (2023) in his research shows that self-efficacy has a positive and significant effect on employee performance.

- 3) **H3:** Human Resource Quality has a significant effect on Burnout in employees of PT Penaraya Valencia.

The competency of individuals is determined by their capacity to showcase their expertise, talents, and capabilities in delivering professional services (N. C. Sari et al., 2022). Meanwhile, burnout is a shift in mindset and actions that shows as pulling away from work, feeling powerless, overwhelmed, stuck in profound sadness resulting in constant exhaustion and despair, sensing joblessness, displaying rudeness towards others, and showing apathy towards surroundings (Mu'arif & Setiawati, 2021). Pramanasari et al. (2023) in a study shows that the results of descriptive statistics clarify the excellent category, the description of infrastructure facilities is classified in the good category, the description of burnout syndrome is classified in the less good category, and the description of the performance of nurses at St. Carolus Borromeus Kupang Hospital is classified in the good category. In addition, the competence of Human Resources also has an important influence on the performance of St. Carolus Borromeus nurses.

- 4) **H4:** The quality of human resources affects the performance of employees of PT Penaraya Valencia.

The skill level of individuals in a workforce is determined by their capacity to showcase their knowledge, talents, and capabilities when providing specialized services (N. C. Sari et al., 2022). Meanwhile, employee performance is a success or achievement of employees in completing their work in accordance with the responsibilities given, both in quantity and quality (Kurniawan et al., 2021). Gerhana et al. (2019) in their research shows that the quality of human resources has a positive effect on employee performance.

- 5) **H5:** Resilience has a significant effect on Burnout in employees of PT Penaraya Valencia.

Resilience refers to individuals who are able to think positively in the face of challenges and difficulties are able to survive and go through various challenges without experiencing stress (Muslimin, 2021). Zuhri et al. (2023) proves that there is an influence between resilience and age on the occurrence of burnout syndrome.

- 6) **H6:** Resilience has a significant effect on Employee Performance of PT Penaraya Valencia

Resilience refers to individuals who are able to think positively in the face of challenges and difficulties are able to survive and get through various challenges without experiencing stress (Muslimin, 2021). Meanwhile, employee performance is a success or achievement of employees in completing their work in accordance with the responsibilities given, both in quantity and quality (Kurniawan et al., 2021). Ocktafian (2021) shows a positive and significant influence between resilience on employee performance and life satisfaction.

7) **H7:** Burnout has a significant effect on Employee Performance of PT Penaraya Valencia
 Burnout is a mental shift in mindset and actions that result in disengagement from work, feelings of powerlessness, despair, feeling stuck in profound sorrow, leading to perpetual exhaustion and a sense of aimlessness, feeling like being without a job, displaying impoliteness towards others, and apathy towards one's surroundings (Mu'arif & Setiawati, 2021). Meanwhile, employee performance is a success or achievement of employees in completing their work in accordance with the responsibilities given, both in quantity and quality (Kurniawan et al., 2021). Maulidah et al. (2022) shows that burnout has no effect on employee performance.

8) **H8:** Self- Efficacy has a significant effect on employee performance through burnout PT Penaraya Valencia

Self efficacy refers to a person's belief regarding his ability to adopt the behavior he thinks is needed to achieve the desired results (Yusuf et al., 2021). Employee performance is a success or achievement of employees in completing their work in accordance with the responsibilities given, both in quantity and quality (Kurniawan et al., 2021). Meanwhile, burnout is a mental shift in mindset and actions that result in disengagement from work, feelings of powerlessness, despair, feeling stuck in profound sorrow, leading to perpetual exhaustion and a sense of aimlessness, feeling like being without a job, displaying impoliteness towards others, and apathy towards one's surroundings (Mu'arif & Setiawati, 2021). Angriani & Suhartini (2024) shows that self efficacy in oneself has a strong impact on experiencing burnout. It also plays a significant role in improving performance. The effects of self-efficacy on burnout are linked to its impact on performance.

9) **H9:** Human Resource Quality has a significant effect on employee performance through Burnout PT. Penaraya Valencia

The quality of human resources is the ability of each employee to complete their work, develop themselves and the development of coworkers (Matindas et al., 2018). Meanwhile, employee performance is a success or achievement of employees in completing their work in accordance with the responsibilities given, both in quantity and quality (Kurniawan et al., 2021). Burnout is a mental shift in mindset and actions that result in disengagement from work, feelings of powerlessness, despair, feeling stuck in profound sorrow, leading to perpetual exhaustion and a sense of aimlessness, feeling like being without a job, displaying impoliteness towards others, and apathy towards one's surroundings (Mu'arif & Setiawati, 2021). Pramanasari et al. (2023) in a study shows that the proficiency of human resources also greatly impacts how well nurses at St. Carolus Borromeus perform.

10) **H10:** Resilience has a significant effect on employee performance through burnout at PT Penaraya Valencia.

Resilience refers to individuals who are able to think positively in the face of challenges and difficulties are able to survive and get through various challenges without experiencing stress (Muslimin, 2021). Meanwhile, employee performance is a success or achievement of employees in completing their work in accordance with the responsibilities given, both in quantity and quality (Kurniawan et al., 2021). Burnout is a mental shift in mindset and actions that result in disengagement from work, feelings of powerlessness, despair, feeling stuck in profound sorrow, leading to perpetual exhaustion and a sense of aimlessness, feeling like being without a job, displaying impoliteness towards others, and apathy towards one's surroundings (Mu'arif & Setiawati, 2021). Lailia & Nuzulia (2024) in a study proves that there was the greatest significant negative effect on the resilience aspect of self-reliance on burnout.

3. Methods

3.1. Research Design

The aim of this research is to examine the connection between self-efficacy, human resource quality, burnout resilience, and employee performance at PT Penaraya Valencia in East Jakarta. This study utilizes a quantitative method that focuses on numerical data to gather data and analyze the relationships between the variables.

3.2. Population and Sample

The study focused on 108 individuals who were employed by PT Penaraya Valencia in East Jakarta. In this study, the sample was selected using the Stratified Sampling method. The population was categorized into different groups according to the different job roles within the organization, namely project management, planning division, finance division, construction and supervision division, legal and licensing division, human resources division, and marketing and client relations division. The sample taken amounted to 96 respondents.

3.3. Research Instruments

Measurement of Self-Efficacy variables (X1), Human Resource Quality (X2), Resilience (X3), Burnout (Z), Employee Performance (Y) using through a Likert scale consisting of five answer categories. Respondents' answers will be scored as follows:

Score 5: Strongly Agree (SA)

Score 4: Agree (A)

Score 3: Neutral (N)

Score 2: Disagree (D)

Score 1 : Strongly Disagree (SD)

3.4. Research Data Details

The research involves quantitative data in numerical form. The data was gathered from 96 participants who work at PT Penaraya Valencia in East Jakarta, making it primary data. A questionnaire with multiple questions was used to collect information from the respondents. The questionnaire was distributed through google form. To analyze the data, a quantitative analysis approach was used along with the SEM model and SmartPLS software. The data was then processed using the SPSS program.

4. Results and Discussion

4.1. Research Results

4.1.1. Respondent Characteristics

From the total 96 respondents, 85 people or 88.5% were male and 11 people or 11.5% were female. Thus, it can be concluded that the research respondents were dominated by employees with male gender, namely 85 people or 88.5%. This is because PT Penaraya Valencia East Jakarta is a company engaged in construction which requires more work with physical activity outdoors.

The characteristics of the survey participants were analyzed based on their age. The results showed that 12 individuals, or 12.5%, were between the ages of 23 and 30. Additionally, 52 people, or 54.2%, fell within the age range of 31 to 38. Furthermore, 23 respondents, representing 24% of the total, were aged between 39 and 46. Finally, there were 9 participants, or 9.4%, who were aged between 47 and 54. In conclusion, the majority of respondents were employees aged between 31 and 38, comprising 54.2% of the sample. This indicates that PT

Penaraya Valencia East Jakarta is primarily staffed by experienced individuals in their prime years, capable of fulfilling their responsibilities effectively.

The results of the Law and Licensing division showed that 6 individuals, or 6.3%, exhibited certain characteristics, Finance as many as 8 people or 8.3%, Construction and Supervision as many as 37 people or 38.3%, Project Management as many as 9 people or 9.4%, Marketing and Client Relations as many as 12 people or 12.5%, Planning as many as 16 people or 16.7% and Human Resources as many as 8 people or 8.3%. Thus, it can be concluded that the research respondents were dominated by employees working in the Construction and Supervision Division, namely 37 people or 38.5%.

From the total 96 respondents, 75 people or 78.1% with the latest education Bachelor (S1) and 21 people or 21.9% with the latest education Master (S2). Thus, it can be concluded that the research respondents were dominated by employees with the last education of Bachelor (S1), namely 75 people or 78.1%. This shows that PT Penaraya Valencia East Jakarta has employees with a high level of education that can support their competence in carrying out job duties according to their field of expertise.

4.1.2. Analysis of Test Results

A) Testing the Measurement Model (Outer Model)

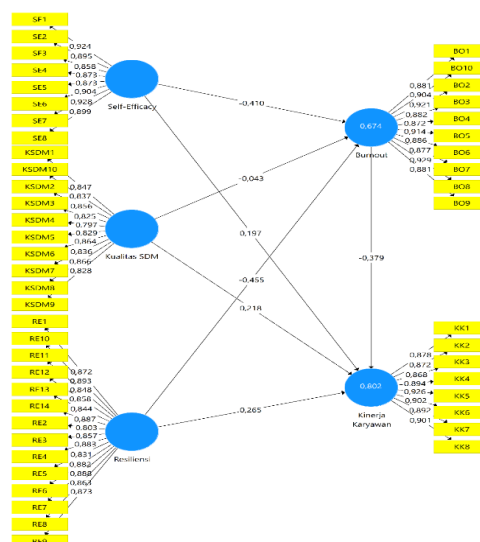


Figure 2. Measurement Model Testing

1) Convergent Validity

Individual reflexive measures are said to be valid if the loading factor value is more than 0.5 and AVE (Average Variant Extracted) ≥ 0.50 with the construct to be measured (Hair Jr et al., 2019). Drawing conclusions from the outcomes of the Convergent Validity test, it shows that all indicators on the research variables can be said to meet convergent validity because the factor loadings value > 0.50 and the AVE (Average Variance Extracted) value > 0.50 .

2) Discriminant Validity

The discriminant validity test aims to assess how distinct a measuring instrument is from other constructs in determining a specific quality.

Table 1. Fornell-Larcker Criterion Value

Variable	Burnout	Employee Performance	Quality of Human Resources	Resilience	Self-Efficacy
Burnout	0.895				
Employee Performance	-0.823	0.892			
Quality of Human Resources	-0.432	0.591	0.839		
Resilience	-0.766	0.803	0.499	0.863	
Self-Efficacy	-0.748	0.753	0.393	0.705	0.895

Source: Primary Data Processed, 2024

Table 2 Cross Loading Values

Indicator	Self-Efficacy	Quality of Human Resources	Resilience	Burnout	Employee Performance
SE1	0,924	0,394	0,668	-0,766	0,705
SE2	0,895	0,311	0,574	-0,611	0,628
SE3	0,858	0,293	0,643	-0,653	0,649
SE4	0,873	0,373	0,571	-0,619	0,654
SE5	0,873	0,309	0,647	-0,666	0,654
SE6	0,904	0,422	0,658	-0,715	0,757
SE7	0,928	0,387	0,699	-0,707	0,718
SE8	0,899	0,306	0,562	-0,586	0,602
KSDM1	0,391	0,847	0,476	-0,453	0,559
KSDM2	0,430	0,856	0,486	-0,438	0,596
KSDM3	0,305	0,825	0,386	-0,339	0,452
KSDM4	0,203	0,797	0,344	-0,260	0,364
KSDM5	0,305	0,829	0,326	-0,281	0,425
KSDM6	0,336	0,864	0,498	-0,394	0,569
KSDM7	0,295	0,836	0,387	-0,313	0,488
KSDM8	0,325	0,866	0,394	-0,322	0,480
KSDM9	0,356	0,828	0,478	-0,440	0,501
KSDM10	0,276	0,837	0,329	-0,287	0,434
RE1	0,627	0,404	0,872	-0,701	0,683
RE2	0,612	0,436	0,803	-0,637	0,623
RE3	0,656	0,432	0,857	-0,581	0,668
RE4	0,615	0,452	0,883	-0,674	0,703
RE5	0,535	0,441	0,831	-0,603	0,658
RE6	0,613	0,440	0,882	-0,652	0,731
RE7	0,600	0,392	0,888	-0,717	0,727
RE8	0,553	0,420	0,863	-0,693	0,714
RE9	0,610	0,466	0,873	-0,627	0,686
RE10	0,695	0,417	0,893	-0,728	0,703
RE11	0,607	0,490	0,848	-0,678	0,723
RE12	0,622	0,492	0,858	-0,640	0,722
RE13	0,585	0,347	0,844	-0,631	0,639
RE14	0,588	0,411	0,887	-0,673	0,714
BO1	-0,644	-0,409	-0,653	0,881	-0,666
BO2	-0,687	-0,358	-0,694	0,921	-0,783
BO3	-0,687	-0,426	-0,688	0,882	-0,748
BO4	-0,617	-0,363	-0,643	0,872	-0,722
BO5	-0,682	-0,436	-0,686	0,914	-0,790
BO6	-0,680	-0,427	-0,736	0,886	-0,783
BO7	-0,673	-0,357	-0,671	0,877	-0,682
BO8	-0,698	-0,353	-0,698	0,929	-0,785
BO9	-0,687	-0,391	-0,692	0,881	-0,695
BO10	-0,630	-0,338	-0,685	0,904	-0,697
KK1	0,649	0,491	0,729	-0,753	0,878
KK2	0,671	0,562	0,684	-0,717	0,872
KK3	0,673	0,514	0,700	-0,715	0,868
KK4	0,705	0,547	0,766	-0,772	0,894
KK5	0,701	0,563	0,705	-0,727	0,926
KK6	0,690	0,465	0,721	-0,712	0,902
KK7	0,567	0,616	0,726	-0,728	0,892
KK8	0,715	0,459	0,694	-0,746	0,901

Source: Primary Data Processed, 2024

According to the information provided in table 2, the Fornell-Larcker Criterion value and cross loading for each item exceed 0.50. Additionally, the highest value for each item is

observed when it is linked to its intended latent variable rather than to other latent variables. This indicates that each observed variable effectively represents its underlying construct, demonstrating the validity of discriminant validity for all items in the study.

3) Composite Reliability

There are two methods available for assessing the reliability of a construct, which are Cronbach's Alpha and Composite Reliability.

Table 3. Reliability Test Values

Variable	Cronbach's Alpha	Composite Reliability	Description
Self-Efficacy	0,964	0,970	Reliable
Quality of Human Resources	0,953	0,960	Reliable
Resilience	0,974	0,976	Reliable
Burnout	0,972	0,976	Reliable
Employee Performance	0,963	0,969	Reliable

Source: Primary Data Processed, 2024

Based on the data presented in Table 3, it is clear that the variables included in the reliability assessment surpass the threshold of 0.70 for Cronbach's Alpha and Composite reliability. This implies that the variables are trustworthy and consistent, thus permitting additional examination of the structural framework.

B) Structural Model Analysis (Inner Model)

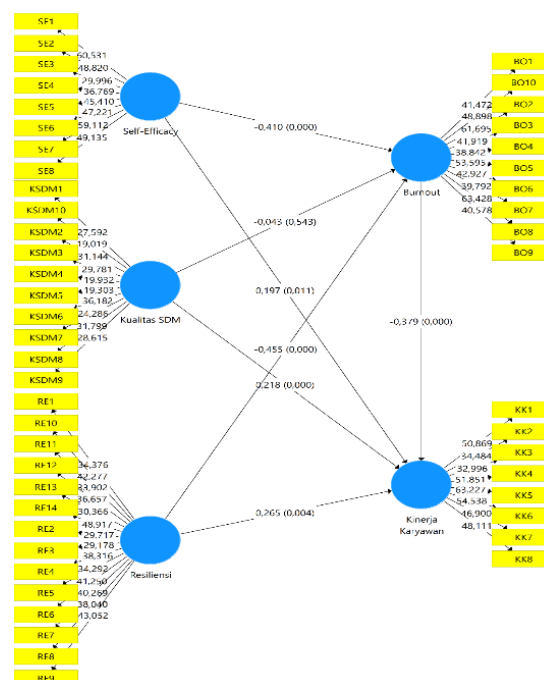


Figure 3. Structural Model Testing

1) R-Square (R^2)

A higher R-square value signifies the increased effectiveness of outside factors in elucidating internal factors. The findings of the determination coefficient are displayed in the table 4:

Table 4. Endogenous Variable R² Value

Model	R Square
Burnout	0,674
Employee Performance	0,802

Source: Primary Data Processed, 2024

Based on table 4, it can be seen that the coefficient of determination (R-Square) in the Self-Efficacy, HR Quality and Resilience model on Burnout with an R² value of 0.674, thus it can be interpreted that the Burnout variable can be explained by the Self-Efficacy, HR Quality and Resilience variables by 67.4% while the remaining 32.6% (100%-67.4%) is explained by other variables outside this research model.

In the Self-Efficacy, HR Quality, Resilience and Burnout model on Employee Performance, the R² value is 0.802, thus it can be interpreted that the Employee Performance variable can be explained by the Self-Efficacy, HR Quality, Resilience and Burnout variables by 80.2% while the remaining 19.8% (100%-80.2%) is explained by other variables outside this study.

2) Effect Size (F²)

The classifications or criteria for F² are 0.02 (minor), 0.15 (moderate), 0.35 (significant). The findings of the impact magnitude (F²) measurement in this research can be found in the table provided in the next section:

Table 5. Effect Size (F²)

Model	F ² Value	Categories
Self-Efficacy → Burnout	0,258	Moderate
Quality of Human Resources → Burnout	0,004	No Effect
Resilience → Burnout	0,283	Moderate
Self-Efficacy → Employee Performance	0,078	Minor
Quality of Human Resources → Employee Performance	0,178	Moderate
Resilience → Employee Performance	0,123	Minor
Burnout → Employee Performance	0,237	Moderate

Source: Primary Data Processed, 2024

Based on the evaluation of the effect size in table 5 above, the following results can be explained:

- The effect of the Self-Efficacy variable on Burnout shows an F² value of 0.258 which is included in the medium category.
- The effect of the HR Quality variable on Burnout shows an F² value of 0.004 which is included in the no effect category.
- The effect of the Resilience variable on Burnout shows an F² value of 0.283 which is included in the medium category.
- The effect of the Self-Efficacy variable on Employee Performance shows an F² value of 0.078 which is included in the small category.
- The effect of HR Quality variables on Employee Performance shows an F² value of 0.178 which is included in the medium category.
- The effect of the Resilience variable on Employee Performance shows an F² value of 0.123 which is included in the small category.
- The effect of the Burnout variable on Employee Performance shows an F² value of 0.237 which is included in the medium category.

3) Hypothesis Testing

Hair et al. (2019) stated that a hypothesis is considered to be accepted or rejected based on whether the t-value is greater than 1.96 and/or the p-value is less than 0.05 at a 5% significance level.

Table 6. Hypothesis Testing

Hypothesis	Original Sample	T Statistics	P-Values	Description
Self-Efficacy -> Burnout	-0,410	5,224	0,000	Negative Significant
Self-Efficacy -> Employee Performance	0,197	2,548	0,011	Positively Significant
Quality of Human Resources -> Burnout	-0,043	0,608	0,543	Not Significant
Quality of Human Resources -> Employee Performance	0,218	3,523	0,000	Positively Significant
Resilience -> Burnout	-0,455	5,272	0,000	Negative Significant
Resilience -> Employee Performance	0,265	2,931	0,004	Positively Significant
Burnout -> Employee Performance	-0,379	4,268	0,000	Negative Significant
Self-Efficacy -> Burnout -> Employee Performance	0,155	3,627	0,000	Significant Mediation
Quality of Human Resources -> Burnout -> Employee Performance	0,016	0,587	0,557	Not Significantly Mediating
Resilience -> Burnout -> Employee Performance	0,173	3,182	0,002	Significant Mediation

Source: Primary Data Processed, 2024

Based on the hypothesis testing in table 6 above, the following results can be explained:

- The results of testing hypothesis 1 on the effect of Self-Efficacy on Burnout obtained a negative path coefficient of -0.410 with a t-statistic value of $5.224 > 1.96$ and a p-value of $0.000 < 0.05$. Thus, hypothesis 1 which states "Self-Efficacy has a significant effect on burnout in employees of PT. Penaraya Valencia", is accepted. Thus, hypothesis 1 which states "Self-Efficacy has a significant effect on burnout in employees of PT Penaraya Valencia", is accepted.
- The results of testing hypothesis 2 on the effect of Self-Efficacy on Employee Performance obtained a positive path coefficient of 0.197 with a t-statistic value of $2.548 > 1.96$ and a p-value of $0.011 < 0.05$. Thus, hypothesis 2 which states "Self-Efficacy has a significant effect on performance in employees of PT Penaraya Valencia", is accepted.
- The results of testing hypothesis 3 on the effect of HR Quality on Burnout obtained a negative path coefficient of -0.043 with a t-statistic value of $0.608 > 1.96$ and a p-value of $0.543 > 0.05$. Thus, hypothesis 3 which states "HR quality has a significant effect on burnout in employees of PT Penaraya Valencia", is rejected.
- The results of testing hypothesis 4 on the effect of HR Quality on Employee Performance obtained a positive path coefficient of 0.218 with a t-statistic value of $3.523 > 1.96$ and a p-value of $0.000 < 0.05$. Thus, hypothesis 4 which states "HR quality has a significant effect on performance in employees of PT Penaraya Valencia", is accepted.
- The results of testing hypothesis 5 on the effect of Resilience on Burnout obtained a negative path coefficient of -0.455 with a t-statistic value of $5.272 > 1.96$ and a p-value of

- 0.000 < 0.05. Thus, hypothesis 5 which states "Resilience has a significant effect on burnout in employees of PT Penaraya Valencia", is accepted.
- f. The results of testing hypothesis 6 on the effect of Resilience on Employee Performance obtained a positive path coefficient of 0.265 with a t-statistic value of 2.931 > 1.96 and a p-value of 0.004 < 0.05. Thus, hypothesis 6 which states "Resilience has a significant effect on performance in employees of PT Penaraya Valencia", is accepted.
 - g. The results of testing hypothesis 7 on the effect of Burnout on Employee Performance obtained a negative path coefficient of -0.379 with a t-statistic value of 4.268 > 1.96 and a p-value of 0.000 < 0.05. Thus, hypothesis 7 which states "Burnout has a significant effect on performance in employees of PT Penaraya Valencia", is accepted.
 - h. The results of testing hypothesis 8 on the effect of Self Efficacy on Employee Performance through Burnout obtained a positive path coefficient of 0.155 with a t-statistic value of 3.627 > 1.96 and a p-value of 0.000 < 0.05. Thus, hypothesis 8 which states "Self- Efficacy has a significant effect on employee performance through burnout PT. Penaraya Valencia", is accepted.
 - i. The results of testing hypothesis 9 on the effect of HR Quality on Employee Performance through Burnout obtained a positive path coefficient of 0.016 with a t-statistic value of 0.587 < 1.96 and a p-value of 0.557 > 0.05. Thus, hypothesis 9 which states "HR quality has a significant effect on employee performance through burnout at PT Penaraya Valencia", is rejected.
 - j. The results of testing hypothesis 10 on the effect of Resilience on Employee Performance through Burnout obtained a positive path coefficient of 0.173 with a t-statistic value of 3.182 > 1.96 and a p-value of 0.002 < 0.05. Thus, hypothesis 10 which states "Resilience has a significant effect on employee performance through burnout PT. Penaraya Valencia", is accepted.

4.2. Discussion

4.2.1. The Effect of Self Efficacy on Burnout

The findings from analyzing hypothesis 1 reveal that self-efficacy plays a detrimental and meaningful role in the development of burnout amongst the staff members at PT Penaraya Valencia. This means that the stronger the influence given by self-efficacy, it will be able to reduce the potential burnout that occurs in employees. The findings of this research align with previous studies conducted by Shary & Alamsyah (2023) which stated that self efficacy plays a crucial role in causing burnout. Another study by Lestari & Wreksagung (2022) also found that high levels of self-efficacy from employees can reduce the risk of excessive stress resulting in burnout.

According to Medhayanti & Suardana (2015), self efficacy is a motivation that arises in a person driven by belief in their abilities rather than something that is objectively true. Meanwhile, burnout occurs when an individual undergoes a combination of emotional and interpersonal stress due to the pressure felt in the workplace (Elloy & Patil, 2014). Workers who possess strong self-belief are typically more equipped to handle overwhelming tasks and can endure stress that may lead to burnout. They possess a better skill in handling stress and adversities in the workplace, resulting in a decreased risk of experiencing burnout. Self-efficacy in employees acts as a protective barrier against burnout, as it makes it easier for them to find solutions when facing difficulties and helps them stay productive without feeling overwhelmed. Thus, self-efficacy not only plays a role in employees' success in completing tasks, but also in maintaining mental health in employees.

4.2.2. The Effect of Self Efficacy on Performance

The findings from hypothesis 2 testing indicate that self-efficacy plays a beneficial and noteworthy role in enhancing employee performance at PT Penaraya Valencia. The more powerful the impact of self-efficacy, the greater the potential for enhancing employee productivity and performance. The findings of this study align with prior research conducted by Hadi (2023) which stated that self efficacy is found to have a strong positive impact on the performance of employees. Another study by Masruroh & Prayekti (2021) also proves that self-efficacy has a positive and significant effect on improving performance in employees.

According to Alwisol (2009) explains that self-efficacy is a self-perception of certain situations related to a belief that the self has the ability to survive and take the expected action. The ability to survive and strong self-belief will be able to encourage positive actions taken by employees in their role as part of the company. Employees with a high level of self-efficacy have a tendency to be more confident in facing work challenges, more persistent in completing tasks and creative in finding solutions to problems faced. Employees with high self-efficacy will also be proactive in carrying out work tasks that allow them to show initiative behavior and the ability to provide solutions to work obstacles more effectively. Self-efficacy is able to encourage employees to respond to job pressures in the company with more confidence. With good emotional and stress management, employees will remain focused on carrying out their main tasks which contribute to increasing productivity and achieving organizational goals.

4.2.3. The Effect of HR Quality on Burnout

The findings from testing hypothesis 3 indicate that the quality of HR at PT Penaraya Valencia does not play a substantial role in reducing burnout among staff. Despite having top-notch human resources, the company still struggles to prevent burnout effectively. These results contradict prior studies conducted by Pramanasari et al. (2023) that the high quality of human resources from the company will be able to respond well to work and reduce the potential for burnout.

According to Matindas et al. (2018) explains that the quality of my human resources is the ability of each employee to complete their work, develop themselves and the development of coworkers. The quality of human resources in employees is often associated through the level of education, work experience, technical competence, and good adaptability. However, the quality of human resources does not automatically become the dominant factor that can affect the level of burnout in employees. This can be because burnout in employees is more influenced by psychological factors and the work environment than individual abilities, in this case the quality of HR. Employees who work predominantly outdoors and high workloads tend to have the potential for high levels of physical fatigue. The existence of high workloads, erratic work environment weather and the imbalance between work demands and capacity can be the main triggers for burnout in employees. Thus, employees with high skills and work abilities will still be able to feel fatigue and high levels of stress that result in burnout.

4.2.4. The Effect of HR Quality on Employee Performance

The results of testing Hypothesis 4 suggest that the quality of human resources has a positive influence on the performance of employees at PT Penaraya Valencia. Essentially, when employees are provided with better human resources, their performance tends to increase. This research's conclusions are consistent with a previous study conducted by Oktaviani et al. (2020) that the quality of human resources is positively and significantly able to provide an increase in employee performance. Other research by Gerhana et al. (2019) also proves that the quality of human resources has a positive effect on employee performance.

According to Sugeng in Gerhana et al. (2019) said that the quality of human resources is the knowledge, skills, abilities and willingness shown by employees in carrying out their work. Employees with higher quality human resources tend to have better abilities to carry out the tasks assigned more effectively and efficiently which supports work results. Good human resource quality provides opportunities for employees to better understand their work, identify solutions to problems faced and have reliable work skills.

Employees with higher skills and a better understanding of their roles tend to perform better, both in terms of achieving individual targets and contributing to overall organizational goals. In addition, employees with high human resource quality can also play a role in decision-making better and work in teams more effectively. Work is not only completed faster, but also minimizes the risk of errors. Thus, employees who have high HR quality with honed skills and a deep understanding of their work, will be able to produce higher quality and more consistent work output.

4.2.5. The Effect of Resilience on Burnout

The findings from testing hypothesis 5 reveal that resilience has a noteworthy negative impact on burnout among PT Penaraya Valencia employees. This suggests that higher levels of resilience can help decrease the likelihood of burnout among employees. These findings align with previous research conducted by Lailia & Nuzulia (2024) that there is a significant negative effect of resilience on burnout in employees. Other research by Zuhri et al. (2023) also shows that there is a significant effect of resilience on burnout.

According to Reivich & Shatté (2002) explain that resilience is a person's ability to survive in the face of difficult situations or the ability needed in dealing with life pressure. High resilience in employees will help them deal with the pressure of workloads and reduce the negative impacts that can arise from excessive work demands. Resilience in the world of work plays an important role in emotional and mental management in employees. Employees with high levels of resilience tend to have a better ability to control their emotions at work. This has a very important role in preventing employee emotional exhaustion. Resilience in employees involves not only an individual's ability to cope with stress, but also how they utilize existing resources, be it social support or coping techniques to lower healthy stress levels. Thus, employees with high levels of resilience tend to be able to manage stress better, maintain emotional balance and maintain motivation and morale despite facing major work challenges. They have a better ability to endure high stress work situations without experiencing sustained mental fatigue.

4.2.6. The Effect of Resilience on Employee Performance

The analysis outcome on hypothesis 6 reveals that resilience plays a beneficial and notable role in boosting the performance of PT Penaraya Valencia's staff. This suggests that a greater impact of resilience can lead to enhanced employee performance. The findings from this investigation align with past studies conducted by Oktafian (2021) that there is a positive and significant influence between resilience on performance. Other research by Antonio & Kurniawan (2024) also proves that resilience has a significant positive effect on employee performance.

According to Fletcher & Sarkar (2013) explains that individual resilience is resilience reflects the ability to survive, or quickly return to a stable balance after adversity. High resilience in employees allows them to be more effective in overcoming challenges, managing stress levels and having high work motivation despite facing difficult work pressures. By having the ability to persevere in the face of adversity, resilient employees have more ability to maintain their focus, work productivity and the quality of work they produce as a

contribution to improving company performance. Resilience can also be viewed as a quality that enables employees to cope with job responsibilities more adaptively, find innovative solutions and turn challenges into opportunities for them to grow. Thus, employees who have a high level of resilience are not only able to cope with the pressures of the job, but also have the ability to bounce back more quickly from failures or difficulties. The mental and emotional resilience possessed by resilient employees will help them to remain calm at work, be able to think clearly and make the right decisions despite being in stressful conditions that are able to make a high contribution to optimal work results.

4.2.7. The Effect of Burnout on Employee Performance

The results of hypothesis 7 testing at PT Penaraya Valencia show that burnout adversely affects employee performance. This implies that as employee burnout levels rise, company performance is likely to decline. These research findings are consistent with previous studies carried out by Oktavian et al. (2021) that burnout has a significant negative direct effect on employee performance. However, different results were shown in research conducted by Maulidah et al. (2022) that burnout has no effect on employee performance.

According to Elloy & Patil (2014), burnout occurs when individuals undergo high stress levels, encompassing emotional and interpersonal factors within the workplace. It is characterized by physical, emotional, and mental fatigue stemming from prolonged stress in the work environment. Consequently, burnt-out employees often exhibit decreased motivation, extreme fatigue, and diminished enthusiasm towards their tasks. Burnout can occur due to excessive workload, lack of social support, conflict at work and unbalanced conditions between work demands and personal life. This can cause employees to feel extremely stressed and helpless in the face of difficult situations, which in turn can lose focus on energy and attention to their work tasks. Employees who experience burnout also become more susceptible to impaired concentration, decreased decision-making ability, and difficulty in managing time and priorities. In addition, excessive burnout can also increase the risk of higher absenteeism and employees' desire to transfer or leave the company. Employees who feel highly stressed and burnt out may show this by taking more time off or even being absent for no apparent reason. This, of course, will disrupt smooth operations and reduce overall work productivity, resulting in decreased company performance.

4.2.8. The Effect of Self Efficacy on Performance

The results of testing hypothesis 8 show that self-efficacy has a significant effect on performance with mediated burnout in employees at PT Penaraya Valencia. This means that the stronger the influence given by self-efficacy, it will be able to reduce the potential burnout that occurs and have an impact on improving performance in employees. The findings of this study are consistent with prior research conducted by Angriani & Suhartini (2024) that self efficacy has a positive and significant effect on burnout-mediated performance.

Self-efficacy has the ability to encourage people mentally to act with greater precision and determination, particularly when the goals set are well-defined. Workers who possess strong self-confidence are usually more assured when performing tasks and confronting work-related hurdles, enabling them to effectively handle perceived stress at work. This will contribute to reducing the occurrence of burnout in employees, where self-efficacy will be able to function to protect themselves from emotional, mental, and physical exhaustion. Conversely, employees with low self-efficacy tend to be at risk of experiencing higher levels of burnout. This is due to the lack of coping mechanisms in dealing with work stress. High self-efficacy can play an indirect role in improving employee performance through reducing burnout levels. The condition of employees with low levels of burnout allows employees to

remain motivated, focused, and energetic in carrying out their duties. Thus, self efficacy in employees can help them to deal with job pressures and reduce the potential for burnout, this will have a positive impact on improving employee performance.

4.2.9. Effect of HR Quality on Performance in Employees

The results of testing hypothesis 9 show that the quality of human resources has no significant effect on performance with mediated burnout in employees at PT Penaraya Valencia. This means that high quality HR is not able to reduce the potential for burnout in employees, so it cannot improve performance in employees. This study's findings contradict the previous research performed by Pramanasari et al. (2023) that the competence of human resources positively and significantly influences performance through the mediation of burnout.

The quality of human resources in employees, which includes skills, knowledge, and competencies, does have a direct influence on employee performance. Although the quality of human resources is often considered an important factor affecting performance, it is not with the role provided by burnout as a significant mediator. In this case, burnout does not play a sufficient role in strengthening or weakening the effect of human resource quality on employee performance. High human resource quality of employees can have a positive impact on the resulting performance, even without being influenced by low burnout. Employees with good skills and proficiency can still maintain high performance even though they may experience stress or pressure on the job. Thus, while burnout has the potential to influence employee performance, human capital quality was shown to influence performance more directly than through burnout as a mediator.

4.2.10. The Effect of Resilience on Performance in Employees

The findings from testing hypothesis 10 indicate that resilience plays a crucial role in influencing employee performance and mediated burnout at PT Penaraya Valencia. In other words, employees with higher levels of resilience are less likely to experience burnout and are more likely to have improved performance. These results align with earlier study conducted by Lailia & Nuzulia (2024) that resilience has a significant effect on burnout-mediated performance.

Resilience in employees, which includes their ability to survive and bounce back from the difficulties faced, has proven to be able to play an important role in reducing the risk of burnout. Employees with high levels of resilience will have the ability to cope better with job stress and challenges, through adaptive ways and can reduce the likelihood of burnout. Resilient employees tend to be better able to manage work pressures, focus on finding solutions to problems and are consistent in maintaining work enthusiasm despite stressful work conditions. When the level of potential burnout decreases, employees can maintain energy and focus on their work, which in turn will contribute to improving the resulting performance. Thus, high resilience in employees not only serves to improve performance directly, but can also by reducing the level of potential burnout, which allows employees to remain highly motivated at work and produce maximum performance.

5. Conclusion

After studying how self-belief, the quality of human resources, and the ability to bounce back from setbacks impact burnout and job effectiveness at PT. Penaraya Valencia in East Jakarta, various important discoveries have been made. Self-efficacy significantly influences both burnout and employee performance, highlighting its critical role in managing workplace

stress and enhancing productivity. Human resource quality does not significantly impact burnout but positively affects employee performance, emphasizing the importance of skilled and competent employees. Resilience is found to have a significant effect on both burnout and employee performance, underlining its importance in maintaining mental well-being and improving work outcomes. Burnout itself has a significant negative effect on employee performance, demonstrating the detrimental impact of stress on productivity. Additionally, self-efficacy and resilience significantly affect employee performance through burnout mediation, while human resource quality also influences performance indirectly via burnout. These findings suggest that fostering self-efficacy, enhancing resilience, and improving the quality of human resources are vital strategies for minimizing burnout and optimizing employee performance.

Based on the research findings, several key recommendations are proposed for the Makassar City Tourism Office. The Makassar City Tourism Office should focus on developing servant leadership capabilities through training programs. The compensation system needs to be improved to ensure fair rewards based on performance. Implement regular feedback mechanisms and mentoring programs to boost employee engagement and commitment. Monitor the initiatives through specific metrics tracking employee engagement, service quality, and leadership effectiveness. Future research should examine the long-term impact on employee retention and tourist satisfaction.

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