Research Paper

The Relationship of The Hardiness Personality and Burnout: Mediation by Work-Life Balance

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ABSTRACT

Burnout can occur in all organizations such as industrial organizations, educational organizations, and health organizations. The World Health Organization (WHO) includes work burnout in the international classification of diseases caused by prolonged stress, where one of the influencing factors is the imbalance between personal and work life. The purpose of this study was to determine whether work-life balance mediates the relationship between hardiness and burnout. There were 184 employees in both private and government companies. The research instruments used were Maslach Burnout Inventory (MBI), Occupational Hardiness Questionnaire (OHQ), and Hayman's Work-Life Balance Scale. The results showed that work-life balance partially mediated the relationship between hardiness and burnout.

Keywords: *Burnout, Hardiness Personality, Work-Life Balance, Employees*

The work environment plays an important role in an organization. The quality of work and employee productivity can be increased through the development of a conducive work environment (Al-Omari & Okasheh, 2017). A conducive work environment helps employees to concentrate on their work well to produce good productivity (Ali, Ali & Adan, 2013; Awan & Tahir, 2015). In addition, a healthy and comfortable work environment affects the welfare of employees (McGuire & McLaren, 2007). Conversely, if the work environment is not comfortable, it can cause employees to experience burnout (Montero-Marin, Prado-Abril, Carasso, Asensio-Martinez, Gascon & Garcia-Campayo, 2013).

Burnout is a state of individuals experiencing emotional decline, loss of motivation, and commitment caused by emotional stress, so that they quickly feel physically and mentally tired (Maslach, Schaufeli & Leiter, 2001). Burnout has become a common problem in organizations. Job burnout has been included in the International Classification of Diseases which is described as a result of work stress that has not been successfully managed, which during the pandemic also increases the fatigue burden of employees globally (WHO, 2019).

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In addition, burnout occurs when individuals are in a dynamic state with excessive work every day (Freudenberger, 1974).

Workplace burnout has an impact on all organizations, be it industrial organizations, health organizations, or educational organizations. Some of the effects of burnout based on previous research include reducing employee performance (Sanchez-Gomez & Breso, 2020; Virga et al., 2019; Zainab et al., 2020), the performance of health workers (Dyrbye et al., 2019) and the performance of educators (Kilonzo et al., 2018; Sneha, 2020). In addition, burnout also affects reducing organizational commitment to both employees (Mohamed et al., 2020; Sarisik et al., 2019) and teachers (Akar, 2018; Akdemir, 2019; Sokal et al., 2021), reducing job satisfaction among employees (Gomez-Garcia et al, 2020), health workers (Lee & Lin, 2019; Tavacioglu et al., 2019), and teachers (Malinen & Savolainen, 2016).

Burnout can also cause anxiety and the emergence of depressive symptoms in teachers (Khan et al, 2018). There are several effects of burnout on organizations such as the increased frequency of absenteeism among employees (Borritz et al., 2006; Khan et al., 2015; Petitta & Vecchione, 2011), health workers (Dyrbye et al., 2019) and teachers (Khan et al., 2016; Sneha, 2020) as well as and intention to switch both employees, health workers and teachers (Bagley et al., 2018; Ivanovic et al., 2020; Khan et al., 2016) so that effectiveness and efficiency work decreases.

Based on previous research, two factors can affect burnout, namely personal and situational factors. Personal factors include work attitude (Cavanaugh et al., 2020), work involvement (Ivanovic et al., 2020), job stress (Hayes et al., 2020; Khalid et al., 2020; Sneha, 2020; Wu et al., 2021), psychological empowerment (Gong et al., 2021), coping styles (Cabell, 2021), perfectionism (Sadoughi, 2017), emotional intelligence (D'Amico et al., 2020; Rizvandi et al., 2020; Sanchez -Gomez & Breso, 2020), resilience (West et al., 2020), self-efficacy (Malinen & Savolainen, 2016), big five personality (Abbondanzio, 2020; Bhowmick & Mulla, 2021; Brown et al., 2019; Dionigi, 2020; Divinakumar et al., 2019; Maylor, 2017; Molavynejad et al., 2019; Perez-Fuentes et al., 2019; Ruggieri et al., 2018; Sharma & Kashyap, 2017), and personality hardiness (Carlotto et al., al., 2014; DeMeulenaere, 2016; Lo Bue et al., 2013; Maramis & Cong, 2019; Moradi et al., 2013). While situational factors include work status (Lin et al., 2020), workload (Amri et al., 2020; Rodriguez-Lopez et al., 2021; Szabo & Jagodics, 2019), conflict and role ambiguity (Cordes & Dougherty, 1993), work control (Galletta et al., 2016), organizational empowerment (Galletta et al., 2016), social support (Amri et al., 2020; Szabo & Jagodics, 2019), team quality (Galletta et al., 2016) and organizational environment (Cavanaugh et al., 2020; Shaheen & Mahmood, 2020).

Based on the personal and situational factors above, it can be concluded that the big five personality has been widely studied. The results showed that individuals with extraversion, conscientiousness, agreeableness, and openness to experience personality types had a negative relationship with burnout. While the neuroticism personality type is positively correlated with burnout, which is negatively related to personal achievement but positively related to emotional exhaustion and personalization. Individuals with neuroticism personality will increase their susceptibility to stress, so they can experience burnout (Abbondanzio, 2020; Brown et al., 2019; Divinakumar et al., 2019; Perez-Fuentes et al., 2019). In addition, conscientiousness and agreeableness personality types are positively related to personal achievement but negatively related to personalization (Bhowmick &

Mulla, 2021; Brown et al., 2019; Dionigi, 2020). Personality hardiness at work is also one of the factors that can affect burnout.

Hardiness personality is a pattern of behavior and skills to regulate and respond to stressful and stressful events so that an initially potentially bad environment becomes an individual opportunity for learning (Sidhu et al., 2020). A hardiness personality serves to neutralize work stressors (Kobasa et al., 1983). Individuals who score high in personality hardiness tend to be able to deal with stressful situations (Delahaij et al., 2010).

Research conducted by Bagley et al. (2018) shows that nurses who are not hardiness will be easily depressed, and in the end, pressure at work can affect work-life balance (WLB). In addition, Kundnani and Mehta (2014) explain that personality plays a role in reducing stress because it makes the problems faced easier. Extroverted individuals are more efficient at balancing work life with stress.

Umene-Nakono et al. (2013) explained that WLB can affect burnout, whereas individuals with low WLB are positively related to emotional exhaustion and personalization. In addition, individuals with low WLB can cause frustration and impact health and work (Boamah & Laschinger, 2016). High work-life interference is also associated with job dissatisfaction, absenteeism, and somatic problems, making it one of the strongest predictors of influencing burnout.

Researchers assume that personality hardiness and burnout are not directly related, but there is a role for WLB mediating variables that connect the two. WLB is an individual's ability to achieve a balance between work, home, and other life roles (Soomro et al., 2018). WLB is very important for organizational effectiveness because it can help in achieving the psychological, emotional, and cognitive stability of employees (Jaharuddin & Zainol, 2019). Individuals who are constantly tied to work and are unable to divide their time between personal life and work-life will experience symptoms of stress (Kalpna & Malhotra, 2019; Kaur, 2017; Sprung & Rogers, 2020).

Previous research stated that WLB had been a mediator variable on other variables. Tasdelen-Karckay & Bakalim (2017) state that WLB fully mediates the relationship between work-family conflict (WFC) and life satisfaction. Individuals with low WFC will have high WLB, so life satisfaction will also be better. That is, WLB as satisfaction and a good function at work and at home with minimal conflict. In addition, WLB also mediates the relationship between motivation and job satisfaction. Although, motivation does not have a direct impact on job satisfaction, individual motivation is high when mediated by WLB (Manivannan, 2019). Stankeviciene et al. (2021) in their research also explained that WLB can mediate the relationship between workplace culture and employee welfare.

A low WLB is described by an imbalance of demands at work and in personal life. At that time, individuals will certainly respond to negative situations as threats (low hardiness), thus causing individuals to experience burnout (Sidhu et al., 2020). This causes individuals to not be able to take the time to enjoy the life they have created with hard work, especially time with friends and family members (Stalker & Harvey, 2003).

Based on the explanation above, the researcher assumes that WLB can mediate the relationship between personality hardiness and burnout. The purpose of this study to determine the mediating role of WLB on the relationship between personality hardiness and

burnout. The theoretical benefit of this research is to provide information on the management of human resources in the field of Industrial and Organizational Psychology. While the practical benefits for agencies or companies to pay more attention to the psychological condition of employees. Then, the practical benefit for employees is to provide insight to pay more attention to the balance between personal and work-life, because WLB can affect employees' psychological conditions, including work stress and burnout.

METHODOLOGY

Hypothesis

H1: There is a negative relationship between personality hardiness and burnout
H2: Work-life balance mediates the relationship between personality hardiness and burnout

Research design

This study uses a quantitative approach with non-experimental methods. Creswell (2012) explains that a quantitative approach is a systematic approach that makes a clear statement of objectives and makes research questions and hypotheses specific, measurable, and observable. While the type of research used is mediation, which in this study wants to know the relationship between personality hardiness and job burnout mediated by work-life balance.

Sample

The research subjects consisted of 184 employees in both private and government companies. The sampling technique used was convenience sampling, namely the selection of subjects based on the desire and volunteerism of the subject to fill out the research questionnaire.

Instruments

Three measures were used in this study:
- **Maslach Burnout Inventory (MBI):** MBI was developed by Maslach & Jackson (1981). This scale consists of three aspects, namely emotional exhaustion (α = 0.922), personalization (α = 0.767), and decreased personal achievement (α = 0.874). The number of items in this scale consists of 22 items with = 0.883 and the internal validity index/item is 0.179-0.749. The scale model used is a rating scale of 0-6, where 0: never and 6: always, at least every day.
- **Occupational Hardiness Questionnaire (OHQ):** Researchers adapt the OHQ (Occupational Hardiness Questionnaire) scale by Moreno-Jimenez et al (2014) which consists of 15 items with reliability = 0.838. The OHQ is arranged based on the personality aspects of hardiness according to Kobasa, namely commitment, control, and challenge with internal validity/items 0.325-0.606. The form of the scale is Likert with four answer choices, very appropriate, appropriate, not appropriate, and very inappropriate.
- **Work-Life Balance Scale:** WLB scale was compiled by Fisher-McAuley, Stanton, Jolton & Gavin (2003), which was later validated by Hayman (2005). This scale consists of 15 items with reliability = 0.873. This scale is composed of three aspects of WLB, namely personal life interference with work (5 items), work interference with personal life (7 items), and work/personal enhancement life (3 items) with internal validity/item items 0.080-0.795. The type of scale used is the likert scale, which consists of four answer choices, namely: very appropriate, appropriate, not appropriate, and very inappropriate.

Procedure
The procedure in this study is that subjects with the criteria of private employees and BUMN (State Owned Enterprises) are asked to fill out the research scale online through the google form. The research scale consists of a personality scale of hardiness, burnout, and work-life balance. Before filling out the research scale, subjects were asked to fill in personal and demographic data such as name, age, position, length of work, and place of work. The researcher informed at the beginning of the instruction that the subject's identity would be kept confidential.

Data collection began for approximately 3.5 months from the end of August to the beginning of January. After the data was obtained, the researcher conducted data analysis. First of all, the researcher tested the classical assumption by testing the normality of the data. After the data is normally distributed, the researcher can proceed to mediation data analysis through process analysis.

Data analysis
The SPSS analysis carried out is the normality test, correlation test, and process mediation test by Hayes (2013). The normality test was carried out for the classical assumption test. A correlation test is used to test the relationship between variables. Meanwhile, to measure the role of the mediator variable using process analysis.

RESULTS

Table No. 1 Relationship between Research Variables

Variable	SD	M	1	2	3
Hardiness Personality	0.35	3.33	1		
Burnout	0.87	2.00	-0.33**	1	
Work-Life Balance	0.65	3.49	0.17*	-0.709**	1

Note: N= 184; **$p < 0.01$; *$p < 0.05$

Based on the results of the descriptive analysis that has been carried out, the results of the average value and standard deviation (SD) for each research variable are obtained. On the hardiness personality variable, the value of SD = 0.35 with M = 3.33, means that the average subject has a high hardiness personality. Likewise, the work-life balance (WLB) variable obtained SD = 0.65 with M = 3.49, which means that the average subject also has a high WLB. However, the burnout variable shows that the average subject has a low level of burnout with SD = 0.87 and M = 2.

The correlation test between variables shows that the hardiness personality variable has a negative and significant relationship with burnout (r= -0.33**; p= 0.00). Furthermore, the hardiness personality variable was positively and significantly related to work-life balance (r= 0.17*; p=0.021). The work-life balance variable with burnout has a negative and significant relationship with burnout (r=-0.709**; p= 0.000).

Table No.2 Data Analysis Results

Variable	β	ρ
Direct effect: Hardiness Personality → Burnout (c')	-0.5342	0.000
Hardiness Personality → Work-Life Balance (a)	0.3139	0.020
Work-Life Balance → Burnout (b)	-0.8951	0.000
Total effect: Hardiness Personality → Burnout (c)	-0.8512	0.000
Indirect effect: Hardiness Personality → Work-Life Balance → Burnout (axb)	-0.2809	

Hypothesis 1. There is a significant negative relationship between personality hardiness and burnout (β = -0.85; p = 0.000). Based on the results of the analysis, it shows that the higher the hardy personality of the employee, the lower the probability of the employee experiencing burnout, so hypothesis 1 is accepted.

Conditions for mediation are the relationship between personality hardiness and WLB, and the relationship between WLB and burnout must be significant. The results showed that there was a significant positive relationship between hardiness personality and employee work-life balance (β = -0.3139; p = 0.02). Based on the analysis that has been done, it shows that the first condition is accepted.

The results of further research showed that there was a significant negative relationship between WLB and burnout (β = -0.895; p = 0.000). Based on the analysis that has been done, it shows that the higher the employee's work-life balance, the lower the probability of the employee experiencing burnout, so the second condition is accepted.

Hypothesis 2. There is a significant indirect effect between personality hardiness and burnout through work-life balance (β = -0.281). Based on the analysis that has been done, shows that work-life balance mediates the relationship between personality hardiness and burnout. That is, hypothesis 2 is accepted. The results of the mediation test can be depicted in the image below:
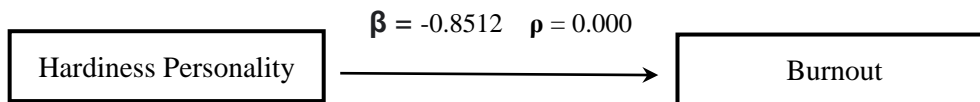
β = -0.8512 ρ = 0.000

| Hardiness Personality | → | Burnout |

Figure 1. X-Y Direct Effect Mediation Results (c)

H_2 :
β = -0.2809

Work Life Balance

β = 0.3139
ρ = 0.0000

β = -0.8951
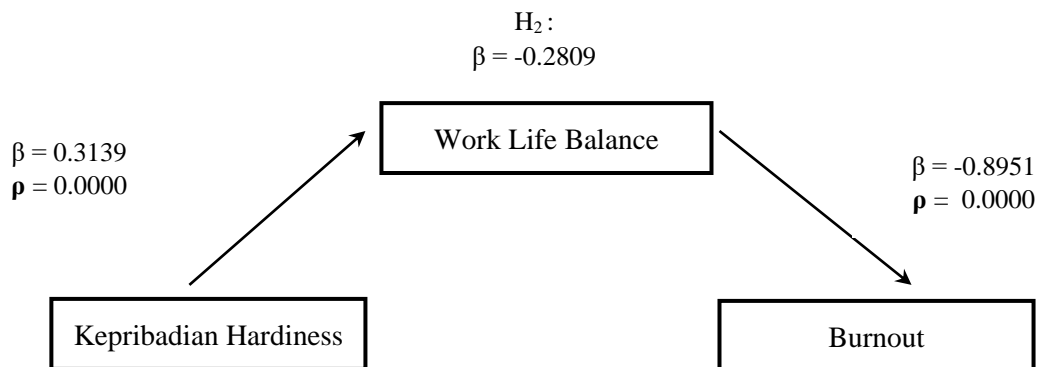ρ = 0.0000

Kepribadian Hardiness

Burnout

Figure 2. Results of X-M-Y Indirect Effect Mediation (c')

Based on Figures 1 and 2 above, show that WLB mediates the relationship between personality hardiness and burnout. The mediating role in this relationship is partial mediation. By the theory, if the effect of the independent variable on the dependent decreases but is not equal to zero by including the mediator variable (c' is significant), then partial mediation occurs.

DISCUSSION

This study aims to examine the relationship between personality hardiness and burnout mediated by work-life balance (WLB). The results of the first study showed that personality hardiness was negatively related to burnout. The higher the personality of hardiness, the lower the possibility of individuals experiencing burnout. This is in line with the results of the research by Maramis & Cong (2019), which states that there is a weak negative

relationship between personality hardiness and burnout. Hardiness personality has a resistance function where when individuals experience problems, individuals with high hardiness personality will not avoid problems and will look for solutions to solve problems. Maddi (2012) also mentions that individuals with hardiness personalities have better performance longitudinally and can help buffer stressful work stress.

In addition, Chugtai & Rizvi (2020) explain that optimism and hardiness personality can moderate the relationship between empowering leadership and burnout mediated by job crafting. Individuals with high hardiness personalitiy can weaken the indirect influence of empowering leadership on work burnout. Individuals who are optimistic and have a hardiness personality will reduce stress levels, and can increase intrinsic motivation. Quiun et al. (2021) explained that although hardiness personality did not have a direct effect either on the impact of burnout or on aspects of emotional exhaustion, hardiness personality could prevent the influence of work factors on emotional exhaustion in entrepreneurs.

The second study showed that WLB partially mediated the relationship between personality hardiness and burnout (β = -0.281). As previously explained, the requirement for a mediating role is a relationship between personality hardiness with WLB and WLB with burnout. The results showed that the first requirement was accepted. Personality hardiness was positively related to WLB. Individuals who have a high hardiness personality will show better performance under pressure in a variety of demanding work environments such as the military, academia, firefighters and business (Mosley & Laborde, 2016). This is in line with the results of Kundnani & Mehta's (2014) research, which states that there is a significant relationship between personality traits and WLB. The extroverted personality type was found to be more efficient in balancing work life with minimal stress (Kaur, 2013; Kundnani & Mehta, 2014). In addition, one's personality can help reduce stress significantly as it can make obstacles in work life easy.

Mulyati & Indriana (2016) explained that hardiness personality has a negative relationship with work-family conflict (WFC) in mothers who work as tellers, where WFC provides an effective contribution of 10.6%. Individuals who have hardiness have confidence and can influence events that occur to them. In addition, individuals are involved in activities that are being carried out and tend to see a change as a challenge and an opportunity to develop themselves.

The results of the study also showed that the second condition was accepted, WLB was negatively related to burnout. Tavasssoli & Sunyer (2020) mention that WLB and burnout are negatively related, where there is a partial mediating role of organizational commitment. In addition, WLB has a positive impact on organizational commitment, and in turn is positively related to job satisfaction and negatively related to the cynicism aspect of burnout. Individuals with good WLB can reduce burnout on the job. Tugsal (2017) also found that all WLB dimensions were predictors of burnout dimensions. The dimensions of ignoring life, living only for working, and taking time for yourself were predictors of being personalized. Neglecting life, living only for work, work-life fit, and taking time for yourself are predictors of emotional exhaustion. While ignoring life, appropriate work-life, and dimensions of taking time for yourself are predictors of the dimensions of personal achievement (Tugsal, 2017).

Individuals who have a hardiness personality will be able to manage stress well so that it does not interfere with the balance of personal and work life so that individuals with high

hardiness and WLB personalities are less likely to experience burnout (Bagley et al., 2018; Boamah & Laschinger, 2016; Tavasssoli & Sunyer, 2020).

Limitations
This study has limitations, first, the lack of specificity of the research population so that the sample selection is too broad. Second, the researcher uses an unused tryout without discarding items with low validity values.

CONCLUSION

Based on the explanation above, it can be concluded that WLB can partially mediate the relationship between personality hardiness and burnout. Individuals who have a hardiness personality will have a good WLB so that the individual is less likely to experience burnout. Individuals who have a high hardiness personality will be able to deal with threatening or stressful situations well and will perceive these situations as challenging.

Implication
This research implies that company leaders pay more attention to the psychological condition of employees. If the employee's WLB is balanced, it will minimize the possibility of employees experiencing work stress and burnout. Good human resource management is very important for the sustainability of the organization. For further researchers, it can be tested using moderator variables or using other factors that can affect burnout. In addition, further researchers can see the dimensions of burnout.

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Conflict of Interest

The author(s) declared no conflict of interest.