

THE EFFECT OF CHALLENGE STRESSORS AND JOB DEMAND ON CREATIVITY: THE MEDIATION ROLE OF JOB BURNOUT

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Keywords:

Challenge Stressors, Job Demand, Job Burnout, Creativity, Online Transportation

Abstract

This study aims to examine influence of Challenge Stressors and Job Demand on Creativity mediated by Job Burnout. This research was conducted quantitatively with 135 respondents consisting of online transportation drivers from Go-Jek, Grab, Shopee-Food, Maxim spread across Palembang, Bekasi, Madiun, Pontianak, and Yogyakarta. Sampling using analysis using purposive sampling method. This research was conducted using the SPSS version 25 application to address multiple regression analysis. The data analysis method use SOBEL technique to test the mediating. Results indicate that Challenge Stressors and Job Demand have positive and significant effect on Creativity and Job Burnout. In addition, Job Burnout influences negative and significant toward Creativity. Finally, Job Burnout mediates Challenge Stressors and Job Demand on the relationship of both variables toward Creativity.

INTRODUCTION

The online transportation phenomenon in Indonesia provides a solution to people's concerns about congestion that often occurs in big cities and about guaranteeing the safety of passengers using public or conventional transportation fleets. Online transportation are in great demand by the public, including having advantages, namely data-based applications, where people can find out the identity of car or motorcycle ride-hailing drivers (Kurnianti, 2017).

When online transportation drivers feel challenged and motivated to get the most from their consumers, the higher the benefits they will get, such as

financial bonuses, there are various aspects that affect their work. These aspects or variables such as Challenge Stressors are opportunities to grow, learn, achieve a target, and generate pleasant emotions (Akbar & Saputro, 2020). According to Krick et al. (2021), Job Demands are a set of demands about jobs and responsibilities that companies provide to employees, and cause job stress for employee performance. In addition, Job Burnout is a mental stress experienced by employees/workers, increasing focuslessness, physical fatigue of employees, and decreasing employee motivation (Khustina & Laily, 2019). Then, Creativity is something of value, creating useful new things, ideas, to individual processes working in a complex organization (Mustika, 2017).

The achievements that have been obtained by the drivers, finally they do feel tired (Job Burnout) because of many activities and demands they have done in a job. Challenge Stressors are stressors that trigger a driver to continue working, have goals at work, gain work experience, and opportunities to develop themselves. Job Demand on drivers has a purpose in their work where Job Demand will cause fatigue at work, stress, and a sense of discomfort at work that is felt by drivers. From previous studies (Tan et al., 2019; Dishon-Berkovits, 2018; Klein et al., 2020; Schirle et al., 2019) it can be concluded that Challenge Stressor, Job Demand, Job Burnout and Creativity have an interrelated relationship to be able to generate employee creativity. With the existence of creativity, employees are more consistent in doing their work and achieving the targets desired by the company or organization. However, a company or organization cannot only focus on creativity, but it must also focus on controlling employee stress and the tasks assigned to them.

Online transportation or ride-hailing platform is one of the public transportation that circulates among the people of Indonesia. In the contemporary era of globalization, it is very easy for people to use ride-hailing services, they no longer need to come to some places physically. Online ride-hailing services are an alternative mode of transportation for some people because they are flexible in their activities and can take passengers to places that cannot be passed by public transportation. The existence of online transportation is considered very helpful for the community to ease the limitations of public transportation as an alternative

mode of transportation. This research focuses more on the online transportation industry or online ride-hailing services which are being used by the wider community because the application makes it easier for consumers from young to old generations. In this study, online transportation drivers are respondents to prove interrelationships between Challenge Stressor, Job Demand, Creativity, and especially for Job Burnout as intervening variable.

RESEARCH METHODS

This study uses quantitative methods and sampling technique used in this study is purposive sampling. Purposive sampling is a technique used to determine research samples with certain considerations so that the data obtained are more representative. The terms or criteria for respondents in this study are online transportation drivers located in the cities of Palembang, Yogyakarta, Madiun, Pontianak, Bekasi with total 135 respondents.

Research data collection using questionnaires and filling is done online via Google Form and uses Likert scale to record all answers with a range of five points starting from strongly disagree or (1) to strongly agree (5). In this study, the authors are using Confirmatory Factor Analysis (CFA) and reliability technique to ensure that many items and indicators used in this research framework able to represent the latent variables. For testing structural model, the authors use multiple regression analysis in general to examine the relationship between variables and using Sobel Test online calculator to detect whether there is mediating effect of Job Burnout variable (Gorondutse & Hilman, 2014).

RESULTS AND DISCUSSION

Table 1. Descriptive Analysis Result

Description	Category	Frequency	Percentage (%)
Gender	Male	115	85,2
	Female	20	14,8
	Total	135	100
Age (years)	< 20	19	14,1
	21 – 30	81	60

Description	Category	Frequency	Percentage (%)
	31 – 40	20	14,8
	41 - 50	14	10,4
	51 - 60	1	0,7
	> 60	0	0
	Total	135	100
Marriage	Single	96	71,1
	Married	39	28,9
	Total	135	100
Education Background	Senior high school	98	72,6
	Diploma/Vocational	14	10,4
	Bachelor (S1)	22	16,3
	Master (S2)	0	0
	Others	1	0,7
	Total	135	100
Tenure (years)	< 1	52	38,5
	1 – 3	58	43
	4 – 7	24	17,8
	8 - 10	0	0
	> 10	1	0,7
	Total	135	100
Is it as Primary Job?	Yes	58	43
	No	77	57
	Total	135	100
Ride-hailing Platform	Go-Jek	45	33,3
	Grab	49	36,3
	Maxim	33	24,4
	Shopee Food	8	5,9
	Total	135	100
Income (IDR Rupiah)	Less than 1.000.000	49	36,3
	1.000.000 – 3.000.000	73	54,1
	3.000.000 – 5.000.000	11	8,1
	More than 5.000.000	2	1,5
	Total	135	100

Source: Primary data processed, 2022

From the insight of Table 1, data shows that the respondents for the most dominant gender are men with a total of 115 respondents, while for their own age the most dominant are ages 21-30 years with a total of 81 respondents. Marital status has the same results. The dominant is for unmarried/single drivers with a total of 96 respondents, for education background level itself the most dominant is Senior High School with a total of 98 drivers, and for 1-3 years working there are

58 drivers, whether drivers work as have preferences to be primary jobs or not is with 77 drivers choose as not primary jobs, for the most dominant ride-hailing platform is Grab with 49 people, and the last, most dominant income category is IDR 1.000.000 - IDR 3.000.000.

Table 2. Validity Testing

Variable(s)	Indicators	Loading Factor
Challenge Stressors (CS)	CS1	0,702
	CS2	0,829
	CS3	0,778
	CS4	0,700
Job Demand (JD)	JD1	0,623
	JD2	0,650
	JD3	0,775
	JD4	0,837
Job Burnout (JB)	JB1	0,811
	JB2	0,822
	JB3	0,752
Creativity (CR)	CR1	0,601
	CR2	0,866
	CR3	0,897
	CR4	0,876

Source: Primary data processed, 2022

Based on Table 2, it can be seen that the Challenge Stressors, Job Demand, Job Burnout, Creativity variables meet the requirement of validity test because their values are above 0,6. Additionally, from the perspective of cross-loading analysis, the authors have found that each item are extracted referring to their own variable or factor that is predicted in the early research activity. So, it can be inferred that each items and indicators represent their own latent variables in the model.

Table 3. Reliability Testing

Variables	Cronbach's Alpha
Challenge Stressors	0,825
Job Demand	0,776
Job Burnout	0,801
Creativity	0,867

Source: Primary data processed, 2022

Table 3 shows Cronbach's Alpha with satisfactory results because all of those variables are reliable and exceed the minimal rule of thumb, that are above 0,6.

Table 4. Asumption Testing

Variables	Normality	Collinearity Diagnostic
Challenge Stressors (CS)	Normally Distributed	Tolerance 0,534 > 0,10; VIF 1,872 < 10
Job Demand (JD)	Normally Distributed	Tolerance 0,767 > 0,10; VIF 1,304 < 10
Job Burnout (JB)	Normally Distributed	Tolerance 0,593 > 0,10; VIF 1,687 < 10
Creativity (CR)	Normally Distributed	Tolerance 0,728 > 0,10; VIF 1,374 < 10

Source: Primary data processed, 2022

Table 4 shows a good normality standard, and a good multicollinearity value too, because all of Tolerance score in each variables are above > 0,10 and Variance Inflation Factor (VIF) is < 10.

Table 5. Summary of Linear Regression Result

Var iabl es	Coefficient Beta (Unstandardi zed)	Si g.	Adjus ted R Squar e	Decisi on
Challenge Stressors -> Creativity	0,410	0,0 00	0,172	H1 suppor ted
Challenge Stressors -> Job Burnout	-0,524	0,0 00	0,326	H2 suppor ted
Job Demand -> Creativity	0,239	0,0 02	0,066	H4 suppor ted
Job Demand -> Job Burnout	-0,169	0,0 19	0,034	H5 suppor ted
Job Burnout -> Creativity	-0,419	0,0 00	0,166	H7 suppor ted

Source: Primary data processed, 2022

Table 5 shows that all of the relationship between variables mention above or in the model are significant statistically. It can be inferred from p-value that are below 0,05.

Table 6. Sobel Testing for Mediation Analysis

Variables	T-Statistic	One Tailed Probability	Two Tailed Probability	Decision
Challenge Steressors → Job Burnout → Creativity	3,45	0,00028	0,00056**	H3 supported
Job Demand → Job Burnout → Creativity	2,19	0,014	0,02793**	H6 supported

*p < 0,05; **p < 0,001; ***p < 0,000
 Source: Primary data processed, 2022

Table 6 shows that all relationships between variables have two-tailed probabilities of 0,00056 and 0,02793. Thus, it can be concluded that there is a mediation effect partially due to the influence, both of Challenge Stressors and Job Demand are mediated partially by Job Burnout toward Creativity of online transportation drivers.

From the results of the hypothesis that Challenge Stressors have carried out on Creativity, there is a positive and significant influence with a total of 135 samples. From the results of the tests that have been carried out there is an adjusted R Square value of 0,178 with a regression coefficient of 0,410 and a P-Value of 0,000 < 0,05 so that the results of Ho are rejected and Ha is accepted. , This research results is supported by Sun et al. (2019) in the relationship between challenge stressors and creativity in three division of section that are IT, finance and industrial divisions had positive and significant result toward creativity.

From the results of the hypothesis that Challenge Stressors have carried out on Job Burnout, there is a negative and significant effect with a total of 135 samples. From the results of the tests that have been carried out, there is an adjusted R Square value of 0,331 with a regression coefficient of -0,524 and P-Value of 0,000 < 0,05 so that the results of Ho are rejected and Ha is accepted. Research conducted by Stanley et al. (2021) between challenge stressors and job burnout on IT employees in Israeli government units have significant results.

The results above show the results of the Sobel Test of the effect of Job

Burnout Mediation on the effect of Challenge Stressors on Creativity. If seen from the results of the calculator above, which has a Two-Tailed probability result that is produced is 0,000561. Thus, it can be concluded that there is a mediation effect (partial) by Job Burnout on the influence of Challenge Stressors on Creativity have significant results. When viewed from previous research, namely research conducted by Du et al. (2019) in relation to Job Burnout on the influence of Challenge Stressors on Creativity have significant and impactful results.

From the results of the hypothesis that Job Demand has significant effect on Creativity, there is a positive and significant influence with a total of 135 samples. From the results of the tests that have been carried out, there is an adjusted R Square value of 0,066 with a regression coefficient of 0,239 and a P-Value of $0,002 < 0,05$ so that the results of H_0 are rejected and H_a is accepted. When viewed from previous and current studies have the same results. Research conducted by Antwi et al. (2019) in the relationship between job demand and creativity on 406 employees in an airport environment, the results were significant statistically.

From the results of the hypothesis that Job Demand has been carried out on Job Burnout, there is a negative and significant effect with a total of 135 samples. From the results of the tests that have been carried out, there is an adjusted R Square value of 0,041 with a regression coefficient of -0,169 and a P-Value of $0,019 < 0,05$ so that the results of H_0 are rejected and H_a is accepted. Research conducted by Bunjak et al. (2021a) in relation to job demand and job burnout in 89 organizational units in Germany has significant results as expected in the model framework.

From the results above, it shows the results of the Sobel Test of the effect of Job Burnout Mediation on the effect of Job Demand on Creativity. If seen from the results of the calculator above, which has a Two-Tailed probability result that is produced is 0,02793. Thus, it can be concluded that there is a mediating effect (supported) by Job Burnout on the effect of Job Demand on Creativity. It was concluded to have a significant negative result. If seen from previous research, Job Burnout has a mediating effect on Job Demand for Creativity which initially

causes stress and has an impact on job demands and creativity of employees (Parashakti & Ekhsan, 2022).

From the results of the hypothesis that Job Burnout has been carried out on Creativity, there is a negative and significant influence with a total of 135 samples. From the results of the tests that have been carried out, there is an adjusted R Square value of 0,041 with a regression coefficient of -0,419 and a P-Value of $0,000 < 0,05$ so that H_0 is rejected and H_a is accepted. If seen from previous research and research conducted by Bunjak et al. (2021b) in the relationship between job burnout and creativity at the Amazon mechanical company in Turkey have negative and significant results.

CONCLUSION AND SUGGESTIONS

This conclusion has several conclusions, that are Challenge Stressors have a positive and significant effect on Creativity, Challenge Stressors have a positive and significant effect on Job Burnout, Job Demand has a positive and significant effect on Creativity, Job Demand has a positive and significant effect on Job Burnout, Job Burnout mediates significantly on on the relationship of Challenge Stressors to Creativity, Job Burnout mediates significantly on the relationship of Job Demand to Creativity, Job Burnout has a negative and significant effect on Creativity.

Challenge Stressors have a positive value for Creativity, therefore they have a positive value so that they can provide good things to drivers starting from good service to consumers. Although Challenge Stressors can increase the level of creativity, managers must still pay attention to drivers so that they are not given too many targets at work, because excessive Challenge Stressors can lead to an increase in Job Burnout (Zhang et al., 2022). There is a positive influence between Job demand on Job Burnout and Creativity. Even though job demand makes drivers even better at the level of creativity, company managers can also cause job burnout which can make it difficult for drivers to carry out a job and maintain their high performance in services (Danudoro et al., 2021).

Managers should not impose excessive targets on drivers because they can lead to fatigue, discontent that can harm drivers on the streets. Job Burnout, which has been researched, has found moderate results. However, company managers still have to be careful for drivers because by avoiding Job Burnout the drivers can do better at work and endanger drivers when on the streets. Creativity in the research that has been done has gotten high results. Indicates that online ride-hailing drivers are able to carry out a high level of creativity because of the expertise, creative thinking and also intrinsic and beneficial for other consumers when the drivers are able to think creatively (Kinnunen et al., 2020). This high creativity that should be done by company managers is to maintain the best possible creativity and improve excellent services toward the consumers.

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