

# **Moderating Effect of Job Resource on The Relationship between Job Demand and Burnout in The Context of Call Center**

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## **Abstract**

This study focuses on the management of burnout among call center with JD-R Model approach. The aim of this study was to investigate whether job resource can moderate the effect of job demand on burnout. Burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity. Job demands refer to those physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs. Job resources refer to those physical, psychological, social, or organizational aspects of the job that (a) are functional in achieving work goals, (b) reduce job demands and the associated physiological and psychological costs, or (c) stimulate personal growth and development.

This study conducted a survey of 194 call center inbound for the analysis. Five demanding aspects of the job demand (work pressure, emotional demands, cognitive demand, role conflict and hassle) and 5 job resources (*autonomy, feedback, social support, opportunity, and coaching*) were used in this study. To measure the effect of moderation, this study conducted moderated regression analysis (MRA). The result show that job resource did not have a role as a moderator variable in the relationship between job demand and burnout (*adjusted*  $R^2=0.328$ ;  $t=-.782$ ,  $p=.435 > 0.05$ ). R-square value of 0.328 indicates that the combination between job demand, job resources and the interaction between job demand and job resource impact of 32.8%. However, with significant value above 0.05 indicates that the resource is not the job role as a moderator variable. At the same time, when tested one by one on each job resource, the results showed that job resources social support can act as a moderator variable in the relationship between job demand with burnout ( $p = 0.01 < 0.05$ ;  $t = -2.508$ ). This shows that not all job resources can act as a moderator variable in the relationship between job demand and burnout.

Keywords: Job demand, job resource, burnout, JD-R Model