International Journal of Economics, Business and Management Research

Vol. 7, No.06; 2023

ISSN: 2456-7760

The Effect of Techno-stressor and Psychological Capital on Task Performance with Burnout as a Mediation

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doi: 10.51505/IJEBMR.2023.7608 URL: https://doi.org/10.51505/IJEBMR.2023.7608

Received: May 18, 2023 Accepted: May 24, 2023 Online Published: June 08, 2023

Abstract
This study examines the effect of techno-stressor and psychological capital on task performance through burnout mediation. Data collection used an online survey using a self-enumeration previous research questionnaire. The research sample is 181 employees in the public sector. Data analysis was performed using the Partial Least Square Structural Equation Model (PLS-SEM) with the SmartPLS 3.0 statistical program. The results showed that the techno-stressor had a significant positive effect on burnout and a negative effect on task performance but not significant. Psychological capital has a significant negative effect on burnout and a significant positive effect on task performance. In addition, burnout has a significant negative effect on task performance. From the role of mediating burnout between techno-stressor and psychological capital on task performance, the direction of the relationship supports previous research, but it is not significant. This study concludes that organizational management needs to pay attention to techno-stressor factors and psychological capital in managing employee task performance. Efforts to reduce technostress and increase employee psychological capital can help improve task performance and reduce the risk of burnout. The implications of this research can be used as a basis for developing better human resource management strategies in overcoming technostress and increasing employee psychological capital to improve task performance and productivity in the workplace.

Keywords: techno-stressor, psychological capital, burnout, task performance

1. Introduction

Technological developments 4.0 provide new ways for organizations to carry out organizational activities. The development of technology has changed the way of life activities. Technology has become an important part of the work environment and everyday life (Korunka & Vartiainen, 2017). Coexisting with technology is an organizational way to work more efficiently and effectively. Widespread use of technology in the workplace can improve performance because it increases efficiency, effectiveness, and productivity (Ayyagari et al., 2011). As a result, some fields of work are now highly dependent on information and communication technology (ICT). Not only the private sector but the public sector also adopts various technological systems at work.

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In Indonesia, technology adoption in the public sector has been designed as a form of work program. Bureaucratic reform (RB) provides a new perspective on running an efficient, effective, accountable work system. RB is defined as an effort to carry out fundamental reforms and changes to the government administration system to realize good governance. RB has entered the third period of the National RB grand design. In the final stage of the grand design, it is expected to produce a world-class bureaucracy characterized by higher quality public services and more effective and efficient governance. In RB 2020-2024, one of the quick wins is a fast and flexible government by implementing an e-Government system or Electronic-Based Government System (SPBE). So that today's public sector has made many changes by adopting various technologies in completing work.

Information and communication technology (ICT) is very important in the digital era and continues to grow rapidly. As technologies advance, their sophistication and sophistication begin to outstrip their usefulness, and the problems they cause can sometimes be overwhelming. For example, information technology-based systems may slow down or crash without notice. When this happens, interruptions to the completion of routine tasks can be very disruptive. This can lead to anxiety and hopelessness for some, especially in ICT-intensive jobs (Shu et al., 2011). Apart from that, other problems like the program reacting very slowly, a poorly designed interface that can be hard to use, time wasted due to unclear error messages, download time too long, features hard to find, and connectivity issues. Therefore, the increasingly widespread use of ICT can trigger the emergence of technostress which threatens the psychological well-being of employees.

Technostress is psychological discomfort or difficulty from using technology in the workplace (Tarafdar et al., 2007). Technology stress can have serious consequences for companies and have a major impact on productivity (Hassard et al., 2014). Employees rely on information systems to complete their work tasks despite the potential negative technostress effects for users and organizations. Therefore, it is necessary to look for factors that can help reduce the negative impact of technostress on employees.

The JD-R model is known as a stress model called burnout. The term burnout is a description of the stressful conditions that are triggered by work. Burnout can impact a person's physical and mental health when this condition is allowed to drag on. Research has shown that burnout can lead to anxiety, depression, decreased self-esteem, substance abuse, decreased performance, and increased health problems (Alarcon, 2011). Maslach et al. (2001) stated that burnout is a chronic stress reaction that includes three separate but interrelated constructs: emotional exhaustion, cynicism, and decreased personal achievement. In the Job Demands-Resources (JD-R) model, Demerouti & Bakker (2011) propose that the work environment is characterized by job demand and job resources. Job demands, for example (workload and work-home conflict), cause stress at work because it demands continuous physical, social or psychological effort.

In contrast, job resources are a force in balancing the effects of job demand (Bakker, 2015). However, in line with the psychological approach, which explains behavior in terms of interactions between personal and environmental attributes, the current conceptualization of the JD-R model incorporates personal resources as a determinant of employee well-being. Personal

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resources refer to aspects of a person's self or psychological characteristics, which usually complement resilience and involve the ability to control and influence one's environment effectively. Just like job resources, personal resources play a role in achieving work goals and encourage personal development and growth (Schaufeli & Taris, 2014). So that personal resources can reduce job demand caused by technology.

One of the personal resources is positive psychology which focuses on developing positive psychological qualities in individuals, such as self-confidence, optimism, and resilience. Positive psychology is represented by the concept of psychological capital, which consists of four elements: self-efficacy, optimism, hope, and resilience (Peterson S. & Luthans F., 2003). Research has shown that psychological capital can help individuals deal with stress and improve their performance (LupŞa & VÎrgĂ, 2020). Therefore, this study aimed to explore the effect of technostress and psychological capital on task performance through burnout mediation.

Research on technostress, psychological capital, and burnout can be linked to the Job Demands-Resources (JD-R) Model developed by (Schaufeli & Taris, 2014). According to this model, in addition to job resources, personal resources can assist employees in completing their tasks from job demands. In the research context, technostress can be considered a type of job demand. Increased use of technology can increase job demand and psychological pressure on employees, thereby increasing technostress and burnout. Meanwhile, psychological capital is a job resource that balances job demand.

Theory of Job Demand Resources

Job Demands-Resources (JD-R) Model: JD-R is a model that describes the relationship between job demands and job resources with psychological well-being and employee task performance (Bakker & Demerouti, 2007). According to JD-R, high job demands and a lack of resources can increase the risk of burnout and decrease employee task performance. Initial versions and revisions of the JD-R model only consider the characteristics of the working environment. However, because most psychological approaches assume that human behavior results from individual interactions with environmental factors, personal resources are expected to be integrated into the JD-R model (Schaufeli & Taris, 2014). Thus this model continues to develop and provide new variables that can explain the interrelated influences in the JD-R concept. Personal resources are defined as psychological characteristics or aspects of the self often associated with resilience and refer to the ability to successfully control and influence the environment (Schaufeli & Taris, 2014). Like job resources, personal resources play a role in achieving work goals and stimulating personal growth and development. This study uses the JD-R theory regarding job demand in terms of technology which is considered a threat to its users. Then using personal resources as a buffer from high job demands reduces burnout, which can impact job performance, such as task performance.

Techno-stressor and Burnout

Technical stress research refers to the trading stress model (Lazarus & Folkman, 1984) and argues that technostress is a transactional process consisting of techno-stressors' perceptions of triggered conditions caused by IS that are judged as threats and techno strains of users' reactions to the perceived techno-stressors such as burnout (Tarafdar et al., 2017). The transactional stress

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model (Lazarus & Folkman, 1984) is the theoretical foundation for most technostress research on how individuals perceive and handle stressful IT-related events. Technostress refers to stress resulting from using technology in the work environment. Technological factors that can cause technostress include techno-overload, techno-invasion, techno-complexity, techno insecurity, and techno uncertainty (Ragu-Nathan et al., 2008). When technology users do not feel the benefits but rather become a threat and feel pressure to use technology, this can impact stress. Technostress can cause emotional exhaustion, physical exhaustion and depersonalization in employees. These three factors together form the concept of burnout, which can affect employee well-being and performance. Previous studies have shown that technostress has a significant positive effect on employee burnout. This can happen because technostress causes burnout and a lack of resources, resulting in difficulties in handling work tasks. Research conducted by Pflügner et al. (2021) showed that technostress has a significant positive effect on employee burnout. so the research hypothesis is as follows:

H1: Techno-stressor has a positive effect on burnout

Psychological Capital and Burnout

Psychological capital is one of the personal resources studied in research related to burnout. Psychological capital is a concept that includes four positive psychological elements, namely hope, self-efficacy, optimism, and resilience (Luthans & Youssef, 2004). Psychological capital can affect various aspects of individual psychological well-being, including burnout. Overall, high psychological capital (hope, self-efficacy, optimism, and resilience) can help protect individuals from the effects of burnout. These positive elements provide individuals with strong psychological resources to cope with stress, develop healthy coping skills, and maintain psychological well-being in challenging work situations.

In several studies, such as Kotzé (2021), psychological capital has a statistically significant negative effect. Nel & Kotzé (2017) said that workers with a high level of psychological capital have a fairly low burnout rate. A study in two hospitals in China showed that all components of psychological capital have a negative relationship with burnout (Ding et al., 2015). Rad et al. (2017) investigated the relationship between psychological capital and academic burnout and found that increasing psychological capital would minimize burnout. In this case, Luthans et al. (2004) suggested that psychological capital is important in reducing burnout. Thus this study hypothesizes as follows;

H2: Psychological capital has a negative effect on burnout.

Burnout and Task performance

Burnout is a concept that refers to emotional exhaustion, depersonalization, and low achievement or personal accomplishment that arises due to excessive pressure and stress in the work environment (Maslach et al., 2001). Employees who experience burnout tend to have lower productivity and worse work quality (Demerouti et al., 2001). Individuals who experience burnout tend to experience physical and mental fatigue, which hinders their ability to complete tasks efficiently. This happens because someone has difficulty concentrating, completing work promptly, and achieving the expected results. Individuals with high levels of burnout devote

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significant energy to coping with job demands, resulting in suboptimal job performance, increased job resistance, and reduced commitment, interest, and psychological distance (Leiter & Maslach, 2005). Although psychological withdrawal can protect employees from wasting energy, complete depletion of resources can negatively affect employee performance (Schaufeli & Taris, 2005). Singh et al. (1994) Explain why burnout behavior affects outcomes such as performance. Burnout reduces employees' available energy and leads to lower performance. In addition, burnt out employees are caught in a vicious circle, where employees are unwilling to either seek help or make great efforts to change the status quo, and employees continue to work ineffectively. Finally, the experience of burnout reduces employees' confidence in resolving work-related problems, leading to reduced performance (Bakker et al., 2003).

Burnout can have a negative effect on employee task performance because employees who experience burnout tend to be less motivated and less able to complete work tasks. Previous studies have shown that burnout significantly negatively affects employee task performance. Based on several studies, Bakker and Demerouti (2007) showed that burnout significantly negatively affects employee task performance. Schaufeli & Taris (2005) calculated that each fatigue dimension explained an average of 4% of the variance in performance. Research by Yener et al. (2021) also provides empirical evidence that burnout negatively affects both task and contextual performance. Apart from that, Adil & Kamal (2019) also found a negative relationship between burnout and task performance. This study hypothesizes as follows;

H3: Burnout has a negative effect on Task performance

Techno-stressor and Task performance

ICT has a dual impact, positive and negative. This study highlights the negative impact of using technology, or it can be called technostress. Technostress is the stress that arises from employees' inability to reconcile the use of IS with viewing technology as a threat. Technostress is stress associated with the use of technology in the work environment. With the existence of technology, the opportunities for employees to be exposed to technological activities are high and require employees to be able to multitask at work. Because these sources of stress are sometimes invisible, such as getting messages unrelated to work, application errors and signals that work depends on technology, and so on. Such things can be stressful for technology adoption in an organization. Technostress can affect employee task performance because it can cause fatigue, lack of resources, and difficulty handling work tasks. This happens because technostress makes it difficult for employees to concentrate and focus on work tasks, as well as experiencing mental and physical fatigue. Previous research by Tarafdar et al. (2015) showed that technostress significantly negatively affects employee task performance. In addition, technology stress can impact productivity (Tarafdar et al., 2015).

H4: techno-stressor has a negative effect on task performance.

Psychological Capital and Task Performance

Psychological capital is a concept that refers to a combination of four dimensions, namely self-efficacy, optimism, hope, and resilience. Self-efficacy is an individual's belief in his ability to perform difficult tasks. Optimism is an individual tendency to view the future with positive

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expectations. Hope is an individual's belief that his efforts will bring the desired results. At the same time, resilience is an individual's ability to cope with stress and pressure in the work environment. Psychological capital can positively affect employee task performance because individuals with high psychological capital tend to be more motivated and able to complete work tasks. Previous studies have shown that psychological capital has a significant positive effect on employee task performance. Employees with high psychological capital tend to be more productive in completing work assignments and can better overcome challenges in the work environment. Psychological capital can also help increase employee job satisfaction because employees with high psychological capital feel more motivated and capable of carrying out work tasks. Research conducted by Youssef and Luthans (2007) shows that psychological capital significantly affects task performance.

H5: techno-stressor has a negative effect on task performance.

Techno-stressor and Task Performance with Burnout as a Mediator

Techno-stressors are technological factors that can cause stress to individuals in the work environment. Techno-stressor is a factor in technological stress, including techno-overload, techno-invasion, techno-complexity, techno-uncertainty, and techno-insecurity. Techno-stressors can cause burnout in individuals, namely emotional exhaustion, depersonalization, and low achievement or personal accomplishment arising from excessive pressure and stress in the work environment. Increasing techno-stressors in the workplace can cause persistent stress on individuals. This can disrupt the personal work-life balance, cause physical and emotional exhaustion, and decrease work motivation and engagement. As a result, individuals who experience high techno-stressors may be more prone to burnout. Research Pflügner et al. (2021) proved that techno-stressors have a positive and significant relationship to burnout. In addition, Yener et al. (2021) tested the effect of the same relationship and obtained positive and significant results between techno-stressors on burnout.

When someone experiences burnout, a person tends to experience decreased productivity, decreased work quality, and low intrinsic motivation to carry out work tasks. When you feel emotionally exhausted, less enthusiastic, and less able to perform tasks effectively, burnout can negatively impact job performance. Several previous studies investigated the effect of burnout on job performance. LupŞa & VÎrgĂ (2020) proves that there is a negative relationship between burnout and job performance. Burnout can act as a mediator in the relationship between techno-stressors and job performance. Techno-stressors can increase the risk of burnout, interfering with individual job performance. Previous research has proven that there is a mediating burnout role from techno-stressors on task performance and contextual performance (Yener et al., 2021). Thus the Techno-stressor can influence employee task performance through burnout mediation. That is, the task performance experienced by employees can trigger burnout and negatively impact employee task performance.

H6: techno-stressor has a negative effect on task performance with burnout as a mediator.

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Psychological Capital and Task Performance with Burnout as a Mediator

Psychological capital is owned by individuals, consisting of four dimensions: self-efficacy, optimism, hope, and resilience. Psychological capital is believed to increase individual task performance. Psychological capital can have a positive effect on individual task performance. Individuals with high psychological capital tend to be more motivated and more able to complete work tasks, so their task performance improves (LupȘa & VÎrgĂ, 2020). Burnout is a condition of emotional exhaustion, depersonalization, and low achievement due to excessive pressure and stress in the work environment. Psychological capital can affect burnout (Kotze, 2018). Individuals with high psychological capital tend to better deal with pressure and stress in the work environment and experience lower burnout. Burnout can affect individual task performance. Individuals who experience burnout tend to be less motivated and unable to complete work tasks, so task performance decreases. Psychological capital can affect individual task performance through burnout mediation. High psychological capital can help reduce individual burnout levels, resulting in better task performance. Previous research also tested burnout mediation and concluded that burnout negatively mediates psychological capital on task performance (Kotze, 2018). In addition, other studies also prove the burnout mediating role of psychological capital on performance (Adil & Kamal, 2019).

H7: psychological capital has a positive effect on task performance with burnout as a mediator.

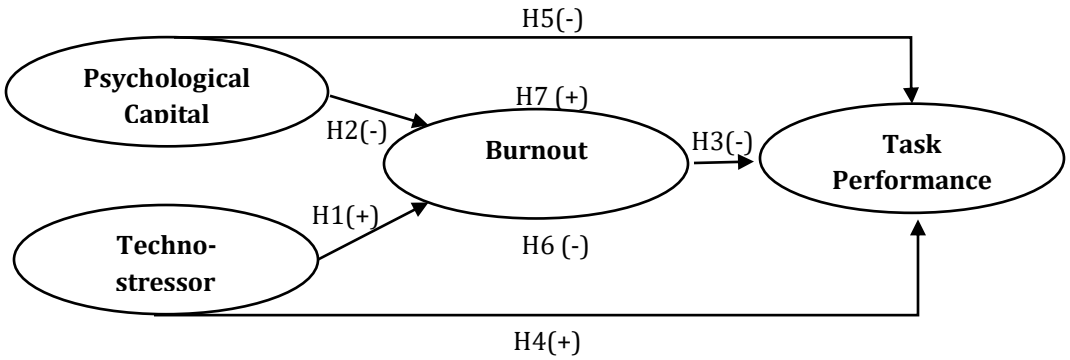

Figure 1. Conceptual Model

2. Method

This study used a quantitative research design with a cross-sectional approach. Data was collected through an online questionnaire filled out by respondents in a self-enumeration manner. The research sample is employees in the public sector, namely the Central Bureau of Statistics. Sampling was carried out using a purposive sampling technique.

2.1 Measurement Variables

The instrument used in this study was a questionnaire conducted by previous studies. The questionnaire consists of four parts, namely the first techno-stressor using technostress instruments from (Tarafdar et al., 2007), consisting of 23 items with a Likert scale of 5 points from 1=strongly disagree to 5=strongly agree. Second, Psychological Capital uses the PCQ-12

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sort form (using the PsyCap instrument from Luthans et al., 2007) consisting of 12 items with a 6-point Likert scale from 1=strongly disagree to 6=strongly agree. Third, burnout uses a 16-item questionnaire with a 4-point Likert scale from 1=strongly agree to 4=strongly disagree (Demerouti et al., 2010). Fourth, task performance (using the task performance instrument from (Goodman & Svyantek, 1999) consisting of 9 items with a 7-point Likert scale from 1=strongly disagree to 7=strongly agree.

2.2 Data analysis

Data analysis in this study was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3 software. Data were analyzed using path analysis techniques to examine the relationship between independent variables (techno-stressor and Psychological Capital), mediator variable (Burnout), and dependent variable (Task Performance). The PLS-SEM model has two measurements, namely the outer model and the inner model (Hair et al., 2019). The outer model is used to test the validity and reliability of the instrument. On the other hand, the inner model measures how accurately an instrument measures what it is supposed to measure, including convergent validity and discriminant validity. Reliability testing assesses the consistency of an instrument's measurements, ensuring it can be considered reliable.

3. Results

3.1 Descriptive Analysis

The general demographic characteristics of the 181 respondents are shown in Table 1.

Table 1. Respondents Demographic Characteristics

Variables	Category	Percentage
sex	Male	43.1
	Female	56.9
Age	23 years and under	6.6
	24-39 years	85.1
	40-55 years	6.1
	56 years and over	2.2
Years of service	< 5 years	26.5
	5-10 years	45.3
	>10 years	28.2
Education	high school and below	2.2
	Diploma	7.2
	Bachelor Degree	79.0
	Masters Degree	11.6
Position	Administrative Position	3.9
	functional expertise positions	66.3
	functional skills positions	2.8
	General Functional Position	11.6
	executor	15.5

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Respondents in this study amounted to 181 respondents. Table 1 presents the characteristics of the respondents; that is, 56.9 percent are women, and the rest are men. The most common group of respondents was in the age range of 24-39 years of 85.1 percent, and the smallest in the age range of 56 years and over was 2.2 percent. From the length of work, the highest number of respondents with a range of 5-10 years was as much as 45.3 percent, while for a range of less than 5 years, it was 26 years and above 10 years, it was 28.2 percent. The education of most respondents was a bachelor's degree, 79 percent, and the least was at the high school level and below, 2.2 percent. The respondents with the most number were in expert functional positions, which were as much as 66.3 percent, and the least were in skilled functional positions.

3.2 Measurement Model Evaluation

Table 2. Outer Loading and Cross Loading Value

	Burnout	**Psycap**	**Techno-stressor**	**Task Performance**
DIS2	**0.843**	-0.253	0.142	-0.246
DIS4	**0.794**	-0.376	0.195	-0.340
DIS5	**0.726**	-0.189	0.142	-0.174
DIS6	**0.732**	-0.204	0.170	-0.190
EXH3	**0.737**	-0.331	0.195	-0.290
EXH5	**0.761**	-0.188	0.143	-0.221
EXH6	**0.708**	-0.215	0.157	-0.290
HO1	-0.235	**0.802**	-0.023	0.497
HO5	-0.362	**0.816**	-0.037	0.502
RE4	-0.287	**0.738**	-0.027	0.511
RE5	-0.307	**0.773**	0.017	0.451
SE2	-0.220	**0.777**	0.077	0.504
SE3	-0.226	**0.834**	0.064	0.587
SE6	-0.198	**0.779**	0.026	0.440
TI3	0.294	-0.021	**0.709**	-0.023
TO1	0.049	0.054	**0.848**	0.122
TO2	0.147	0.031	**0.899**	0.104
TO3	0.147	0.046	**0.900**	0.053
TO5	0.261	-0.043	**0.781**	-0.023
TP1	-0.236	0.459	-0.067	**0.737**
TP2	-0.242	0.498	0.008	**0.776**
TP3	-0.213	0.468	0.144	**0.823**
TP4	-0.169	0.428	0.097	**0.786**
TP5	-0.285	0.553	0.119	**0.735**
TP6	-0.270	0.485	-0.005	**0.734**
TP7	-0.297	0.544	0.072	**0.811**
TP8	-0.268	0.516	0.033	**0.843**
TP9	-0.331	0.492	-0.013	**0.787**

Validity and reliability tests were carried out to ensure that the questionnaire used could measure each variable precisely and accurately and produce consistent answers. The first validity criterion

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is convergent validity which is assessed by the Average Variance Extracted (AVE) value. Convergent validity evaluation determines how much a measure positively correlates with alternative measures of the same construct. Based on (Hair et al., 2019), a variable is declared to meet the concurrent validity criteria if it has an AVE value above 0.5. All the AVE values of the variables in this study were worth more than 0.5, as seen in Table 4. This shows that the variables used met convergent validity. The elimination of questions based on the value of the loading factor simultaneously affects the increase in the AVE score.

The following validity criterion seen from the PLS-SEM algorithm is discriminant validity. To state that a variable meets the discriminant validity criteria, the outer loading value of each question item must be greater than the cross-loading value of the other question items. The outer loading and cross-loading values for each question item can be seen in Table 2. The values in bold are the highest loading values for each question item. In addition, discriminant validity can also be seen from the Fornell-Larcker Criterion Value, which indicates the validity of a variable when a variable has a greater correlation than the correlation between different variables. Table 3 shows that the correlation value of the association construct is higher than the other constructs, so it can be said that the model has good discriminant validity.

Table 3. Fornell-Larcker Criterion Value

	Burnout	**PsyCap**	**Techno-stressor**	**Task Performance**
Burnout	0.758			
Psychological Capital	-0.334	0.789		
Techno-stressor	0.216	0.017	0.830	
Task Performance	-0.332	0.636	0.057	0.782

After the question items that did not meet the requirements were removed, the PLS-SEM algorithm was run again to get the final Cronbach's alpha, composite reliability, and AVE scores. The Cronbach's Alpha, composite reliability, and AVE values for each variable can be seen in Table 4. The PLS-SEM algorithm also produces Cronbach's alpha values (representing the lower limit) and composite reliability (representing the upper limit), which can be used to evaluate internal consistency reliability. Items are declared to have internal consistency reliability if both values are above 0.7. The variables in this study can be stated to have consistent reliability because they have a Cronbach alpha above 0.7, as presented in Table 4.

Table 4. Construct Validity and Reliability

	Cronbach's Alpha	**rho_A**	**Composite Reliability**	**(AVE)**
Burnout	0.876	0.879	0.904	0.575
Psychological Capital	0.899	0.901	0.920	0.623
Task Performance	0.920	0.922	0.934	0.612
technostress or	0.885	0.888	0.917	0.690

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Structural Model Evaluation

After the validity and reliability tests have met the requirements, the next step is to measure the effect of the exogenous variables on the endogenous variables according to the research hypothesis. The bootstrapping algorithm is carried out to produce the indicator values needed in hypothesis testing. The relevance of the theory proposed in this study was tested by comparing the parameter coefficient values and the t-statistical significance values of the bootstrapping algorithm. Hair et al. (2019) state that the hypothesis can be accepted if the p-value is less than the α value and the t-statistic value is more than the threshold value α. Bootstrap output is presented in the following table:

Table 5. Direct and Indirect Effects

	Original Sample	(STDEV)	T Statistik	P Values	Result
Direct effect					
Burnout -> Task Performance	-0.155	0.073	2.113	0.035	**Supported**
Psycap -> Burnout	-0.338	0.093	3.627	0.000	**Supported**
Psycap -> Task Performance	0.582	0.060	9.635	0.000	**Supported**
Techno-stressor -> Burnout	0.221	0.073	3.032	0.003	**Supported**
Techno-stressor -> Task Performance	0.080	0.061	1.313	0.190	**Not Supported**
Indirect effect					
Psycap -> Burnout -> Task Performance	0.052	0.031	1.709	0.088	**Not Supported**
Techno-stressor -> Burnout -> Task Performance	-0.034	0.019	1.762	0.079	**Not Supported**

Table 5. Presents some of the direct effects of research-related variables. First, the influence of techno-stressors on burnout in this study has a positive and significant relationship (p-value, 0.003 <0.05) (hypothesis 1 is supported). Technostress can make people feel overwhelmed and unable to cope with the workload, making them more prone to burnout. This study supports previous research that measured the impact of techno-stressors on burnout (Yener et al., 2021). In addition, Pflügner et al. (2021) looked at techno-stressors' impact on burnout and obtained positive and significant results. Second, psychological capital negatively and significantly affects burnout with a 95 percent confidence level (p-value, 0.000 <0.005). The results of previous studies also tested this relationship and obtained the same results. LupŞa & VÎrgĂ (2020) state that psychological capital as a personal resource is negatively associated with burnout. This shows that employees who tend to be less optimistic and tenacious at work are more prone to experiencing burnout. Third, burnout negatively and significantly affects task performance (p-value, 0.035<0.05). Yener et al. (2021) stated that when burnout, employees will reduce both their overall performance, task performance, and contextual performance. Fourth, this study's techno-stressor on task performance has a positive but insignificant relationship (p-value, 0.190> 0.05). These results get results that are opposite to the hypothesis. It is possible that technology

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that creates stress, such as time pressure, task complexity, or multitasking demands, encourages individuals to develop new strategies and skills in dealing with these challenges. As a result, they can become more efficient, innovative and productive in carrying out their tasks. Although technology can cause stress, individuals who manage it well can turn it into encouragement that spurs better performance. Other studies also get the same results where technological stress causes eustress. Farmania et al. (2022) found that technostress positively affected productivity and also found the possibility that productivity was not triggered by their desires but by pressure due to the pandemic. In addition, other studies also support this research, i.e. positive effects on performance. This study explains why technological stress has no negative effects; instead, it has become benign during the pandemic (Saleem et al., 2021). Thus, technical stress can have a positive effect on task completion, depending on how much stress an individual experiences and how they handle it. Technology-related stress can motivate people to perform tasks better and more efficiently, make them think differently, and help them adapt to technological change. And fifth, psychological capital positively and significantly affects task performance (p-value, 0.000<0.05). LupŞa & VÎrgĂ (2020) stated that employees with high levels of personal resources believe that they have control over their work environment and, therefore, can better handle job demands which ultimately affect performance. Table 5. Also presents the indirect effect of this research. The previous hypothesis states that there is a mediating role for burnout from techno-stressors and psychological capital on task performance. This study has insufficient evidence for the mediating role of burnout from techno-stressors and psychological capital on task performance. Thus Hypothesis 6 (p-value, 0.079> 0.05) and Hypothesis 7 (p-value, 0.088> 0.05) do not support the hypothesis.

4. Conclusion

Based on the research results, there are several conclusions as follows. First, the techno-stressor has a positive and significant effect on burnout. Second, psychological capital is negatively and significantly related to burnout. Third, burnout has a negative and significant relationship to task performance. Fourth, that techno-stressor has a positive relationship with task performance but is insignificant. These results show that this techno-stressor has a double impact on task performance. In addition to the decrease in performing tasks lowered in the hypothesis, the results show different results. This happens when employees are faced with a techno-stressor, the possibility of being more creative in completing their tasks. Fifth, psychological capital has a significant negative relationship with task performance. Sixth, Techno-stressor has a negative relationship to task performance through burnout mediation but is insignificant. Seventh, psychological capital is positively related to task performance through burnout mediation but is insignificant. This study has insufficient evidence for a mediating relationship between the two hypotheses above. Important personal resources in the public sector in reducing fatigue and increasing task performance. Therefore, individuals and organizations need to develop effective stress management strategies and pay attention to signs of fatigue to minimize the negative impact of technology on task performance.

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