The Effect Of Burnout And Organizational Support On The Contextual Performance Of Employees of Pt. Hasta AYU Nusantara

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ABSTRACT: *This study aims to determine the effect of burnout dimensions (emotional exhaustion, cynicism, decreased professional efficacy) on contextual performance with the mediator of perceived organizational support. The study was conducted at PT Hasta Ayu Nusantara using a quantitative approach with. The number of samples used in this study was 105 respondents selected from 140 populations through the Slovin method and probability sampling: simple random sampling using a questionnaire for data collection. The data analysis technique used was SEM, namely PLS (Partial Least Square) using Smart PLS software. The results of the study showed that emotional exhaustion had no effect on contextual performance, while cynicism had a significant negative effect on contextual performance, and decreased professional efficacy had a significant positive effect on contextual performance. Perception of organizational support was unable to mediate the relationship between the three dimensions of burnout.*

Keywords: Burnout, Emotional Exhaustion, Cynicism, Decreased Professional Efficacy, Contextual Performance, Perception of Organizational Support.

I. INTRODUCTION

The ever-changing modern work environment demands that organizations constantly look for ways to optimize the potential of their employees, their most valuable asset. Among these organizational dynamics, two crucial elements emerge as the main forces that shape the employee experience: the perception of organizational support and the ever-present shadow of burnout (Akca & Küçükoğlu, 2020; Caesens et al., 2020; Canboy et al., 2023; Huang & Simha, 2018; Lam et al., 2016; Matziari et al., 2017; Stinglhamber et al., 2020). Burnout is a psychological response to chronic work stress characterized by emotional exhaustion, cynicism, and a sense of professional inadequacy (Maslach et al., 1997). Although the symptoms may appear separate from each other, they often occur simultaneously (B. Kim et al., 2015; Minyoung et al., 2020; Quiun et al., 2022), resulting in depression and disengagement (W. M. Hur et al., 2015; Jun et al., 2021; Ochoa, 2018; Prentice & Thaichon, 2019; Schouteten, 2017). Given that managers are faced with the consequences of burnout, understanding its complex relationship with employee performance is critical. Perceived organizational support (POS), is a concept that shows how much an organization values contributions and cares about the well-being of employees (Kurtessis et al., 2017; S. Nazir et al., 2019). The concept can have a significant impact on employee attitudes and behaviors, including their commitment, job satisfaction, and performance(Ahmed et al., 2015; Zumrah & Boyle, 2015). Contextual performance is a unique aspect of an individual's activities in the workplace, but these activities are outside the formal requirements of their work, are free and do not explicitly fall within the formal work procedures and wage systems. Contextual performance arises from within the individual in the form of his or her desire to contribute to the organization. This is because basically employees are committed to providing the best for the organization. This desire encourages individuals to behave spontaneously in a model of activity and must be supported by existing systems, namely systems that are cooperative, informal, collaborative, supported by their leaders, and there are social and economic exchanges. This behavior is also an individual commitment that arises as an expression of his satisfaction (Ariani, 2010).

PT. Hasta Ayu Nusantara is an outsourcing company engaged in promotional services that provide professional work security services for sales promotion and marking purposes. The company, which was established in 2004, is an agent that channels its employees to meet the needs of clients. This makes employees from PT. Hasta Ayu Nusantara is prone to burnout considering that they are employees who experience work demands from the company and also the client.

The study proposes a model that explains the complex interaction between the perception of organizational support and the three components of burnout, as well as its impact on employee contextual behavior, i.e. behavior that goes beyond the demands of their core job. Through this model, researchers want to provide a deeper understanding of (1) the direct relationship between emotional fatigue and employee performance; (2) the direct relationship of cynicism to the contextual performance of employees; (3) the direct relationship of the decline in professional efficacy to the contextual performance of employees; (4) the perception of organizational support that mediates the relationship between emotional fatigue and contextual performance of employees; (5) the perception of organizational support that mediates the relationship between cynical attitudes towards the contextual performance of employees; and (6) the perception of organizational support that mediates the relationship between the decline in professional efficacy and the contextual performance of employees.

II. LITERATURE REVIEW

Three-Dimensional Burnout Theory

The three-dimensional burnout theory of Maslach, Jackson, and Leiter (1996) illustrates that burnout is a complex construction, consisting of three components: emotional exhaustion, cynicism, and Decline professional efficacy. Emotional exhaustion is a feeling of emotional draining and loss of energy due to stress and high demands of work. This component can decrease employees' energy and motivation, as well as interfere with the performance of their tasks, such as concentration, decision-making, and achievement of work goals (W. M. Hur et al., 2015; Lussier et al., 2021). In addition, this component can inhibit employees' prosocial behavior, so they are less likely to interact positively with colleagues or clients (Ain et al., 2022; Bang & Reio Jr, 2017).

Depersonalization, or what is often referred to as a cynical, is an attitude of indifference and apathy towards work, co-workers, or clients (Demerouti et al., 2018). Cynicism can lead to interpersonal conflict, decrease contextual performance, and lead to poor prosocial behavior. This component can create interpersonal conflicts, decrease contextual performance, and lead to poor prosocial behavior (Choy et al., 2021). Many studies have found that cynical employees tend to have low organizational commitment (Behazad, 2020; Volpe et al., 2014; Yasin & Khalid, 2015; Yüksel & Şahin, 2017) and low perception of organizational support (Byrne & Hochwarter, 2008). They are also more likely to quit their jobs (Çınar et al., 2014; Manzoor et al., 2020; Sungur et al., 2019), withdraw from work (Abubakar et al., 2017, 2018), and underperform in terms of creativity and productivity (Arslan, 2018; Naseer et al., 2021; Stavrova & Ehlebracht, 2016). In addition, cynicism is associated with high levels of insecurity (Çınar et al., 2014) and isolated in the workplace (Yıldız & Şaylıkay, 2014).

Decreased professional efficacy is a feeling of inadequacy, powerlessness, and failure in carrying out job roles. This component can lead to poor task performance, as employees will struggle with low motivation and effort in their work activities (Bang & Reio Jr, 2017; Lee & Mao, 2016). Insecurity and belief that they can't succeed at work can also hinder engagement in prosocial behavior, as employees may feel unable to provide support or assistance to others (H. Xu et al., 2012).

Conservation of Resources Theory

The conservation of resources (COR) theory, first proposed by Hobfoll in 1989, is a psychological theory that states that individuals seek to acquire, maintain, and protect valuable resources to meet basic needs and achieve well-being. Resources, in this context, include not only material possessions, but also personal traits, energy, time, and social support. According to the COR theory, individuals are motivated to minimize resource loss and maximize resource utilization, and stress occurs when there is a threat of loss or loss of actual resources (Halbesleben et al., 2014; Hobfoll et al., 2018).

This theory indicates that individuals who face stress seek to protect their resources, and these efforts can influence their coping mechanisms and behaviors. In the work environment, COR theory can be applied to explain why employees may use a cynical attitude as a way of dealing with stress when experiencing burnout. Cynicism is defined as a defensive attitude that includes skepticism and distrust of the motives and sincerity of others (Altamimi et al., 2021; Erdoğdu, 2018; Ryu & Jun, 2019). Individuals who tend to be cynical about other human behaviors as selfish and driven by self-interest, often reject social norms and values as hypocritical behavior. Cynicism can be seen as a way of protecting one's resources from threats or draining by others (Thomas & Gupta, 2018). By adopting a cynical perspective, employees can avoid emotional investment, interpersonal conflict, and unrealistic expectations that can lead to a loss of resources (Halbesleben et al., 2014). Cynicism can also be seen as a way to build resources by increasing a sense of independence, self-sufficiency, and inner virtue (Karadağ et al., 2014; Tong et al., 2021).

Self-Determination Theory
The theory of self-determination states that humans have three basic psychological needs, namely autonomy, competence, and interconnectedness (Deci et al., 2017). Autonomy refers to the ability to have choice and control over an individual's actions. Competence shows a sense of mastery and expertise in carrying out work. Connectedness refers to the feeling of connection and togetherness with others. The fulfillment of these needs tends to produce positive impacts such as increased motivation, well-being, and performance. Conversely, when these needs are not met, individuals are at risk of experiencing negative impacts such as stress, dissatisfaction, and burnout (Deci et al., 2017).

Learn Helplessness Theory
The theory of learned helplessness states that humans have a tendency to give up and become passive when faced with repeated failures or uncontrollable situations (Maier & Seligman, 2016). This helplessness can have a negative impact, leading to conditions such as depression, anxiety, and decreased performance (Boddez et al., 2022). In addition, helplessness is also able to affect a person's attribution style, which is the way individuals explain the cause of an event (Maier & Seligman, 2016). Individuals who experience helplessness tend to attribute their failures to internal factors, such as a lack of ability, personality, or fate. On the other hand, they tend to attribute success to external factors, such as luck, coincidence, or situational factors.

Model Job Demands-Resources
Model job demands-resources (JD-R) (Bakker & Demerouti, 2017) Explain that each job has specific work characteristics related to burnout. These work characteristics can be classified into two categories, namely work demands and work resources. Work demands are aspects of work that require physical, emotional, or cognitive effort. Work resources are aspects of work that provide physical, psychological, social, or organizational support. This aspect helps employees achieve work goals, reduce work demands, and also encourage personal growth, learning, and self-development (Bakker & Demerouti, 2017).

The JD-R model also assumes that the characteristics of work cause two different psychological processes. Work demands trigger the process of health damage and work resources trigger the process of motivation. The results of these two processes for organizations are also different. Research shows that work demands are the main predictor of burnout and work resources are the main predictors of engagement (Bakker & Demerouti, 2007).

Work resources also play a role in reducing the effects of some work demands on burnout (Dubois et al., 2014). One of the important work resources is the perception of organizational support (PDO), which is the subjective feeling that the organization values the work contribution and well-being of employees (Eisenberger et al., 2020).

Leiter's Mixed Sequential and Parallel Development Models
Leiter (1993) propose a mixed sequential and parallel development model to explain the development of the three components of burnout. This model states that burnout begins with emotional exhaustion, which then increases cynicism. In this context, emotional fatigue arises from work-related stress factors, such as high job demands, work pressure, and emotional demands (Mäkikangas et al., 2021; Quiun et al., 2022). This makes employees likely to be cynical about their work as a way to avoid ongoing stress (Aljawarneh & Atan, 2018; Eryeil & Öztürk, 2016; Quiun et al., 2022). The same can also be observed in Decline professional efficacy. Therefore, cynicism can act as a mediator in the relationship between burnout factors and various employee behaviors.

Perception of Organizational Support
Perception of organizational support (PDO) is the employee's belief that the organization values contributions and cares about their well-being (Eisenberger et al., 2020). PDO has important benefits for employees and organizations (Sun, 2019). Where, employees with high PDO tend to have higher job satisfaction (Maan et al., 2020), good performance (O. Nazir & Islam, 2017; Sun, 2019), organizational citizenship (OCB) behavior (Alshaabani et al., 2021), commitment and loyalty (Akgunduz & Sanli, 2017), self-esteem and self-confidence (Kurtessis et al., 2017), as well as low levels of stress and turnover (Takaya et al., 2020). They are also less likely to engage in counterproductive work behaviors (Vatankhah et al., 2017) and cynical attitude (Kasalak & Bilgin Aksu, 2014).

PDO is influenced by many factors, such as the quality of resources provided by the organization, perception of executive support, organizational fairness, working conditions and development opportunities, and the organization's recognition of the characteristics, nature, quality, and capacity of employees (Eisenberger et al., 2020). PDO is also positively correlated with trust (Kurtessis et al., 2017).

Organizations that give high PDO to their employees are more likely to get positive reciprocity from them, as they feel obligated to give back to the organization. This creates a mutually beneficial relationship between employees and the organization (Eisenberger et al., 2020).

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Contextual Performance

Contextual performance, often referred to as extra-role performance, is the discretionary (voluntary) effort and behavior of employees that exceeds their core responsibilities (Motowildo et al., 1997). It involves activities that contribute to the overall functioning and effectiveness of the organization, but are not explicitly outlined in the job description (Franco & Franco, 2017; Pradhan & Pradhan, 2015). Examples include helping colleagues (fostering teamwork), volunteering to take on additional tasks (demonstrating initiative), participating in proactive problem-solving, and boosting morale or morale in the workplace. Research has highlighted the importance of contextual performance in improving team dynamics, morale, and overall organizational success (Pradhan & Pradhan, 2015; Yang et al., 2020). Employees who are actively involved in contextual performance make a positive contribution to the social structure of the workplace, forming a collaborative and supportive work environment.

Components of burnout, such as emotional exhaustion, cynicism, and professional incompetence, can affect contextual performance by influencing employees' attitudes, motivations, and behaviors toward the organization (Palenzuela et al., 2019). Emotional exhaustion, for example, can hinder an employee's willingness to engage in additional tasks that are not mandatory. Feelings of emotional fatigue can result in a decrease in capacity for discretionary (voluntary) efforts that characterize contextual performance (Palenzuela et al., 2019). Cynical attitudes can affect interpersonal relationships, inhibiting the collaborative spirit necessary for contextual performance. Employees who experience depersonalization may withdraw from discretionary efforts, affecting their contributions beyond core responsibilities (Palenzuela et al., 2019). Decreased professional efficacy can reduce employee motivation and desire to invest in extra activities that go beyond the minimum job requirements (Z. Xu & Yang, 2021). Thus, the burnout component can collectively act as a barrier to the manifestation of contextual performance.

On the other hand, the perception of organizational support can affect contextual performance by influencing employees' sense of obligation, gratitude, and respect for the organization. Organizational support can improve contextual performance by creating a social-exchange relationship between employees and the organization, where employees feel bound to give back for the good treatment they receive from the organization (Palenzuela et al., 2019). Organizational support can also improve contextual performance by increasing employees' affective commitment, organizational identification, and trust in the organization, which can motivate them to act in the best interests of the organization (K. Y. Kim et al., 2016). Organizational support, further, can improve contextual performance by providing adequate resources, recognition, and feedback to employees. This can increase their competence, confidence, and job satisfaction (Kurtessis et al., 2017; Maan et al., 2020).

Hypothesis
The Effect of Emotional Fatigue on Contextual Performance

Emotional fatigue can have a big impact on a person's ability to carry out their work. Employees who experience emotional exhaustion will face difficulties to focus, be efficient, and be productive (W. M. Hur et al., 2015). Tasks that were previously routine are now burdensome challenges. This shows that employee task performance can be disrupted by the emotional and physical impact caused by emotional fatigue(Lussier et al.,

2021). Furthermore, the impact of emotional fatigue is also not limited to task performance. In a work environment that has high job demands and low emotional resources, emotionally exhausted individuals will lose the energy and motivation to contribute more than the assigned tasks. In such conditions, emotional fatigue will hinder employees' desire to help colleagues, support organizational goals, or take on additional tasks that exceed their main tasks(Bang & Reio Jr, 2017; Jang et al., 2020).

Additionally, when employees feel emotionally exhausted, their focus tends to be limited to themselves, making it difficult for them to provide attention and support to their peers. This shows that emotional fatigue can have a negative effect on employees' ability and willingness to engage in work contextual behaviors. Thus, the researcher proposed the first hypothesis, that:

H1 : Emotional fatigue has a significant direct effect on employee contextual performance

The Influence of Cynic Attitudes on Contextual Performance

In a workplace filled with cynicism, employees will lose interest and enthusiasm in completing their main tasks (Arslan, 2018; W. H. Kim et al., 2017; Petitta & Ghezzi, 2023). Work becomes boring and uninspiring, and as cynicism dominates their mindset, employees become increasingly reluctant to invest the effort necessary to fulfill their job responsibilities.

Task performance may be a major concern, but the negative impact of cynicism doesn't stop there. Contextual performance, which includes behaviors that go beyond the core task, is also negatively affected (Nguyen et al., 2022; Shaukat et al., 2017; Smith et al., 2018; Wekenborg et al., 2022). Cynical employees often find these additional contributions irrelevant or unproductive. As a result, they move away from broader contributions and involvement to the organization. In addition, cynicism can also affect contextual performance by influencing employees' willingness, mood, and attitude towards their work. If employees are cynical towards the organization, they will have low morale and morale, which can interfere with their performance. Therefore, cynicism can reduce contextual performance by reducing the quality and quantity of employee work as well as their contribution and involvement in the organizational environment. This is where the researcher came to the second hypothesis, that:

H2 : Cynicism has a significant direct effect on the contextual performance of employees

Effect of Decreased Professional Efficacy on Contextual Performance

In a work environment characterized by Decline Professional efficacy, employees will feel less confident about their ability to complete tasks effectively(Ventura et al., 2015). Paradoxically, this self-doubt makes them overly cautious in their work, driven by a desire to avoid mistakes. This excessive self-supervision and low self-confidence then significantly reduces the employee's capacity to perform their specific job duties.

Further, when individuals feel incompetent in their professional roles, they become unmotivated to engage in behaviors that go beyond their basic job duties. This perception of inability can lead to a lack of confidence to help colleagues or make meaningful contributions. Thus lowering motivation to actively participate in activities that go beyond their core responsibilities at work (Rasit & Razab, 2020; Ventura et al., 2015). Based on this, the researcher proposed a third hypothesis, where:

H3 : The decrease in professional efficacy has a significant direct effect on the contextual performance of employees.

Perception of Organizational Support Mediates the Relationship of Each Component of Burnout and Contextual Performance

Organizational support theory (Eisenberger et al., 2020) stated that employees feel positive emotions such as joy, satisfaction, comfort, and gratitude when they receive good support from the organization, such as attention and concern for their basic and socio-emotional needs. In return, (motivated) employees behave positively and voluntarily to meet the needs and goals of the organization (Shaheen & Krishnankutty, 2018).

According to Aristani (2015), there is a relationship between the perception of organizational support and burnout, where organizational support has important consequences for workers' performance and welfare. Organizational support is usually more often provided by friends or co-workers, such as help to complete accumulated tasks or lend money or others that the individual needs and includes support in the form of information, advice, advice or feedback to the individual which is usually obtained from friends, co-workers, superiors or a professional such as a doctor or psychologist will help the individual understand the situation and find alternative solutions or actions to be taken. Based on the discussion above, the researcher puts forward several hypotheses as follows:

H4 : There is an indirect influence between emotional fatigue on the contextual performance of employees and the perception of organizational support as a mediator.

H5 : There is an indirect influence between cynical attitudes on employee contextual performance and the perception of organizational support as a mediator.

H6 : There is an indirect influence between the decrease in professional effectiveness on the contextual performance of employees and the perception of organizational support as a mediator.

Research Concept

This study aims to investigate the direct influence of the burnout component on the contextual performance of employees, as well as to find out whether the role of organizational support perception can mediate the vaiabel relationship. In this context, the conceptual framework of this research can be described as follows:

Figure 1. Conceptual Framework of the Research
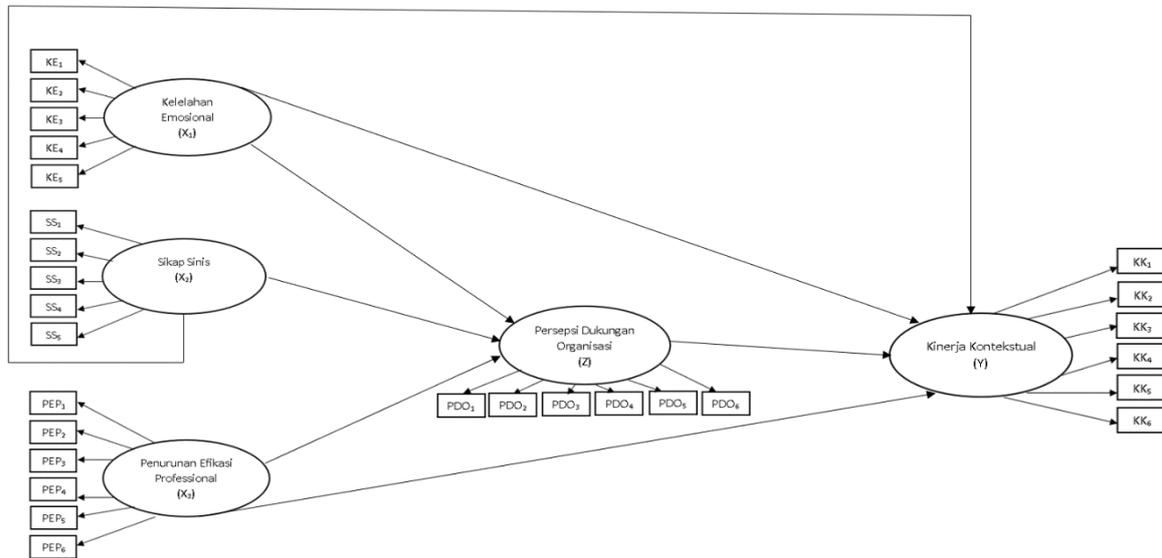
III. RESEARCH METHOD

Operational of Definitions

(1)   Emotional Exhaustion (X1)

Emotional burnout is a condition in which a person's energy and emotional resources are depleted, and employees who experience emotional burnout typically feel physically and mentally exhausted. This study measured emotional fatigue using five (5 items) questions developed by the Maslach Burnout Inventory (MBI; Maslach et al., 1997). Emotional fatigue items are rated on a 5-point Likert type scale, ranging from 1 (never) to 5 (always).

(2)   Cynical Attitude (X2)

Cynic attitude, refers to employees who adopt a cold and indifferent attitude towards work, coworkers, and organizations. To assess the extent to which employees adopt a cynical attitude in the work environment, this study measured it using five (5 items) questions developed by the Maslach Burnout Inventory (MBI; Maslach et al., 1997), where participants responded to a question of cynical attitude with a Likert scale of 5 points, from 1 (never) to 5 (always).

(3)   Professional Efficacy Decline (X3)

Decline Professional efficacy reflects a feeling of inadequacy at work. When employees feel their job competence is declining, they feel that they are not good enough. To assess the extent to which employees perceive a decline in professional effectiveness in the context of their work, this study used six (6 items) of questions created by the Maslach Burnout Inventory (MBI; Maslach et al., 1997). Participants then responded to questions Decline professional efficacy with a Likert scale of 5 points, from 1 (never) to 5 (always).

(4)   Contextual Performance (Y)

Contextual performance, or performance outside of roles, is a behavior that contributes to an organization's culture and climate that motivates others to work well for the organization. Examples are resolving problems and conflicts and increasing trust among others. This study adapted contextual performance measurements from six (6 items) questions made by Motowidlo & Van Scotter (1994). Participants responded to contextual performance questions on a 5-point Likert scale, from 1 (highly unlikely) to 5 (highly likely). This

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scale measures how much employee involvement in behaviors that reinforce the organization's culture and create a positive, supportive, and empowering work climate for their colleagues.

(5)   Perception of Organizational Support (Z)
The perception of organizational support is the employee's belief that the organization values contributions and cares about their well-being. To assess the extent to which employees feel the support of the organization in the context of their work, this study uses six (6 items) questions that refer to (Eisenberger et al., 1986). Participants then responded to questions about the perception of organizational support on a 5-point Likert scale, from 1 (never) to 5 (always).

In detail, the following are the measurement items used from each research variable as shown in Table 1 below.

Table 1. Measurement Items of Each Variable

Items		Source
Emotional Exhaustion (x1)		Maslach et al. (1997)
KE1.	I feel emotionally drained by my work.	
KE2.	I feel tired at the end of the workday.	
KE3.	I feel tired when I wake up in the morning and have to face another day at work.	
KE4.	Working all day makes me feel very depressed.	
KE5.	I feel tired from my work.	
Cynical Attitude (X2)		Maslach et al. (1997)
SS1.	I have become less interested in my work since I started this job.	
SS2.	My enthusiasm for the tasks has diminished as time goes by.	
SS3.	I prefer to focus only on my tasks and avoid unnecessary interactions.	
SS4.	I increasingly doubt the impact of my work and its contribution.	
SS5.	I doubt the importance of the task given to me.	
Professional Efficacy Decline (x3)		Maslach et al. (1997)(Bang & Reio Jr, 2017; Maslach et al., 1997)
PEP1.	I can't solve problems at work effectively.	
PEP2.	I am not sure that my contribution has a positive impact on the organization.	
PEP3.	I don't believe that I'm doing a good job.	
PEP4.	I feel unhappy when I achieve something at work.	
PEP5.	I didn't manage to accomplish many meaningful things in this work.	
PEP6.	I feel unconfident in completing tasks at work.	
Perception of Organizational Support (Z)		Eisenberger et al. (1986)
PDO1.	This office does not appreciate my contribution to my welfare.	
PDO2.	My goals and values are not paid attention to by the office.	
PDO3.	This office is not willing to help me when I need special help.	
PDO4.	There was no concern shown by the office to me.	
PDO5.	The opinion I conveyed was not paid attention to by the office.	
PDO6.	There is no pride shown by this office when I make positive achievements.	
Contextual Performance (Y)		Motowidlo & Van Scotter (1994)
KK1.	I don't work with team members in the process of improving the overall performance of the team.	
KK2.	I am not actively looking for solutions to existing obstacles, be it obstacles in personal tasks or the interests of the team and organization.	
KK3.	I only work on the tasks assigned to me and are not interested in looking for new challenges that have contributed to the progress of the organization.	
KK4.	I only complete the main tasks and do not care about the details that are important for the success of the task as a team.	
KK5.	I feel that there is no need to support colleagues if they have difficulty completing their tasks.	
KK6.	I don't feel the need to participate in creating a positive and cooperative work environment.	
Note: All professional efficacy reduction items are given a reverse score.		
Source: *Data processed by the author, 2023.*		

Population and Sample
The population used in this study is all central employees of PT. Hasta Ayu Nusantara which totals 140 people. In this study, the sample was condensed using the Slovin technique (Sugiyono, 2015). The Slovin technique used in determining the number of samples must be representative so that the results of the study can be generalized and the calculation does not require a table of sample numbers, so it can be done with a simple formula.

$$n = \frac{N}{1 + Ne^2}$$

Information:
n   = Number of samples

N   = Number of Poulations
e   = maximum error limit tolerated in the sample with
          Significance rate 0.05 (5%)

With using the equation above, it is then applied to the total population of the head office of PT Hasta Ayu Nusantara.

$$n = \frac{140}{1 + (140 \times (0{,}05^2))}$$
$$n = 103{,}70$$

Based on the calculation above, the sample of respondents taken in this study was then adjusted to 105 samples from the population of the head office of PT. Hasta Ayu Nusantara. Furthermore, samples are taken based on the probability sampling technique: simple random sampling, where sampling is carried out randomly without paying attention to the strata contained in the populate.

IV. ANALYSIS AND DISCUSSION

Measurement Model Testing
Convergent Validity

The measurement model test is carried out to determine the validity of the variables used and can be reviewed directly from the outer loading value. This value will be accepted if the outer loading value is above 0.7. Meanwhile, values below 0.7 will be eliminated if they can increase the AVE value, where the AVE value must be above 0.5. Table 1 shows the outer loading values found in all indicators.

Table 2. Initial Outer Loading

	Emotional Intelligence	Contextual Performance	Decline in Professional Efficacy	Perception of Organizational Support	Cynical Attitude
1st	0.781				
2nd	0.824				
3rd	0.819				
4TH	0.792				
5th	0.887				
KK1		0.910			
KK2		0.950			
KK3		0.913			
KK4		0.948			
KK5		0.938			
KK6		0.954			
PDO1				0.699	
PDO2				0.878	
PDO3				0.778	
PDO4				0.920	
PDO5				0.912	
PDO6				0.898	
PEP1			0.652		
PEP2			0.698		
PEP3			0.680		
PEP4			0.791		
PEP5			0.905		
PEP6			0.766		
SS1					0.856
SS2					0.820

	Emotional Intelligence	Contextual Performance	Decline in Professional Efficacy	Perception of Organizational Support	Cynical Attitude
SS3					0.282
SS4					0.791
SS5					0.818

Source: Primary Data processed by SmartPLS, 2024

Indicators with values below 0.7 will be eliminated from the model. Namely the indicators of PDO1, PEP1, PEP2, PEP3, SS3 and then PLS Algorithm will be carried out again. The latest results of outer loading can be seen in table 4.13 and the following diagram path diagram:
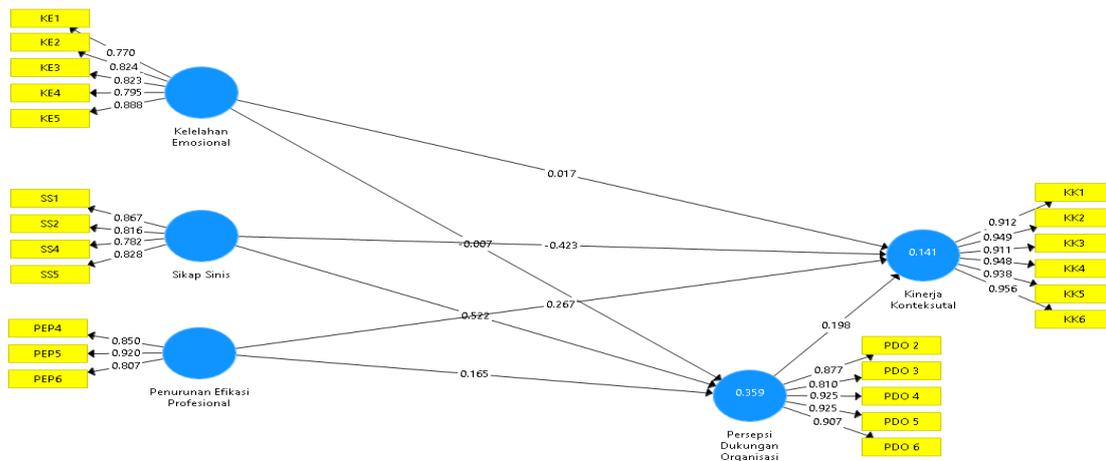
Figure 2. Path Diagram Final

Table 3. Final Outer Loading

	Emotional Exhaustion	Contextual Performance	Decline in Professional Efficacy	Perception of Organizational Support	Cynical Attitude
1st	0.770				
2nd	0.824				
3rd	0.823				
4TH	0.795				
5th	0.888				
KK1		0.912			
KK2		0.949			
KK3		0.911			
KK4		0.948			
KK5		0.938			
KK6		0.956			
PDO2				0.877	
PDO3				0.810	
PDO4				0.925	
PDO5				0.925	
PDO6				0.907	
PEP4			0.850		
PEP5			0.920		
PEP6			0.807		

	Emotional Exhaustion	Contextual Performance	Decline in Professional Efficacy	Perception of Organizational Support	Cynical Attitude
SS1					0.867
SS2					0.816
SS4					0.782
SS5					0.828

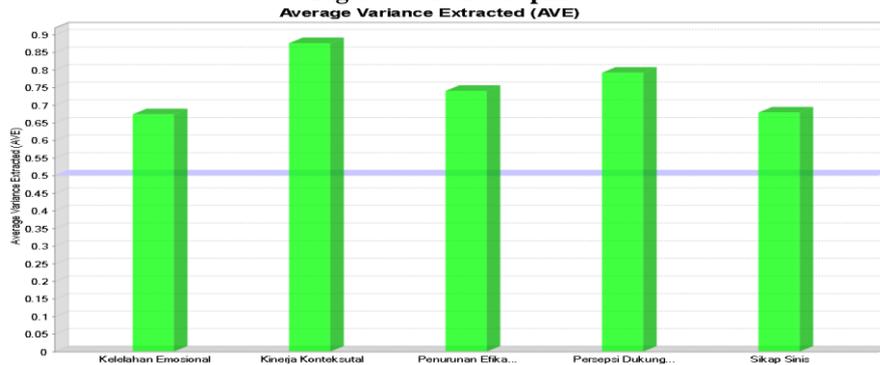**Source: Primary Data processed by SmartPLS, 2024**

After being eliminated, 23 indicators were obtained after 5 indicators were eliminated. The last check step is to look at the AVE value. The indicator used is considered to have good convergent validity if the AVE value is greater than 0.5.

Table 4. Convergent Validty

	Average variance extracted (AVE)
Emotional Exhaustion	0.674
Contextual Performance	0.876
Decline in Professional Efficacy	0.740
Perception of Organizational Support	0.792
Cynical Attitude	0.679

Source: Primary Data processed by SmartPLS, 2024

Figure 3. AVE Graphics

Source: Primary Data processed by SmartPLS, 2024

Discriminant Validty

Validity evaluation needs to be done by looking at *the fornell* and *lacker criteria*. The fornell and *lacker* criteria must be in the root condition of AVE greater than the correlation between variables as shown in table 5.

Table 5. Fornel and Lacker Criteria

	Emotional Exhaustion	Contextual Performance	Decline in Professional Efficacy	Perception of Organizational Support	Cynical Attitude
Emotional Exhaustion	0.821				
Contextual Performance	-0.115	0.936			
Decline in Professional Efficacy	0.283	0.184	0.860		
Perception of Organizational Support	0.391	0.056	0.360	0.890	
Cynical Attitude	0.673	-0.196	0.377	0.580	0.824

Source: Primary Data processed by Smart PLS, 2024

Furthermore, pay attention to the Heterotrait-Monorait Ratio (HTMT). If the HTMT value is below 0.90, the disciminant validity is considered to be met.

Table 6. HTMT

	Emotional Exhaustion	Contextual Performance	Decline in Professional Efficacy	Perception of Organizational Support	Cynical Attitude
Emotional Exhaustion					
Contextual Performance	0.150				
Decline in Professional Efficacy	0.324	0.200			
Perception of Organizational Support	0.406	0.076	0.402		
Cynical Attitude	0.776	0.218	0.448	0.639	

Source: Primary Data processed by Smart PLS, 2024

The next stage is to conduct an inspection by reviewing the crossloading value of the indicator. It will be said to have good discriminant validity if the indicator has a higher correlation with its variables than other variables. The crossloading data shown in table 6 shows that the discriminant validity is in the good category.

Table 7. Crossloading

	Emotional Exhaustion	Contextual Performance	Decline in Professional Efficacy	Perception of Organizational Support	Cynical Attitude
1st	**0.770**	-0.184	0.153	0.171	0.523
2nd	**0.824**	-0.176	0.204	0.329	0.539
3rd	**0.823**	0.027	0.290	0.348	0.489
4TH	**0.795**	-0.112	0.218	0.349	0.568
5th	**0.888**	-0.049	0.278	0.356	0.635
KK1	-0.041	**0.912**	0.263	0.134	-0.105
KK2	-0.087	**0.949**	0.183	0.023	-0.208
KK3	-0.170	**0.911**	0.142	0.015	-0.235
KK4	-0.131	**0.948**	0.166	0.064	-0.186
KK5	-0.126	**0.938**	0.086	-0.014	-0.210
KK6	-0.095	**0.956**	0.168	0.076	-0.164
PDO2	0.341	0.086	0.258	**0.877**	0.519
PDO3	0.201	0.094	0.245	**0.810**	0.369
PDO4	0.403	0.070	0.334	**0.925**	0.560
PDO5	0.327	0.019	0.359	**0.925**	0.512
PDO6	0.423	-0.002	0.384	**0.907**	0.580
PEP4	0.148	0.167	**0.850**	0.282	0.300
PEP5	0.293	0.174	**0.920**	0.359	0.376
PEP6	0.285	0.130	**0.807**	0.281	0.289
SS1	0.637	-0.146	0.261	0.539	**0.867**
SS2	0.523	-0.179	0.277	0.429	**0.816**
SS4	0.516	-0.141	0.281	0.420	**0.782**
SS5	0.532	-0.182	0.418	0.507	**0.828**

Source: Primary Data processed by SmartPLS, 2024

Composite Reliability

Next, a rability test was carried out by calculating two criteria, namely reliability and cronbach alpha. The construct is then declared reliable if the two values are above 0.7. The results of the composite reliability test can be seen in table 8.

Table 8. Composite Reliabilty.

	Cronbach's alpha	rho_A	Composite reliability
Emotional Exhaustion	0.879	0.891	0.912
Contextual Performance	0.972	0.975	0.977
Decline in Professional Efficacy	0.824	0.844	0.895
Perception of Organizational Support	0.934	0.947	0.950
Cynical Attitude	0.842	0.850	0.894

Source: Primary Data processed by SmartPLS, 2024

Structural Model Testing
Multicollinear Test
Before conducting a structural model test, the first step is to check whether there is a multicollinearity. Where the resulting VIF value must be below 5.

Table 9. Multicollinear Test

	Emotional Exhaustion	Contextual Performance	Decline in Professional Efficacy	Perception of Organizational Support	Cynical Attitude
Emotional Exhaustion		1.830		1.830	
Contextual Performance					
Decline in Professional Efficacy		1,211		1.168	
Perception of Organizational Support		1.561			
Cynical Attitude		2.388		1.963	

Source: Primary Data processed by SmartPLS, 2024

Model Goodness and Fit Evaluation
Furthermore, tests were carried out to see the relationship between the construct, significance value, and R-Square of the research model. Where the R-Square value can be used to assess the influence of a certain independent variable on the dependent variable.

Table 10. R-Square and Q-Square

	R-square	Q-square
Contextual Performance	0.141	0.117
Perception of Organizational Support	0.359	0.270

Source: Primary Data processed by SmartPLS, 2024

Based on table 10, it can be seen that the influence of the variables of Emotional Fatigue, Cynical Attitude, Decreased Professional Effectiveness, and Perception of Organizational Support on the Contextual Performance variable is 0.141. Meanwhile, the variables of Emotional Fatigue, Cynical Attitude, and Decrease in Professional Effectiveness for the Perception of Organizational Support variable were at a value of 0.359. Meanwhile, the *Q-Square value* of the Contextual Performance variable is at a value of 0.117 which means the prediction accuracy is small, and the Perception of Organizational Support variable is at a value of 0.270 which means the prediction accuracy is moderate. Furthermore, to evaluate the entire model using *the Goodness of Index* (GoF *Index*) which is the evaluation of the measurement model and the evaluation of the structural model.

Table 11. GoF Index

Average Communality	Average R-Square	GoF Index
0.715	0.250	0,423

Source: Primary Data processed, 2024

The results of the GoF Index show a value of 0.423 where the value is in the category of high GoF Index. Empirical data is able to explain measurement models and measurement models with a high degree of fit.

Direct and Indirect Influence Analysis

Figure 1. Path Diagram Influence Analysis
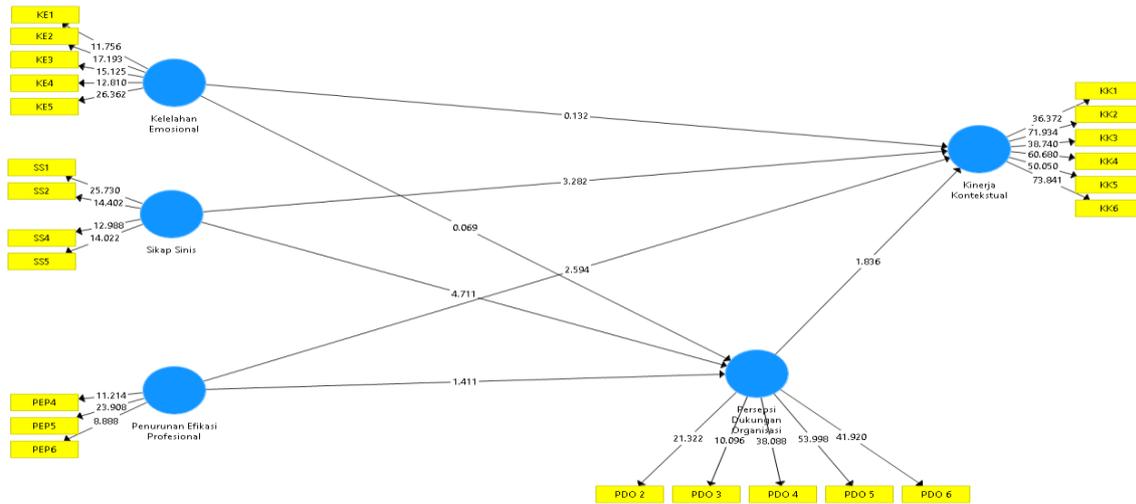
In a hypothesis analysis, it is necessary to review the hypothesis to determine whether or not the hypothesis proposed is accepted. By using the bootstrapping function in the SmartPLS software, the hypothesis will be declared accepted when the p-value is less than 0.05 or the t-value statistically exceeds the critical value of 2.00.

Direct Impact Analysis

Table 12. Direct Effect Analysis

H	Variables/Constructs	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Result
H1	Emotional Exhaustion -> Contextual Performance	0.017	0.013	0.129	0.132	0.895	Rejected
H2	Cynic Attitude -> Contextual Performance	-0.423	-0.426	0.129	3.282	0.001	Accepted
H3	Decline in Professional Efficacy -> Contextual Performance	0.267	0.284	0.103	2.594	0.010	Accepted

Source: Primary Data processed by SmartPLS, 2024

In table 12, it can be seen that:

1. Hypothesis 1, emotional fatigue has a significant direct effect on the contextual performance of employees, with a p value of 0.895 and a statistical t value of 0.132 declared rejected because the p-values are greater than 0.05 and the t-values are less than 1.96.

2. Hypothesis 2, cynical attitude has a significant direct effect on the contextual performance of employees, with a p value of 0.001 and a statistical t value of 3.282 declared acceptable because the p-values are less than 0.05 and the t-values are greater than 1.96.

3. Hypothesis 3, the decrease in professional efficacy has a significant direct effect on the contextual performance of employees, with a p-value of 0.010 and a statistical t-value of 2.594 declared acceptable because the p-values are greater than 0.05 and the t-values are less than 1.96.

Indirect Influence Analysis

Table 13. Indirect Effect Analysis

H	Variables/Constructs	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Result
H4	Emotional Exhaustion -> Perception of Organizational Support -> Contextual Performance	-0.001	-0.003	0.023	0.062	0.950	Rejected
H5	Cynic Attitude -> Perception of Organizational Support -> Contextual Performance	0.103	0.101	0.065	1.595	0.111	Rejected
H6	Decreased Professional Efficacy -> Perception of Organizational Support ->	0.033	0.027	0.028	1.163	0.245	Rejected

	Contextual Performance							

Source: Primary Data processed by SmartPLS, 2024

In table 13, it can be seen that:

4.   Hypothesis 4, there is an indirect effect between emotional fatigue on the contextual performance of employees and the perception of organizational support as a mediator, with a p value of 0.950 and a statistical t value of 0.062 declared rejected because the p-values are greater than 0.05 and the t-values are less than 1.96.

5.   Hypothesis 5, there is an indirect influence between cynical attitudes on employee contextual performance and the perception of organizational support as a mediator, with a p value of 0.111 and a statistical t value of 1.163 declared rejected because the p-values are greater than 0.05 and the t-values are less than 1.96.

6.   Hypothesis 6, there is an indirect effect between the decrease in professional efficacy on the contextual performance of employees and the perception of organizational support as a mediator, with a p value of 0.245 and a statistical t value of 1.163 which is declared rejected because the p-values are greater than 0.05 and the t-values are less than 1.96.

Discussion of Research Results
(1)   The Effect of Emotional Fatigue on Employee Contextual Performance
Path coefficient with the original value of the sample showed a value of 0.017 indicating a positive number. Meanwhile, the t-statistic value shows a value of 0.135 which is less than 2.00 and the p-value shows a value of 0.465 which is greater than 0.05. So, it can be concluded that employee emotional fatigue has no effect on the contextual performance of employees at PT. Hasta Ayu Nusantara.

(2)   The Effect of Cynic Attitudes on Employee Performance Contextual
Path coefficient with the original value of the sample showed a value of -0.423 showing a negative number. Meanwhile, the t-statistic value shows a value of 3.204 which is less than 2.00 and the p-value shows a value of 0.001 which is greater than 0.05. So it can be said that the cynical attitude of employees has a significant and negative influence on the contextual performance of employees at PT. Hasta Ayu Nusantara. So it can be said that if the value of cynicism decreases, the value of contextual performance will increase. Likewise, if the value of cynicism increases, then the value of contextual performance will decrease.

(3)   The Effect of Declining Professional Effectiveness on Employee Contextual Performance
There is a positive and significant influence between the decrease in professional efficacy on the contextual performance of employees of PT. Hasta Ayu Nusantara. This can be seen from the results of the path coefficient with the original value of the sample which shows a value of 0.267 with a positive number, while the t-statistic indicates a value of 2.639 which is greater than 2.00, and the p-value which indicates a value of 0.009 which is less than 0.05. So it can be said that if the company experiences a decrease in professional efficacy, it will have an impact on the contextual performance of the employee.

(4)   The Indirect Effect of Emotional Fatigue on Employee Contextual Performance with Perception of Organizational Support as a Mediator
Path coefficient with the original value of the sample shows a value of 0-0.001 showing a positive number. Meanwhile, the t-statistic value shows a value of 0.061 which is less than 2.00 and the p-value shows a value of 0.951 which is greater than 0.05. Therefore, it can be assumed that the perception of organizational support cannot mediate the relationship between employee emotional fatigue and employee performance contextual.

(5)   The Indirect Effect of Cynic Attitudes on Employee Contextual Performance with the Perception of Organizational Support as a Mediator
Path coefficient with the original sample value showed a value of 0.103 showing a negative number. While the t-statistic value shows a value of 1.613 which is less than 2.00 and the p-value shows a value of 0.107 which is greater than 0.05. Therefore, it can be argued that the perception of organizational support cannot mediate the relationship between the cynical attitude of employees and the contextual performance of employees.

(6)   The Indirect Effect of Declining Professional Effectiveness on Employee Contextual Performance with the Perception of Organizational Support as a Mediator
Path coefficient with the original value of the sample showed a value of 0.033 indicating a positive number. Meanwhile, the t-statistic value shows a value of 1.283 which is less than 2.00 and the p-value shows a value of 0.200 which is greater than 0.05. Therefore, it can be concluded that the perception of organizational support cannot mediate the relationship between employee emotional fatigue and the contextual performance of employees at PT. Hasta Ayu Nusantara.

This study aims to determine the relationship between the burnout component (emotional fatigue, cynical attitude, decreased professional efficacy) and contextual performance by making the perception of organizational support as a mediator in PT Hasta Ayu Nusantara. Burnout is associated with a large number of studies such as those conducted by Baker, Demerouti, and Verbeke (2004), and also studies conducted by Shoss, Jiang, and Probst (2016) on the three dimensions of burnout described by Maslach, Jackson, and Leiter (1996).

The results of the study using SEM analysis showed that there was no relationship between emotional fatigue and contextual performance. This is different from the research conducted by Chiu and Tsai (2006), which found that there is a significant positive relationship between the two variables which is in line with the conditions that occur in the field where emotional fatigue has an impact on the individual's desire to participate more to advance the company beyond the main tasks agreed between the employee and the company. Employees who experience emotional fatigue are less likely to want to participate more because they have the possibility of increasing the employee's level of emotional fatigue, so they choose not to participate in other jobs. Although the findings of this study are different from the results of previous studies and also field conditions, companies still have to pay attention to the emotional fatigue condition of their employees because it has an influence on the contextual performance of employees which has an impact on the company's condition.

Meanwhile, the findings for cynical attitudes show that there is a significant negative influence on contextual performance which is in line with research conducted by Bang and Reio (2017), which states that there is a negative significant relationship between cynical attitudes and contextual performance. A decrease in the value of cynicism leads to an increase in the value of contextual performance, and vice versa. Where the cynical attitude carried out by employees affects the sense of participation in the company's condition outside of their main job, so the company needs to pay attention to and suppress this variable in order to improve contextual performance that has a bearing on the company's growth.

The decline in professional efficacy had a difference in the direction of the relationship between those found in this study and previous studies. The results of SEM analysis in this study found that there was a significant positive relationship between the decrease in professional efficacy and contextual performance. Meanwhile, the research conducted by Bang and Reio (2017), where the results of the study produced a direct negative relationship between the decrease in professional efficacy and contextual performance which is in line with field conditions where the decrease in professional efficacy has an impact on contextual performance. If the rate of decline in professional efficacy increases, then contextual performance decreases. This has an influence on the condition of the company because employees who do not have professionals tend not to participate in work outside of their main job. So that this condition must be considered by the company in order to maintain the company's condition.

Meanwhile, the findings for the variable of perception of organizational support as a mediator between the relationship between the three variables of the burnout dimension were found to be unable to mediate the relationship between these variables. The findings are in line with research conducted by Masri and Suryani (2024), which stated that there is no relationship between the perception of organizational support and contextual performance. This can happen because the perception of organizational support occurs in general, while burnout occurs individually which causes the perception of organizational support tends not to have an influence either directly or as a mediator between the burnout dimension and the contextual performance of employees.

V. CLOSING

Conclution and Reccomendation
Conclusion
(1)   Of the 6 hypotheses proposed, two hypotheses were accepted.
(2)   Of the Burnout variables consisting of emotional fatigue, cynical attitude, and decreased work efficiency, the variables of cynical attitude and decreased professional efficacy had an influence on the contextual performance of employees, while the variable of emotional fatigue had no relationship.
(3)   The organizational support perception variable cannot mediate the relationship between *the burnout variable* and the employee contextual performance variable.

Recommendation
(1)   For PT. Hasta Ayu Nusantara to pay close attention to the decline in professional efficacy and also the cynical attitude of employees in the company. Considering that professional efficacy and cynical attitudes have a significant influence on the contextual performance of employees at PT. Hasta Ayu Nusantara. This can be done without ruling out other variables.
(2)   For future researchers, keep in mind that this study uses a quantitative method with a limited number of variables and data sources. So it is still very open to the possibility if you want to continue so that you can use additional variables and also respondents to improve and develop the results of future research.

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