

The Impact of Techno-stressor on Job Performance with Burnout as Mediator for Studies in the Public Sector

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Abstract

The public sector is currently aggressively digitizing by adopting various technologies. The application of technology can have both positive and negative results. The adverse effects of technology need to be studied as a form of mitigation dealing with failures in implementing technology in the workplace. This study aims to analyze the direct and indirect effects of stress caused by technology (technostress) on job performance, both task and contextual, with burnout as mediation. With a quantitative approach that uses primary data, this research data was collected through an online survey. Data collection was carried out purposively in the public sector, namely the Central Statistics Agency (BPS), and 181 eligible samples were obtained. Data analysis used the Structural Equation Modeling Partial Least Square (PLS-SEM) method. The results showed that the techno-stressor positively and significantly affected burnout. Likewise, burnout also has a negative and significant impact on task and contextual performance. The development of techno-stressor on task performance and contextual performance has the opposite direction to the hypothesis. Although the results of the effect on task performance are not significant, the focus of this different hypothesis is a confirmation that stress is not the only effect. Still, if technostress is appropriately managed, it can produce positive results. Furthermore, the influence of the techno-stressor has a negative and significant impact on task performance and contextual performance when it is mediated by burnout. This result shows that the mediating role of burnout greatly determines whether this technological stress will hurt task performance and contextual performance.

Keywords: Techno-stressor, Burnout, Task performance, Contextual Performance, PLS-SEM

Introduction

Technological developments have changed the way of life of people around the world. Technology has become essential to the work environment and everyday life (Korunka and Vartiainen, 2017). Extensive use of technology in the workplace can improve performance (because work can increase efficiency, effectiveness, and productivity) (Ayyagari *et al.*, 2011) and work processes (Korunka dan Vartiainen, 2017). As a result, several aspects of work now rely heavily on information and communication technology (ICT) as an integral part of work. With the development of information technology, organizations need to continue to adapt to technology. Coupled with the Covid-19 pandemic, the urge to adopt various technologies is very high, especially at work.

The private and public sectors are also currently intensively making changes both in the application of the administrative system and in technical work. One is digitizing by adopting various information and communication technologies (ICT) at work. This change is a government agenda aimed at multiple state agencies or institutions to carry out bureaucratic reform, with one of the goals being an electronic-based government system (SPBE). The change aims to make the government system effective, efficient, and accountable.

The application of technology can have a double effect. On the one hand, it can provide extraordinary benefits such as high productivity (Ayyagari *et al.*, 2011). On the other hand, it can cause stress at work (Pflügner *et al.*, 2021). As technology has advanced, its complexity and nature have outstripped its uses, and the problems

it creates can sometimes be overwhelming. For example, systems running on information technology can slow down or crash without notice. When this condition occurs, interruption in routine tasks can be very disturbing. This can make some people, especially those who have intensive work with ICT, feel anxious and hopeless (Shu et al., 2011). In addition, other problems such as "unpredictable program reaction time delays, poorly designed applications that can be difficult to use, time wasted due to unclear messages, excessive download times, hard-to-find features, and connectivity issues" also can be a problem. In modern work life, connectivity becomes permanent due to ubiquitous information systems (IS), heavier workloads, multitasking, instant communication, interruptions by incoming digital messages, affordability expectations, and experiencing continuous changes that can cause stress (Ayyagari et al., 2011). This type of stress is known as technostress (Ragu-Nathan et al., 2008).

Research conducted by Ayyagari et al. (2011) and Tarafdar, Pullins et al. (2015) have emphasized the requirement for additional investigation into the perils of technology, particularly its direct and indirect impacts on performance. Several types of techno-stressors were used in previous research, namely, stress caused by an excess of technology, technological invasion, technological complexity, technological insecurity, and technological uncertainty (Ragu-Nathan et al., 2008). Techno-stressors can have severe consequences for organizations and have a lot to offer in terms of productivity (Hassard *et al.*, 2014). Employees often find it challenging to accept technology because organizations adopt various technologies for work purposes and require employees to master and even update their technology shortly. With digitalization, the utilization of employees in doing work will be reduced. Therefore, the opportunity for employees to be exposed to technological activities is high, and they multitask in their work. Therefore techno-stressors can impact productivity (Tarafdar, Tu, et al., 2015).

Techno-stressors cause cognitive and emotional exhaustion in employees (Mahapatra & Prakash Pati, 2018) and can even harm the quality of life of employees (Lee *et al.*, 2016). The negative psychological state that employees experience as a result of failure at work is referred to as "hourglass syndrome" in popular literature and "technology pressure" in academic literature (Ayyagari *et al.*, 2011; Cao & Sun, 2018). In most studies on how individuals experience and manage stressful technology-related situations, the theoretical basis is the transactional stress model (Lazarus & Folkman, 1984). This model proposes that stress arises from the interactions or transactions between a person and their environment, where the person's perception and evaluation of their ability to handle the demands of the environment lead to stress. According to the transactional stress model by Lazarus and Folkman (1984), individuals react when confronted with external circumstances to assess whether those circumstances are a challenge, threat, or danger. Through this process, individuals can develop the capacity to adapt and manage challenging conditions. When users feel technological pressure, they engage in strategies, namely the actions or emotions that users apply to deal with the perceived threat from technostress (Tarafdar et al., 2017). Technological pressures have been shown to respond to recent research by techno-stressors (Tarafdar et al., 2010) which manifest at a behavioral, psychological, or physiological level. Users who feel techno-stressors may have behavioral reactions, such as low job performance (Tarafdar et al., 2010; Tarafdar, Pullins, et al., 2015), or psychological reactions, such as job burnout or burnout (Maier et al., 2015, 2019; Srivastava et al., 2015).

Previous research has partially measured techno-stressors' effect on work fatigue (Pflügner et al., 2021) and productivity (Tarafdar, Pullins, et al., 2015). In addition, more previous research was carried out in developed countries with supporting facilities and infrastructure related to the use of technology. In this study, we want to see the direct and indirect effects of techno-stressors on task performance and contextual performance through burnout mediation, especially in developing countries such as Indonesia (a country still in its early phase of implementing technology) in the public sector. The results of this study can be used as a reference for organizations in the public sector in consideration of appropriate technology adoption that can reduce the effects of stress from technology and improve employee performance.

2. Literature Review

2.1. Model Stres Transaksional

Techno-stress research relates to the transactional stress model (Lazarus & Folkman, 1984). The concept of technostress involves a transactional process that includes individuals' perceptions of stressful events related to information systems (IS) and their reactions to those events. Users may experience techno-stressors as threats, and their responses to these stressors can lead to techno strains, such as work fatigue (Tarafdar et al.,

2017). Research on techno-stressors typically uses the transactional stress model (Lazarus & Folkman, 1984) as a theoretical foundation, which suggests that stress arises from the interactions between individuals and their environment, and individuals engage in a reaction process to assess and manage external conditions. This process involves determining whether the conditions are a challenge, threat, or danger and developing the ability to adapt and manage adverse situations.

According to Tarafdar et al. (2017), when individuals encounter techno-strain, they adopt coping strategies in the form of actions or emotions to manage the perceived threat from techno-stress. These strategies can influence the impact of the techno-stressor, either enhancing or reducing the pace of technology. Technostress research generally considers how the five techno-stressors affect the emotions and behavior of users (Maier et al., 2019; Srivastava et al., 2015; Tarafdar, Pullins, et al., 2015). Techno strains have been shown to respond to recent research by techno-stressors (Tarafdar et al., 2010) which manifest at a behavioral, psychological, or physiological level. Users who feel techno-stressors may have behavioral reactions, such as low job performance (Tarafdar et al., 2010; Tarafdar, Pullins, et al., 2015), or psychological reactions, such as job burnout or burnout (Maier et al., 2015, 2019; Srivastava et al., 2015). In addition, perceived techno-stressors can cause users to have less organizational commitment, job satisfaction, and satisfaction with IS use (Fuglseth & Sørenbø, 2014; Jena, 2015; Tarafdar et al., 2010) and problems with concentration, sleep, identity, and social relations (Salo et al., 2018).

2.2. Job Performance

Job performance is defined concerning the work goals of the organization where an employee is located and exists in the form of human behavior. Job performance is one of the most critical outputs in the organization, work performance (performance) has been defined as behavior (i.e., formal role) that is tied to specific targets expected from the organization (Jex & Britt, 2014; Pradhan & Jena, 2017). Borman & Motowidlo (1997) distinguish task performance from contextual performance in their literature. Jex & Britt (2014) emphasized that performance cannot be limited to behaviors directly related to task performance. Thus, work performance is mainly related to the tasks described in the job analysis, referred to as task performance. Meanwhile, Contextual performance refers to the extra effort put in by an employee that is not directly related to their primary job function, and it includes behaviors such as conforming to rules, working hard, taking the initiative, helping colleagues voluntarily, and avoiding frequent breaks (Borman & Motowidlo, 1997). These behaviors are crucial for shaping workers' organizational, social, and psychological aspects and serve as essential catalysts for task activities and processes. Therefore, achieving organizational goals is significantly influenced by task performance and contextual performance.

2.3. Burnout

Burnout is a work-related stress syndrome initially observed among those doing "people jobs" (Maslach & Jackson, 1986). In addition, Demerouti et al. (2003) have defined burnout as an extreme form of fatigue resulting from the prolonged and intensely physical, affective, and cognitive strain caused by extended exposure to specific working conditions. The dimensions of burnout are emotional exhaustion (i.e., the consequence of extreme physical, affective, and mental tension) and disengagement from work (i.e., "abstract from work") (Demerouti et al., 2001).

2.4. Techno-stressor

Techno-stressors refer to stressful situations caused by using Information Systems (IS), which users perceive as a threat (Tarafdar et al., 2017). Past research on techno-stress has identified five everyday stressors (Ragu-Nathan et al., 2008). Firstly, techno-overload is the pressure on employees to work faster and more efficiently due to IS. Secondly, techno-invasion blurs lines between personal and work-related matters, with the expectation of constant availability. Thirdly, techno-complexity is the difficulty of understanding complex IS, leading to skill shortages and the need for significant time and effort to learn. Fourthly, techno-insecurity is the fear of losing one's job due to new IS or employees with superior technological skills. Finally, techno-uncertainty refers to the ongoing changes in IS, which forces employees to constantly adapt and learn, causing them to feel uncertain about their work arrangements.

2.5. Pengaruh Techno-stressor pada Burnout

Technostress research relates to the transactional stress model (Lazarus & Folkman, 1984). Techno-stress is a process that involves the perception of techno-stressors triggered by IS, which are evaluated as threats, and the subsequent techno strains resulting from users' reactions to these stressors, such as burnout (Tarafdar et al., 2017). Most research on technostress is based on the transactional stress model (Lazarus & Folkman, 1984), which explains how individuals perceive and manage stressful IT-related events. This model emphasizes that stress arises from interactions between individuals and their environment. When faced with external conditions, individuals undergo a reaction process to determine whether the conditions are a challenge, threat, or danger and develop strategies to manage adverse situations. When users experience techno strain, they utilize coping strategies, such as actions or emotions, to deal with the perceived threat from technostress (Tarafdar et al., 2017).

This coping strategy changes the reaction of the techno-stressor, which can increase or decrease the speed of technology. Techno strains have been shown to respond to recent research by techno-stressors (Tarafdar et al., 2010) which manifest at a behavioral, psychological, or physiological level. Users who feel techno-stressors may have behavioral reactions, such as low job performance (Tarafdar et al., 2010; Tarafdar, Pullins, et al., 2015), or psychological reactions, such as burnout (Maier et al., 2015, 2019; Srivastava et al., 2015). Pflügner et al. (Pflügner et al., 2021), in their research, said that techno-stressors had a positive and significant relationship to burnout. In addition, in their study, Mahapatra & Prakash Pati (2018) investigated the effect of techno-stressors on burnout, obtaining results that were consistent with the previous ones. Then the hypothesis in this study is as follows.

H1: techno-stressor has a positive relationship with burnout.

2.6. Pengaruh Burnout pada Job Performance

Role performance represents an individual's main contribution to organizational effectiveness (Schat & Frone, 2011). People with high levels of burnout spend a great deal of effort coping with job demands, leading to suboptimal functioning at work, increased resistance to work, reduced commitment, reduced interest, and mental distance (Leiter & Maslach, 2005). Although psychological withdrawal protects employees from exhausting their energy and completely depleting their resources (Schaufeli & Taris, 2005), it is conceivable that it also negatively affects employee performance. Based on several studies, Schaufeli & Taris (2005) calculated that each fatigue dimension explained an average of 4% variance in task performance. Singh et al (1994) explain why burnout should influence behavioural outcomes such as job performance. Fatigue reduces the available energy of employees and leads to the decreased effort exerted. In addition, burnout traps employees in a hostile, vicious cycle in which they either do not seek help or are unwilling to try hard to change their situation. As a result, they continue to work ineffectively. Finally, burnout experiences reduce employees' self-confidence in solving work-related problems (Bakker et al., 2003), and their performance decreases. Yener et al. (2021) conducted research that supports the idea that burnout has a detrimental impact on job performance, including task performance and contextual performance. As a result, the researcher has formulated the following hypotheses.

H2a: Burnout has a negative relationship with job performance (task performance)

H2b: Burnout has a negative relationship with job performance (contextual performance)

2.7. Pengaruh techno-stressor pada Job Performance

Information and communication technology has a double effect, namely positive and negative impacts. This study emphasizes the negative impact of using technology which can be called technostress. Technostress is stress resulting from the inability of employees to balance the use of IS and perceive technology as a threat. technostress causes both cognitive and emotional exhaustion in employees (Mahapatra & Prakash Pati, 2018). It can even harm the quality of life of employees (Lee et al., 2016). Many types of technostress were used in previous research, namely, stress caused by an excess of technology, technological invasion, technological complexity, technological insecurity, and technological uncertainty (M. S. Adil & Baig, 2018; Ragu-Nathan et al., 2008; Tarafdar et al., 2010). Employees often find it challenging to accept technology because organizations adopt various technologies for work purposes and require employees to master technology and keep updating it quickly. In addition, using too much technology will reduce human resources in doing work. Thus, the opportunity for employees to be exposed to technological activities is high and requires employees to be able to multitask at work. Therefore, technology stress can impact productivity (Tarafdar, Tu et al., 2015). Previous studies have found that technostress causes fatigue and ultimately reduces

productivity/performance (Lee et al., 2016; Yener et al., 2021). Therefore the hypothesis in this study is as follows.

H3a: techno-stressor negatively affects job performance (task performance).

H3b: techno-stressor has a negative relationship with job performance (contextual performance)

2.8. Pengaruh Techno-stressor pada job performance yang dimediasi oleh burnout

In modern work life, connectivity becomes permanent due to ubiquitous information systems (IS), heavier workloads, multitasking, instant communication, interruptions by incoming digital messages, affordability expectations, and experiencing continuous changes that can cause stress (Ayyagari et al., 2011). This type of stress is known as technostress (Ragu-Nathan et al., 2008). Certain technology features such as handy, dynamic, and accidental features can cause anxiety for some employees, and the blurring of work-home boundaries can lead to role conflict, increased workload, and work-home conflict, all of which contribute to job insecurity. These events, combined with other stressors, can lead to technostress at work, and if employees cannot cope with it and persistently experience it, it can result in burnout. Research shows that individuals under constant stress exhibit fatigue-related behaviors (Berg-Beckhoff et al., 2017). thus technostress can have severe consequences for organizations and has a lot to offer in terms of productivity (Hassard et al., 2014). In other studies, it has been proven that there is a mediating burnout role from techno-stressors on task performance and contextual performance (Yener et al., 2021). Thus the researcher hypothesizes as follows.

H4a: Burnout negatively mediates the influence of techno-stressors on job performance (task performance)

H4b: Burnout negatively mediates the influence of techno-stressors on job performance (contextual performance)

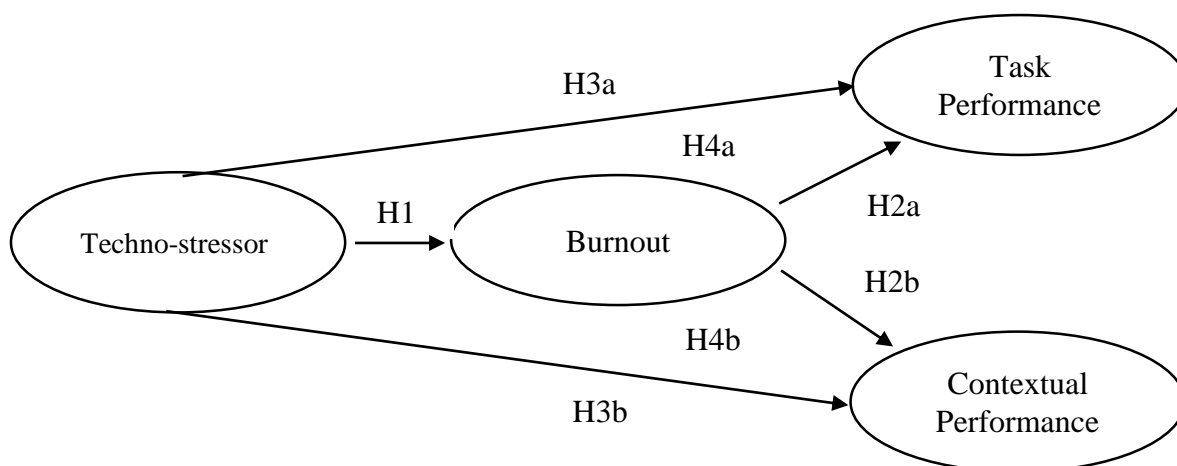


Figure 1. Research framework

3. Method

This study uses a quantitative method and uses cross-sectional data sourced from primary data preparation of questionnaires adopted from previous research related to research and then distributed to respondents. Data were collected from respondents using the self-enumeration method using an online questionnaire with the help of Google Forms. Place This research was purposively conducted on public sector employees, namely the Central Bureau of Statistics. The author collected data in November over two weeks. The result obtained a sample of 181 eligible respondents.

3.1. Measurement Variables

Techno-stressors are measured using a questionnaire that has 23 questions (Ragu-Nathan et al., 2008). The questionnaire is calculated on a Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Burnout was measured using a questionnaire consisting of 16 questions (Demerouti et al., 2010) with a Likert scale ranging from 1 to agree to 4 to disagree strongly. In measuring job performance, researchers took the dimensions of task performance adopted from previous research, namely Goodman & Svyantek (1999), which consisted of 9 questions. Meanwhile, contextual performance adopts Jawahar & Carr (2007), which consists of 7 queries. The scale measurement of the question uses a Likert scale that extends from 1, representing "strongly disagree," to 7, meaning "strongly agree."

3.2. Data analysis

Data analysis in this study used the Structure Equation Model Partial Least Square (PLS-SEM) using SmartPLS version 3 software. There are two measurement models in PLS-SEM: the Measurement model (Outer model) and the Structure model (inner model) (Hair et al., 2019). The measurement model (Outer model) tests the instrument's validity and reliability. Meanwhile, the structure model (inner model) measures the extent to which a tool accurately measures what it is supposed to measure, including convergent and discriminant validity measurements. While reliability testing is used to measure consistency in the instrument, it counts so that its accuracy can be relieved.

4. Results

Description Analysis

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

Table 1. Respondents' Demographic Characteristics

Variable	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
	DIII	7.2
	DIV/S1	79.0
	S2/S3	11.6
Position	Administrative Position	3.9
	Expertise Functional Position	66.3
	Skills Functional Position	2.8
	General Functional Position	11.6
	Execution	15.5

Source: Processed primary data, 2022

Based on the characteristics of the respondent's demographic table (table 1), the proportion with the highest gender is female by 56 percent. Meanwhile, most respondents were aged 24-39 years 85.1 percent when viewed from the age range. For the most work period in the range of 5-10 years. Most of the respondents who had their last education were DIV/S1, 79 percent. Furthermore, more significant positions in functional skills positions by 66.3 percent and at least functional skills positions by 2.8 percent.

Measurement Model (Outer Model)

The instruments in this study met the requirements of convergent validity by looking at the indicators that resulted in outer loading values > 0.7. Indicators with outer loading values < 0.7 were excluded from the model. Next, look at the Average Variance Extracted (AVE) value > 0.5, which means it meets the measurement requirements. The final results of outer loading and AVE values can be seen in table 2 and table 3.

Table 2. Outer Loading Results

Indicator	Techno-stressor	Burnout	Task performance	Contextual performance
TI1	0.716			
TI3	0.795			
TI4	0.718			
TO1	0.768			
TO2	0.839			
TO3	0.848			
TO5	0.755			
DIS2		0.844		
DIS4		0.794		
DIS5		0.725		
DIS6		0.732		
EXH3		0.735		
EXH5		0.761		
EXH6		0.709		
TP1			0.719	
TP2			0.761	
TP3			0.817	
TP4			0.776	
TP5			0.743	
TP6			0.742	
TP7			0.820	
TP8			0.845	
TP9			0.799	
CP4				0.723
CP5				0.798
CP6				0.908
CP7				0.779

Source: Processed primary data, 2022

Table 3. Average Variance Extracted Results

Variable	Average Variance Extracted (AVE)
Burnout	0.575
Contextual performance	0.647
Task performance	0.610
Techno-stressor	0.606

Source: Processed primary data, 2022

Furthermore, this research instrument also meets the Discriminant Validity requirements, which can be seen from the Fornell-Larcker Criterion (Table 4) and Cross Loadings (Table 5).

Table 4. Fornell-Larcker Criterion Value

Variable	Burnout	Contextual performance	Task performance	Techno-stressor
Burnout	0.758			
Contextual performance	-0.401	0.805		
Task performance	-0.337	0.577	0.781	

Techno-stressor	0.289	0.115	0.028	0.778
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Source: Processed primary data, 2022

Table 5. Cross Loading Value

Indicator	Burnout	Contextual performance	Task performance	Techno-stressor
CP4	-0.227	0.723	0.530	0.045
CP5	-0.294	0.798	0.408	0.103
CP6	-0.394	0.908	0.447	0.124
CP7	-0.342	0.779	0.515	0.080
DIS2	0.844	-0.384	-0.248	0.208
DIS4	0.794	-0.420	-0.343	0.254
DIS5	0.725	-0.226	-0.179	0.197
DIS6	0.732	-0.244	-0.195	0.211
EXH2	0.606	-0.232	-0.188	0.142
EXH3	0.735	-0.286	-0.294	0.248
EXH4	0.604	-0.309	-0.206	0.227
EXH5	0.761	-0.230	-0.224	0.218
EXH6	0.709	-0.315	-0.292	0.198
TI1	0.317	0.014	-0.017	0.716
TI3	0.294	0.044	-0.018	0.795
TI4	0.358	0.032	-0.069	0.718
TO1	0.049	0.202	0.122	0.768
TO2	0.147	0.150	0.105	0.839
TO3	0.147	0.150	0.054	0.848
TO5	0.261	0.033	-0.024	0.755
TP1	-0.236	0.428	0.719	-0.101
TP2	-0.242	0.399	0.761	-0.034
TP3	-0.213	0.426	0.817	0.107
TP4	-0.169	0.287	0.776	0.073
TP5	-0.284	0.521	0.743	0.109
TP6	-0.270	0.441	0.742	-0.028
TP7	-0.297	0.494	0.820	0.054
TP8	-0.268	0.451	0.845	0.007
TP9	-0.331	0.520	0.799	-0.025

Source: Processed primary data, 2022

Testing the instrument's reliability in this study by looking at the reliability of internal consistency through the Cronbach alpha value has fulfilled the requirements, where all variables have a Cronbach alpha value > 0.6, as described in table 6.

Table 6. Reliability Analysis Results

Variable	Cronbach's Alpha
<i>Burnout</i>	0.876
<i>Contextual performance</i>	0.819
<i>Task performance</i>	0.920
<i>Techno-stressor</i>	0.891

Source: Processed primary data, 2022

Structure Model (Inner Model)

Table 7. Direct and indirect effects

<i>Effects</i>	<i>Original sample</i>	<i>(STDEV)</i>	<i>t- Statistics</i>	<i>p-value</i>
<i>Direct Effects</i>				
<i>Burnout -> Contextual performance</i>	-0.474	0.077	6.165	0.000
<i>Burnout -> Task performance</i>	-0.376	0.076	4.942	0.000
<i>Techno-stressor -> Burnout</i>	0.289	0.081	3.555	0.000
<i>Techno-stressor -> Contextual performance</i>	0.252	0.078	3.242	0.001
<i>Techno-stressor -> Task performance</i>	0.137	0.090	1.515	0.130
<i>Indirect Effects</i>				
<i>Techno-stressor -> Burnout -> Contextual performance</i>	-0.137	0.044	3.112	0.002
<i>Techno-stressor -> Burnout -> Task performance</i>	-0.109	0.034	3.193	0.001

Source: Processed primary data, 2022

Based on the results of hypothesis testing shown in table 7. This study provides an overview of the direct and indirect effects of the variables previously formulated on the hypothesis. From the results, firstly, the techno-stressor has a positive and significant impact on burnout (p-value, 0.000 <0.05), or hypothesis 1 is accepted. First, the techno-stressor positively and significantly impacts burnout (p-value, 0.000 <0.05), or hypothesis 1 is assumed. Furthermore, there is a negative and significant effect of the burnout variable on task performance (p-value, 0.000 <0.05) and contextual performance (p-value, 0.000 <0.05) or H2a and H2b accepted. The techno-stressor significantly positively affects contextual performance (p-value, 0.001 <0.05). However, the effect of a techno-stressor on task performance is positively insignificant (p-value, 0.130 > 0.05). For the indirect impact, the result is that the techno-stressor has a negative and significant effect on task performance and contextual performance through burnout mediation. The following describes the relationship between the four latent variables (figure 2).

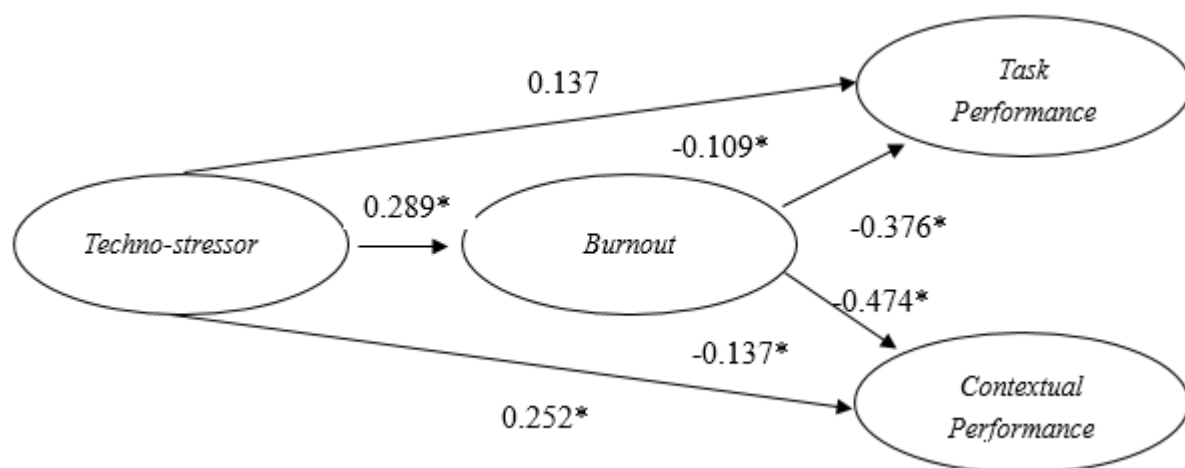


Figure 2. Relationship Between Variables

5. Discussion

5.1. Effect of Techno-stressor on Burnout

The results showed that the techno-stressor positively influenced burnout, namely 0.289 (p-value, 0.000 <0.05), which means that the greater the technostress experienced by employees in the public sector, the

greater the level of burnout felt by employees. Several studies show that people who share technostress tend to be more prone to burnout. Technostress can cause people to feel overwhelmed and unable to cope with the workload, making them more vulnerable to burnout. This study supports previous research that measured techno-stressors' effect on burnout (Yener et al., 2021). Other research was also conducted to see techno-stressors' impact on burnout with mindfulness as moderation (Pflügner et al., 2021). The results were only a direct and significant effect of techno-stressors on burnout, while the role of mindfulness did not strengthen the impact of techno-stressors on burnout.

5.2. Effect of Burnout on Task performance and Contextual performance

Burnout can have a significant negative effect on task performance. The study shows a negative and significant relationship equal to -0.376 with (p-value, $0.000 < 0.01$). Burnout is a mental and emotional state of experiencing exhaustion and loss of interest in work. People who experience burnout will feel exhausted and less enthusiastic about completing tasks, thus affecting their task performance. Several studies show that people who experience burnout tend to have lower task performance compared to people who do not experience burnout. They also tend to feel less productive and less focused on completing tasks, which makes them less effective in achieving their goals. In addition, burnout also has a negative effect on the contextual performance of -0.474 with (p-value, $0.000 < 0.01$), which means that people who experience burnout tend to have lower performance in terms of social work and cooperation, such as helping colleagues or doing additional tasks. They also tend to care less about how their jobs affect others or the environment around them. Thus it can be concluded that employees who experience burnout will have an impact on task performance and contextual performance. This hypothesis also supports previous research that measured the effect of burnout on performance. A. Adil & Kamal (2019) conducted research measuring the relationship between burnout to in-role performance and gave negative and significant results. Research by Yener et al. (2021) namely that there is a negative and significant direct effect on task and contextual performance.

5.3. Effect of Techno-stressor on Task performance and Contextual performance

Experiencing techno-stressors has a beneficial impact on both task performance and contextual performance. However, the effect of technostress on the task is not significant. Many studies have raised the negative impact of technostress on job performance. In this study, the results contradict the hypothesis. Although much has been said about the adverse effects of technostress on task performance and contextual performance, technostress can also have a positive impact on several studies. Previous studies have also examined the relationship between techno-stressors on outcomes. Research by Farmania et al. (2022) found that technostress had a positive effect on productivity and found that there was also a possibility that productivity was not provoked by their own will but by pressure due to the pandemic. Besides that, other studies also support this research, namely, a positive influence on performance. This study explains how technostress does not have a negative impact; instead, it becomes eustress during a pandemic (Saleem et al., 2021). Therefore, technostress can positively influence task performance and contextual performance, depending on the level of pressure received by individuals and how they deal with it. The stresses associated with technology can motivate individuals to complete tasks better and efficiently, inspire them to think differently and help them adapt to changes in technology. Therefore, it is essential to ensure that the pressure from technology is within reasonable limits and that individuals have strategies to deal with technostress to achieve the positive effects of technostress.

5.4. Effect of Burnout Mediation from Techno-stressor on Task performance and Contextual performance

In this study, the techno-stressor did not have a significant direct effect on task performance; even so, there was a significant negative effect of the techno-stressor on task performance through burnout mediation, which was -0.109 (p-value, $0.001 < 0.05$). Likewise, the indirect impact of the techno-stressor on the contextual through burnout has a negative and significant effect of -0.137 (p-value, $0.002 < 0.01$). Technostress can indirectly affect task performance and contextual performance through burnout. Burnout is an emotional, physical, and mental condition associated with stress and overwork. People who experience burnout feel tired, lose interest in their work and have low job performance. Technostress can trigger burnout by making individuals feel stressed by the technological burdens they face. This pressure can make them feel stressed

and tired, reduce motivation, and reduce task performance and contextual performance. This study supports previous research that techno-stressors negatively and significantly affect task performance and contextual performance through burnout (Yener et al., 2021). Thus it is said that the more significant stress caused by technology will reduce task and contextual performance when the employee experiences burnout.

5.6. Conclusion

The study concluded that almost all variables, techno-stressor and burnout, directly affect task performance and contextual performance. But for the techno-stressor, it does not have a significant direct effect on task performance. However, the influence of the techno-stressor on task performance and contextual performance becomes substantial when it is mediated by burnout. Thus, it can be concluded that stress caused by technology can have a negative impact on both task and contextual performance if employees have reached burnout related to technology. This shows that employees' low coping abilities associated with the pressure of technology used at work can make employees feel burned out, resulting in the decreased task and contextual performance. In this study, some findings may differ from most studies that reveal the dark side of technology. This study found results that are contrary to the hypothesis that technostress has a positive impact on task performance and contextual performance. This is possible because technostress can motivate individuals to complete tasks better and more efficiently. They may feel compelled to complete tasks quickly and effectively due to pressure from today's technology. In addition, the positive influence of technostress will only be seen if the pressure exerted by technology is within reasonable limits. It is possible that if the pressure is too great, the negative effects of technostress will outweigh the positive impact.

This research provides a theoretical contribution related to stress caused by technology, specifically on public sector employees, especially in developing countries that are starting to adopt the technology. In addition, this study references the direct and indirect effects of techno-stressors on task performance and contextual performance. Meanwhile, this research has not added the influence of other variables that are thought to provide solutions in reducing the effects of technostress on burnout and job performance. So future research can provide other variables that can offer solutions to overcome the negative impacts of techno-stressors, such as mindfulness or self-efficacy.

The practical implication of this research is for managers, especially in the public sector, related to the indirect effect of techno-stressors on performance. Managers must properly design the use or adoption of technology employees use while working. Good technology adoption design (according to ability) can prevent employees from experiencing burnout, impacting employee performance. Because of technological developments and the public sector is required to do so, managers can also be more observant when recruiting employees as an early detection of the ability to operate technology becomes the following criterion.

Of course, this study has limitations that can be corrected in subsequent studies. First, the data is cross-sectional, so practitioners are more observant in translating results in large populations. Second, the data used is limited to one sector, namely the public sector, so that subsequent research can add and compare more from various industries considered to have high technology adoption. Third, do not include variables that are thought to weaken the effects of techno-stressors, such as mindfulness (Pflügner et al., 2021) or others, so that the following research can also enrich it with other variables related to this topic.

5. Discussion

5.1. Effect of Techno-stressor on Burnout

The results showed that the techno-stressor positively influenced burnout, namely 0.289 (p-value, 0.000 <0.05), which means that the greater the technostress experienced by employees in the public sector, the greater the level of burnout felt by employees. Several studies show that people who share technostress tend to be more prone to burnout. Technostress can cause people to feel overwhelmed and unable to cope with the workload, making them more vulnerable to burnout. This study supports previous research that measured techno-stressors' effect on burnout (Yener et al., 2021). Other research was also conducted to see techno-stressors' impact on burnout with mindfulness as moderation (Pflügner et al., 2021). The results were only a direct and significant effect of techno-stressors on burnout, while the role of mindfulness did not strengthen the impact of techno-stressors on burnout.

5.2. Effect of Burnout on Task performance and Contextual performance

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