THE EFFECT OF TECHNO-STRESSORS ON WORK LIFE BALANCE WITH SELF-EFFICACY MODERATION AND EMOTIONAL EXHAUSTION MEDIATION ON DIGITAL TRANSFORMATION STUDY AT PERUMDA AIR MINUM TIRTA SEWAKADARMA

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Abstract

This study aims to analyze the effect of Techno-Stressors on work life balance, the effect of Techno-Stressors on work life balance through Self-efficacy as a moderating variable and the effect of Emotional Exhaustion is able to mediate Self-efficacy which moderates the effect of Techno-Stressors on Work life balance of Employees on Digital Transformation PERUMDA Air Minum Tirta Sewakadarma. This type of research is explanatory quantitative. The research subjects were employees of PERUMDA Tirta Sewakadarma Drinking Water in Denpasar City consisting of technical experts and administrative and financial experts who experienced pre- and post-digital transformation. The population is all employees of PERUMDA Tirta Sewakadarma Drinking Water, totaling 312 people. The research sample amounted to 100 people after rounding. Data collection methods are interviews and questionnaires. This study uses Partial Least Square Structural Equation Modeling (PLS-SEM) analysis. The results show that Techno-Stressors have a significant effect on work life balance, Self-efficacy has no effect in moderating Techno-Stressors on work life balance, and Emotional Exhaustion has a significant effect in mediating the effect of Techno-Stressors on employee work life balance on digital transformation at PERUMDA Air Minum Tirta Sewakadarma.

***Keywords**: Techno-Stressors, Work Life Balance, Self-efficacy, Emotional Exhaustion, Digital Transformation.*

1. INTRODUCTION

The development of information technology is able to usher in a significant change in all aspects of life, one of which is the business world. Companies must adapt quickly and utilize digital technology to remain competitive and efficient in running their operations. Competition in the water supply industry is getting tighter with the presence of private companies using digital technology to improve efficiency and service to customers. PERUMDA Tirta Sewakadarma needs to transform digitally in order to face this competition and remain relevant in the market.

By implementing digital transformation, PERUMDA Tirta Sewakadarma can improve its operational efficiency. The use of digital technology in the drinking water treatment process, distribution network monitoring, and inventory management can optimize the use of resources and reduce operational costs. Digital transformation can also help PERUMDA Tirta Sewakadarma in improving the quality of service to customers. The application of digital technology can make it easier for customers to make payments, report disturbances or complaints, and obtain information related to drinking water services.

Changes in consumer behavior that increasingly tend to rely on digital technology as part of everyday life are also an important reason for digital transformation. By providing services that are integrated with digital technology, PERUMDA Tirta Sewakadarma is able to realize the desires and needs of consumers who are increasingly digital-oriented.

The demand for digitalization of various companies is also strengthened by the habits of people who are very attached to gadgets and the internet, this causes people to tend to be more comfortable using online transactions through digital platforms. Therefore, this situation must be addressed wisely, namely through the implementation of digital transformation by developing sophisticated digital-based products and services (Jones et al., 2021). Digital transformation at PERUMDA Air Minum Tirta Sewakadarma includes the use of the Tirta Sewakadarma application or other digital transaction applications that provide solutions to facilitate transactions so as to improve customer experience with digital literacy (Kitsios et al., 2021).

In the initial interview, I Putu Yasa, ST explained that the adjustment of employees in operating the application took a long time of up to 6 months. As for those who operate this application, it is not limited to only employees of the information technology section, but evenly distributed to all employees to the administration, so that in the implementation process it takes time for adjustment.

Based on initial interviews with the President Director of Perumda Tirta Sewakadarma, IB Gede Arsana explained that to pay via online to make payments easier and plans to eliminate offline payments which will begin operating in 2023. Through this statement, it is known that employees will not meet directly with the public but through technology. This statement is also evidenced by the digital transformation of the My Ilalang application into Tirta Sewakadarma which features more complete features and is more convenient to use. PERUMDA Air Minum Tirta Sewakadarma reformed the My Ilalang Application in order to fulfill consumer desires in obtaining the best service. In this case, the main reform is in the Core System, which is a software technology that processes database archives in the form of user personal data, user payment details, financial transactions, and synchronizes with related applications, ATMs and others (Haralayya, 2021). The new Core System allows the company to expand the scope of their digital services by offering speed, convenience, security, and comfort in transactions, which will help them compete on equal footing with other digital companies.

Digital transformation confronts the fact that employees will always interact with digital technology so that it has many consequences for individual workers and organizations, it is important to consider the negative impact of technology on stress and well-being that has the potential to disrupt employee mental health (Dragano & Lunau, 2020). Based on research by La Torre et al (2020) and Trenerry et al (2021) Digital technology can cause anxiety and tension in employees, this condition is called Techno-Stressors.

Techno-Stressors can result from the inability of individuals or organizations to cope with digital technological change in a healthy way (Brod, 1984). Techno-Stressors is a managerial problem that organizations must face in a technology-dependent work environment, organizations can no longer ignore the close relationship between work and technology and the impact of Techno-Stressors experienced by the workforce. So it is important for companies to pay attention to employees who are valuable assets of the company.

Techno-Stressors is a global phenomenon that most often occurs in developing countries, including Indonesia (Salazar-Concha et al., 2021). Workers in developing countries experience dramatic changes in the technological and business environment with a time span that has certain limitations. Therefore, organizations need to help employees reduce technological pressure to ensure organizational success.

Based on some initial interviews conducted by researchers with employees of PERUMDA Air Minum Tirta Sewakadarma, it was found that there were many adjustments that employees needed to make in order to increase the effectiveness of PERUMDA Air Minum Tirta Sewakadarma's services. The number of adjustments affects longer working hours and heavier workloads. In some of these cases, it is found that the mismatch between work and results in this case is the salary and benefits obtained by employees so that it has a direct effect on Emotional Exhaustion.

As a water supply company, PERUMDA Tirta Sewakadarma may face high demands in maintaining a stable water supply and meeting customer needs. High workloads, including prolonged workloads, can cause stress and emotional distress in employees. The work environment at PERUMDA Tirta Sewakadarma may be full of challenges and pressures. Employees may be faced with situations that require high responsibility, handling customer complaints, resolving technical issues, and facing tight time constraints. All of these can lead to increased levels of stress and Emotional Exhaustion in employees. In addition, lack of social support from coworkers or management can be a contributing factor to Emotional Exhaustion. When employees feel unsupported in the face of workload and pressure, this can increase the risk of Emotional Exhaustion.

Lack of recognition, appreciation and reward for good performance can be a source of frustration and emotional exhaustion for employees. If employees feel their efforts are not appreciated or recognized, this can lead to decreased motivation and increased levels of Emotional Exhaustion. Work-life balance that comes in the midst of work life as well as personal life can also cause Emotional Exhaustion. If employees are unable to achieve a good balance in the demands of work and one's personal needs, this can lead to emotional exhaustion and an overall decreased quality of life.

The response from HRD PERUMDA Air Minum Tirta Sewakadarma explained that this happened only in 1-3 months of adjustment, because it is not only the employees who operate the Tirta Sewakadarma Application that need adjustment, but also in the financial sector that needs to make adjustments in order to provide appropriate salaries or allowances based on the results of optimizing the Tirta Sewakadarma Application.

Self-efficacy works through weakened Emotional Exhaustion. Specifically, employees with higher work Self-efficacy may experience lower Emotional Exhaustion in the face of a techno-stressor. Conversely, employees with lower work Self-efficacy will need to use many resources to cope with the techno-stressor and will experience more Emotional Exhaustion. Emotional Exhaustion affects work-life balance (Ma et al., 2021).

Based on direct observations and interviews with employees of PERUMDA Air Minum Tirta Sewakadarma, it is known that there are several differences in perceptions of the use of new technology PERUMDA Air Minum Tirta Sewakadarma. The level of difficulty felt by employees is quite diverse, from moderate to difficult. Employees of the expert staff section in the field of engineering stated that difficulties arose due to unfamiliarity in using the new system. Employees of the expert staff section in the administrative field expressed difficulties due to the new Tirtasewakadarma application experiencing many changes and differences from the previous application, causing feelings of worry that they could not complete the work quickly according to the targeted time.

Based on direct observation of several employees of PERUMDA Air Minum Tirta Sewakadarma, on average, they experience Techno-Stressors. Techno-Stressors can occur due to digital transformation and so many tasks and role demands that tend to be monotonous and require dealing with computer technology. This situation is a big problem for PERUMDA Air Minum Tirta Sewakadarma because it is possible that it will have a direct impact on the quality

of employee work. Based on the theory and previous research previously described, it is found that in overcoming Techno-Stressors, Self-efficacy is needed which works through Emotional Exhaustion in employees in order to create work-life balance.

2. LITERATURE REVIEW

2.1. Digital Transformation

Digital transformation is the application of digital technology with the aim of improving services through changes from manual processes to digital processes including changes in ways of working, roles, and business offerings (Parviainen et al., 2017; Rerung, 2018). Digital transformation focuses on improving products and company performance by utilizing digital-based capabilities (Kitsios et al., 2021).

2.2. Techno-Stressors

The phenomenon of Techno-Stressors has been studied since the 1980s. According to Salazar-Concha et al (2021) the presence of computer technology will increase workload, accelerate work tempo, and the most dangerous if it can erode personal time.

The term Techno-Stressors was coined by American psychotherapist Craig Brod. According to Brod (1984) Techno-Stressors is an illness that arises from the difficulty in coping with new computer technology in a healthy way. These impacts can include feelings of fear, nervousness and anxiety when using computers and technology (Atanasoff & Venable, 2017; Lee & Hyun, 2016).

Techno-Stressors that each employee has vary depending on how their ability to adapt to technological change. According to Tarafdar et al (2017) Techno-Stressors is a struggle within employees to deal with technology that continues to develop. Therefore, it is important for companies to always build enthusiasm and motivation in employees.

2.3. Work Life Balance

Work-life balance according to Greenhaus will be unstable when the pressure of one role makes it difficult to meet the demands of another role. This situation is known as work-life conflict. This creates a special interest for employees to be able to carry out a good blend of work and life. This implies there is a two-way relationship where work can interfere with non-work responsibilities and vice versa (Marina, 2020).

According to Greenhaus in Marina (2020), there are three main indicators of work-life balance. First, time balance refers to the extent to which a person self-designs the time between work and aspects of personal life (vacation, socializing with friends, or spending time with family). Second, involvement balance relates to the psychological balance involved between one's career development and family life. A person with a well-balanced role tends to avoid problems that trigger conflict and confusion, thus reducing work stress. Third, the satisfaction balance refers to the level of satisfaction with balanced conditions for one's career development to family life. As in an employee will feel satisfied with his office work and feel satisfied with the conditions and relationships in his family.

2.4. Self-efficacy

Self-efficacy according to Bandura is the high confidence that exists within employees about the ability to complete difficult tasks, and considers it to be a challenge that should be arranged in such a way as to master rather than avoid it like a threat. Employees with Self-

efficacy will enjoy the tasks they do, even if they fail they will quickly get up. Conversely, employees with low or no self-efficacy will lose confidence in one's capacity when experiencing failure and are more prone to stress and depression (Kim & Lee, 2021).

Bandura in Kim & Lee (2021) suggests that there are three indicators in self-efficacy, which are measured based on the level of difficulty of the job. First, magnitude or level of self-efficacy refers to an individual's perception of his or her ability to deal with various levels of task difficulty. Individuals who face more difficult tasks believe that they have the ability to overcome these challenges, so they have high levels of self-efficacy. Conversely, individuals who are faced with easier tasks tend to feel that they can only handle simple tasks, resulting in low levels of Self-efficacy. Second, strength Self-efficacy is related to the extent to which an individual's beliefs are strong. Individuals with strong beliefs will persist and try to overcome the difficulties and obstacles that arise on the way to achieving goals. Third, generality Self-efficacy involves an individual's assessment of their confidence in dealing with the general level of difficulty of the task. This generalization varies in dimensions such as activity similarity, ability demonstrated in action, cognition, and affection. It describes how individuals assess situations and the behavioral characteristics they exhibit in various contexts. Related to how the situation is able to achieve success.

2.5. Emotional Exhaustion

Emotional Exhaustion is a component of the burnout condition caused by chronic emotional and interpersonal stress that a person gets due to work (Maslach & Leiter, 2016). Emotional Exhaustion refers to employees who feel emotionally exhausted from working too hard, often accompanied by feelings of frustration and anxiety (Maslach & Leiter, 2016).

Emotional Exhaustion describes a state of emotional overload and exhaustion of one's emotional resources due to interactions with others. A common symptom that appears before Emotional Exhaustion is the anxiety that arises before starting work. Emotional Exhaustion as a lack of energy and exhaustion of individual emotional resources (Maslach & Leiter, 2016). Cho et al. (2016) also argue that Emotional Exhaustion is an excessive level of emotional exhaustion in employees due to ongoing work demands and personal stress.

The imbalance between work and personal life can cause emotional strain that leads to emotional exhaustion and depletion of emotional resources. Emotional exhaustion often begins with anxiety before starting work, which then continues into a feeling of helplessness in the face of job demands (Churiyah, 2011). In addition, employees who experience emotional exhaustion tend to be less productive at work and reluctant to help others. They are also more irritable and angry for no apparent reason (Maslach & Leiter, 2016).

3. RESEARCH METHOD AND MATERIALS

This study uses quantitative methods and is an explanatory study that provides an explanation of the position of the variables studied and the relationship between these variables. The research is located at PERUMDA Air Minum Tirta Sewakadarma which is located at Jl. Ahmad Yani No.98, Dauh Puri Kaja, Kec. North Denpasar, Denpasar City, Bali 80231. The object of this research is the work life balance of PERUMDA Air Minum Tirta Sewakadarma employees. The subjects of this study were employees of PERUMDA Air Minum Tirta Sewakadarma consisting of expert staff in engineering and expert staff in administration and finance who experienced pre- and post-digital transformation. The data collection method in this

study is an online questionnaire in the form of a gform link which is distributed directly to PERUMDA Air Minum Tirta Sewakadarma employees through HRD. The population is all employees of PERUMDA Air Minum Tirta Sewakadarma, totaling 312 people. The research sample amounted to 100 people after rounding. Using purposive sampling technique. The variables studied will be measured using a Likert scale with the Partial Least Square Structural Equation Modeling (PLS-SEM) method will be used to test the proposed hypothesis.

4. RESULTS AND DISCUSSION

The data collection process was carried out by researchers assisted by HRD PERUMDA Air Minum Tirta Sewakadarma within a period of 4 days on June 13 - 16, 2023. An online questionnaire with Google Form containing questions and statements related to the research. Overall, the results of the questionnaire that have been collected are 115 respondents, but there are some multiple respondent data so that only 100 respondent data are used which are categorized as valid for use as analytical material in this study.

Characteristics of respondents of PERUMDA Air Minum Tirta Sewakadarma employees based on gender 57 respondents were female and 43 respondents were male. Based on age with 60 respondents aged between 21 to 30 years, 33 respondents aged between 31 to 40 years, and 7 respondents aged over 40 years. Based on the latest education, 15 respondents have a master's degree, 62 respondents have a bachelor's degree equivalent, 11 respondents have a diploma education background, and 12 respondents have a high school education background equivalent. Based on the field of work, 58 respondents are expert staff in the field of engineering and 42 respondents are expert staff in the field of administration.

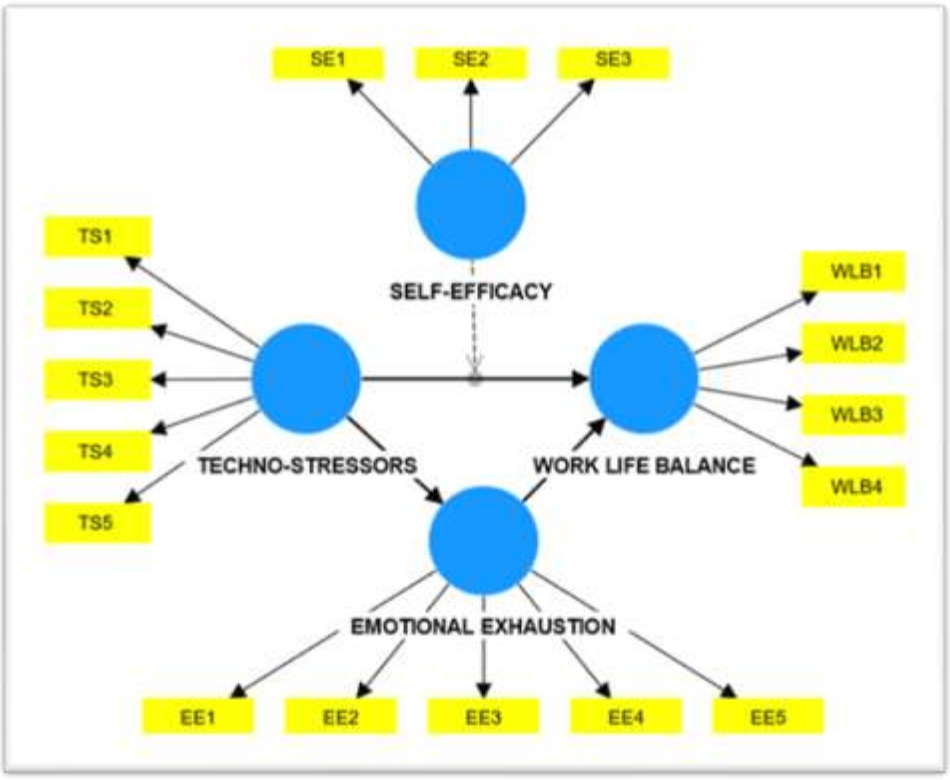

Figure 1. Research Model

The results of data processing show the value (R-square adjusted) for the Work life balance variable is 0.829 or 82.9%. This value indicates that the Work life balance variable can be explained by the Techno-Stressors variable by 82.9%. Meanwhile, 17.1% is influenced by other variables not included in the study. The (R-square adjusted) value for the Emotional Exhaustion variable is 0.679 or 67.9%. This value indicates that this variable can be explained by the Techno-Stressors and Work life balance variables by 67.9% while the remaining 32.1% is influenced by other variables not included in the study.

Table 1. Direct and Indirect Effect

Hypothesis	Variable	Sample	Mean	STDEV	T Statistics	P Values	Description
H1	*TS -> WLB*	0.263	0.268	0.106	2.486	0.013	Accepted
H2	SE x TS -> WLB	0.005	0.007	0.021	0.231	0.817	Rejected
H3	*TS -> EE -> WLB*	0.320	0.317	0.089	3.579	0.000	Accepted

Source: Primary data processed, 2023

In this study, which examines the effect of technostressors on work life balance with moderation of Self-efficacy and mediation of Emotional Exhaustion on digital transformation in PERUMDA Air Minum Tirta Sewakadarma, the results of path analysis show the following results:

Based on the table above, the effect of technostressors on work life balance is 0.013 < 0.050, while the t value is 2.486 > t table of 1.660. Therefore, hypothesis H1 is accepted, indicating that the level of technostressors affects work life balance in digital transformation in PERUMDA Air Minum Tirta Sewakadarma employees.

Based on the table above, the effect of Self-efficacy moderating technostressors on work life balance is 0.817 > 0.050 while for the calculated t value of 0.231 < t table of 1.660. Thus, the H2 hypothesis is rejected, indicating that the interaction between Self-efficacy and technostressors has no significant effect on work life balance in employees of PERUMDA Air Minum Tirta Sewakadarma.

Based on the table above, the effect of Emotional Exhaustion mediating technostressors on work life balance is 0.000 < 0.050 while for the calculated t value of 3.579 > t table of 1.660. Therefore, hypothesis H3 is accepted, indicating that technostressors affect work life balance through the mediation mechanism of Emotional Exhaustion on digital transformation in PERUMDA Air Minum Tirta Sewakadarma employees.

5. CONCLUSION

Techno-Stressors have a significant influence on employee work-life balance in digital transformation at PERUMDA Air Minum Tirta Sewakadarma. This shows that intensive use of technology and dependence on certain technological tools can cause individuals to feel constantly tied to work, thus disrupting the balance between work and personal life. Information technology that continues to develop and change rapidly can also increase individual stress levels, as employees need to continue to learn and adapt to these changes.

Self-efficacy has no effect in moderating Techno-Stressors on employee work-life balance in digital transformation at PERUMDA Air Minum Tirta Sewakadarma. There is no significant influence between Self-efficacy on reducing Techno-Stressors and increasing work life balance. This means that the level of individual self-efficacy does not affect the changes caused by digital transformation, and does not have a significant impact in reducing the influence of Techno-Stressors on work life balance.

Emotional Exhaustion has a significant effect in mediating the influence of Techno-Stressors on employee work life balance on digital transformation at PERUMDA Air Minum Tirta Sewakadarma. Emotional Exhaustion is an emotional state that arises from high and sustained workloads, including stress caused by Techno-Stressors in a digital context. In this study, Emotional Exhaustion acts as a moderating variable that changes the relationship between Techno-Stressors and Work Life Balance.

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