



## Exploring the role of social support as moderator in mitigating the impact of quantitative job demands on burnout among working mothers: A quantitative study

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### Abstract

Women's participation in the Indonesian labor market reached 48.65% by 2022, indicating an increase over the last decade. Women's participation in the labor market, especially working mothers, raises new challenges, such as long working hours, as they are responsible for caring for household and office work that puts them at risk of burnout. Therefore, the study investigates the role of moderation of social support in the relationship between quantitative demands and burnout among working mothers. The study used a sample of 148 participants in Indonesia with the characteristics of married women employees aged 21-55 who had children and worked at least six months at the company. The work background and company background are not limited to the participant sample. This study used the Oldenburg Burnout Inventory (OLBI) as a burnout measurement tool, the Copenhagen Psychosocial Questionnaire (COPSOQ) as a workplace support and quantitative labor demands measuring tool, and the Family Support Scale as a family support measure. Data analysis using the macro process Hayes model 1 moderation regression in the SPSS program showed that social support has a significant moderation effect of social support on the relationship between quantitative labor demands and burnout in hybrid working mothers or WFH. Hybrid or WFH mothers have a lower risk of burnout when getting higher social support. Therefore, it is important to have support from the workplace, both from the superior and colleagues and from family and close relatives.

**Keywords:** Burnout, Quantitative Job Demands, Social Support, Working Mother,

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## Introduction

Changes in the workforce and traditional family dynamics have led to organizational changes. In the past, the traditional family structure often involved a single male earner, while women primarily cared for children and supported their partners (Laba & Geldenhuys, 2018). These conditions have changed, and women increasingly enter the labor market and occupy important organizational positions. Women's participation in the Indonesian labor market reached 48.65% by 2022, indicating an increase over the last decade. Working mothers have the challenge of managing and meeting the demands of work and family (Kuntari, 2018). The job demands increased due to caring for households and children and office tasks. At the same time, they find it difficult to get adequate work resources, such as flexible working hours and unhealthy working conditions. (Magda et al., 2018). So, the increased job demands and inadequate work resources lead to a higher risk of burnout for working mothers.

Burnout is characterized by exhaustion and detachment from work due to prolonged exposure to high job demands and insufficient resources (Demerouti et al., 2001). There are some negative impacts on working mothers who experience burnout at work. One study shows that burnout in working mothers can lower engagement at work and increase the desire to quit their work (Perkins, 2021). In addition, burnout in working mothers leads to a reduced risk of energy to work and decreased job satisfaction (Zaluski & Makara-Studzinska, 2022). Other effects experienced by working mothers experiencing burnout are loss of creativity, decreased

performance, and productivity. (Demerouti et al., 2001). The effects of burnout not only affect work performance but can affect family relationships as emotional fatigue will affect the partner, hinder the performance of roles and homework, and reduce household satisfaction. (Sawalqa, 2016).

Several things cause burnout in working mothers. According to the JD-R theory, two categories play a role in burnout: job demands and resources. (Demerouti et al., 2001). Job demands require continuous physical or psychological effort and relate to certain physical or psychological (Schaufeli & Bakker, 2004; Demerouti et al., 2001), such as high work pressure and emotional demands from client interaction. (Bakker et al., 2014). Job resources refer to aspects of work that serve to work goals, reduce job demands and stimulate personal development (Bakker et al., 2014; Schaufeli & Bakker, 2004), such as social support, coaching, and feedback. (Bakker et al., 2014). In the context of working mothers, job demands such as overtime and work demands of caring for households at home make them susceptible to burnout.

Quantitative demands can increase the risk of burnout in working mothers. Quantitative demands are elements of the work environment that relate to the amount and speed of work to be done and require physical or psychological effort, such as long work hours, overtime, work speed, amount and intensity of work, and excess workload. (van Veldhoven, 2014). In WFH mothers, the quantitative demands include long work hours, overtime, and a high workload. Working-from-home mothers tend to work longer than in the office (Jobstreet, 2020). A study in Germany found that working mothers experienced an increase in working hours by 4 hours per week (Arntz et al., 2022) and that this may be due to work mothers tending to work at night or outside of work hours when working from home (Arntz et al., 2022). In addition, WFH mothers face online meetings continuously, so it is difficult to rest according to time, so the intensity of work increases. (Xiao et al., 2021). Mothers who work long working hours will be at risk of burnout because of the many activities needed to reduce rest time.

Some studies show that long working hours cause burnout in working mothers (Huang, et al., 2020; Bartolj & Murovec, 2022). Long working hours are referred to as working in periods that exceed the standard working hours (Bannai & Tamakoshi, 2014), and the standard work hour in Indonesia is 40 working hours/week (UU No. 13 of 2003). A study on married WFH workers showed they felt more tired due to a lack of rest time (Wepfer et al., 2018). This is because workers had to work overtime, were asked to be ready whenever needed, and had to check their work during rest periods. (Park et al., 2011) which can cause emotional fatigue leading to burnout. (Mostafa, 2021).

Social support can reduce the impact of job demands on burnout on working mothers. A study found that social support from the family and environment is important for working mothers (Mutair et al., 2019). Social support from the workplace and family can help working mothers not to work longer (Abendroth et al., 2012). Examples of social support from the workplace are the flexibility of work and leave, while the example of family support is the sharing of homework with the spouse. Social support is a social resource available from non-professionals in the context of formal support groups and informal assistance relationships (Gottlieb & Bergen, 2010). Social support can change working mothers' perceptions and cognition, moderate their assessment of the causes of stress, and reduce the impact of stressors on burnout (Zhang et al., 2020). Working mothers' social support can provide greater resources (time and energy) that keep working mothers out of burnout. (Okonkwo, 2013). The support obtained by working mothers in the workplace is received from their superiors and co-workers, while at home, social support is gained from the spouse. (Phang & Lee, 2009 ; Hori & Kamo, 2018).

The study focused on social support as one of the factors that could reduce burnout rates due to long working hours in working mothers. Social support can reduce burnout in working mothers because social support undermines the effects of stressor exposure at work (Gerich & Weber, 2019), such as long working hours. In addition, emotional support from the family, respect, recognition, attention, and a supportive working atmosphere can motivate working mothers to work better (Liu, 2020). When given social support, such as holiday arrangements, child benefits at work, childcare, flexibility, and help and support from a partner, mothers who work long working hours, can reduce their working hours (Abendroth et al., 2012). Therefore, researchers wanted to recognize phenomena related to social support that could reduce the negative effects of long working hours on burnout in working mothers.

Based on the description above, examining the role of social support in reducing the effect of quantitative work demands on the emergence of burnout in WFH mothers is necessary. Previous research has proven that social support is a good resource for working mothers, but research on working mothers with WFH in Indonesia still needs to be completed. Burnout research on mothers who work WFH is quite important, considering that they are currently experiencing challenging work demands, namely quantitative work demands in the form of long working hours, overtime, and high workloads. In addition, quantitative work demands as a predictor of burnout among mothers who work WFH in Indonesia still needs to be completed. This research aims to recognize phenomena related to social support that could reduce the negative effects of quantitative demands on burnout in working mothers.

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## Methods

### Research Design

This study is a non-experimental quantitative study with a type of correlational analytics. This study looked at the relationship between variables without attempting to explain the influence between the variables (Gravetter & Forzano, 2017), which is the variable of quantitative labor demands and burnout. In addition, the study will also test the moderation model with moderation analysis used to know the role of social support in the relationship between quantitative labor demands and burnout. So, this study hypothesizes that social support moderates the relationship between quantitative demands and burnout.

### Participants

The study involved married female employees aged 21-55 who had children and worked at least six months at the company. The work background and company background are not limited to the participant sample. Sampling using non-probability sampling techniques. This technique is used because the population size is unknown, so the researchers get the participants according to the ease and readiness of the participants in filling out the questionnaire. (Gravetter & Forzano, 2017). Furthermore, for the total number of participants, the researchers used the G\*Power software, which showed the study required 150 participants to obtain an effect size  $r=.3$  with an alpha level of .05.

### Instruments

Based on the research model described earlier, this study will measure three variables. Burnout will be measured using the Oldenburg Burnout Inventory (OLBI) developed by Demerouti et al. (2003) and adapted by Radikun (2019) as an Indonesia Quality of Work Life Questionnaire. (IQWiQ). This measurement tool has eight questions representing two dimensions: fatigue and indifference. The reliability test results of each burnout dimension had a Cronbach's alpha value of 0.74 in the exhaustion dimension and 0.75 in the disengagement dimension. Moreover, quantitative demand and social support at work will be measured using the Copenhagen Psychosocial Questionnaire (COPSOQ) developed by Kristensen and Borg (2004) and adapted by Radikun (2019). Quantitative work demand measurement consists of 6 question items with a reliability of .67, and social support at the workplace comprises four items consisting of support from the bosses and colleagues having a reliance of .82. For family social support measurement tools, use the family support scale (FSS) which is a measuring tool Faizah (2016) and has been modified by Adha (2018) to adapt to the conditions of working mothers. These tools had Cronbach's alpha reliability of .80. OLBI and COPSOQ have scale ranges from 1 – 5, and FSS have scale ranges from 1 – 4. In measuring the social support variable, the researchers performed scale adjustments because social support was measured using two measuring instruments with different scale ranges. The researchers changed the raw scores from the COPSOQ and FSS scales to find a total score of 100, with a total score of 50 for social support at work and 50 for family support. The social support workplace has four question items, so its layout will use the formula = (total workplace support score: 4 x 10). Furthermore, the formula for social support disbursement of the family because it has 12 question items, so using the formula = (total family support score: 12 x 12,5).

### Research Procedure

The study examined the role of social support as a buffer of quantitative demands on working mother burnout. Data collection is distributed online through social media sharing. The data collection process takes about a month. In this study, the researchers ensured that the participant's data was awake and used only for research purposes.

### Data Analysis

Using the SPSS program, data is processed with descriptive analysis to see the spread of demographic data from participants. After that, the researcher used correlation analysis of research variables. After that, hypothesis analysis was carried out using moderation analysis model 1 in PROCESS macro to look at the role of social support in the relationship between quantitative demands and burnout

## Result and Discussion

The study was conducted on 148 people. Table 1 shows the most respondents were in the 26-30 year range (46.62%), followed by the 21-25 year range (24.32%). The lowest was in the age range of 41-55 years (2.03%). Most respondents are married, with as many as 142 parties married (95.95%), and the rest are divorced. Then the number of participants with two children was the most (40%), followed by one child (77%). The lowest number was in four children (1,63%). Most respondents also had hybrid WFH regulation (82.43%), while the full WFH had only 26 participants (17,57%). Then most participants worked between 6 and 12 months (50.68%), followed by > 24 months (22.97%). Furthermore, the lowest number was at < 6 months (6,08%).

**Tabel 1.** Demographic Data

Demographic Aspect		N	%
Age	21 – 25	36	24.32%
	26 – 30	69	46.62%
	31 – 35	28	18.92%
	36 – 40	12	8.11%
	41 – 55	3	2.03%
Marital status	Married	142	95.95%
	Divorced	5	3.38%
	Death divorced	1	0.68%
Number of children	1	77	31.43%
	2	98	40%
	3	54	22.04%
	4	4	1.63%
	5	7	2.86%
WFH regulation	>5	5	2.04%
	WFH full	26	17.57%
	Hybrid	122	82.43%
Length of employment	<6 months	9	6.08%
	6 – 12 months	75	50.68%
	12 – 24 months	30	20.27%
	>24 months	34	22.97%

The second table shows the results of the correlation between variables. Quantitative demand has a positive relationship with both dimensions of burnout: exhaustion ( $r=.73$ ,  $p<0.05$ ) and disengagement ( $r=.57$ ,  $p<0.05$ ). This shows that the higher the demands of the work that the WFH working mother has, the greater the likelihood that a WFH-working mother will experience burnout marked by exhaustion and disengagement. It is also known that the relationship between work demand and exhaustion is stronger than disengagement. This finding is consistent with previous research that high job demands can lead to employee burnout (Radikun, 2019).

Then the table also shows that both the dimensions of burnout, exhaustion ( $r=-.43$ ,  $p<0.05$ ), and disengagement ( $r=-.42$ ,  $p<0.05$ ) have a significant negative relationship with social support both at work and from the family. The results showed that the higher the social support received at work and from the family, the lower the burnout experienced by WFH working mothers. This finding is supported by previous research conducted by Zhang et al. (2020) that social support can reduce the burnout rate of working mothers and the stressor impact on burnout. Another finding in the table is that it is known that quantitative demand has a significant negative relationship with social support ( $r=-.27$ ,  $p<0.05$ ).

**Tabel 2.** Matrix Correlation

Variable	1	2	3	4
1 Quantitative demand	1			
2 Social support from work and family	-.27*	1		
3 Exhaustion	.73*	-.43*	1	
4 Disengagement	.57*	-.42*	.55*	1

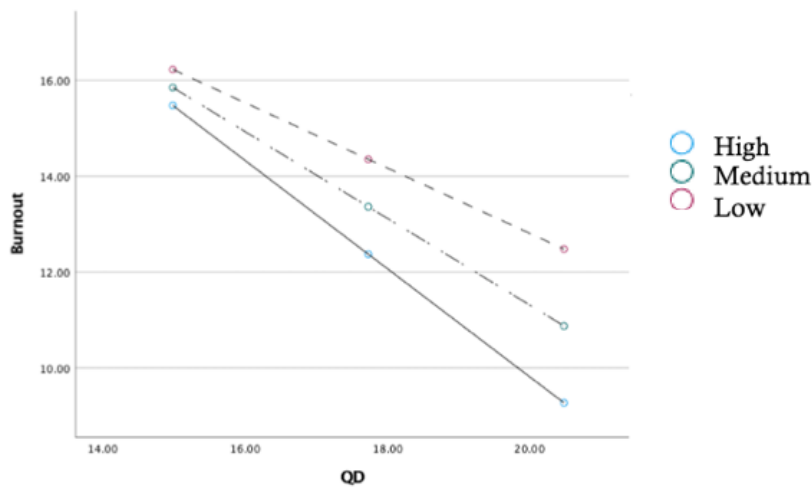
N= 148, \* $p<0.05$

The third table shows that social support has a significant moderating effect on the relationship of quantitative demand with the two dimensions of burnout: exhaustion ( $b=-.025$ ,  $t=.0008$ ,  $p>0.05$ ) and disengagement ( $b=-.016$ ,  $t=.011$ ,  $p>0.05$ ). Interactions of social support showed negative outcomes that mean social support from the workplace, and family reduced the negative effect of quantitative labor demands on working mother burnout (Figures 1 and 2.). This shows that the hypothesis is accepted.

**Table 3. Moderation Analysis Results**

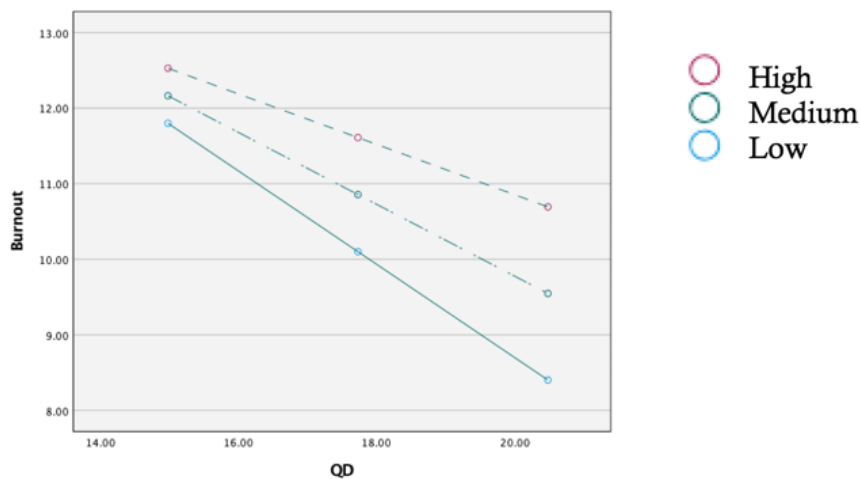
Burnout	Interaction	B	SE	p
Exhaustion	X-Y <sup>1</sup> -M	-.025	.457	.0008*
Disengagement	X-Y <sup>2</sup> -M	-.016	.006	.011*

To be able to know the dynamics of moderation of social support on the relationship between quantitative labor demands and burnout can be seen in Figures 1 and 2. Figure 1 reflects the moderation role of social support on the exhaustion dimension of hybrid or WFH mothers. The findings reveal that high social support can reduce the effects of exhaustion on hybrid or WFH working mothers. Meanwhile, mothers who work hybrid or WFH with low social support will experience higher exhaustion.



**Figure 1. Social support as moderating role between quantitative demand and exhaustion**

Figure 2 reflects the moderation role of social support on the disengagement dimension of hybrid working mothers or WFH. The findings reveal that high social support can reduce the effects of disengagement on hybrid or WFH working mothers. Meanwhile, mothers who work hybrid or WFH with low social support will experience higher disengagement effects.



**Figure 2. Social support as moderating role between quantitative demand and disengagement**

### Discussion

The main purpose of this study was to investigate the moderation effect of social support on the relationship between quantitative demands and burnout, such as emotional exhaustion and disengagement in Hybrid or WFH working mothers in Indonesia. The study found a significant moderating effect of social support on the relationship of quantitative labor demands with exhaustion and disengagement in hybrid or WFH mothers. The

results of this study are consistent with previous research conducted in the field. For example, Bakker et al. (2005) found that increasing job demands would increase burnout, and social support could reduce the impact of finding social support can reduce the effect of employment demands on burnout. In addition, social support is one of the work resources that has the most effective impact on jobs with high labor demands. (Bakker et al., 2007). Zhang et al. (2020) found that social support can reduce the burnout rate of working mothers and reduce the stressor impact on burnout. Study with different subjects also showed that social support results moderate the work demand relationship of high workloads against both dimensions of burnout. (Khan et al., 2019).

Although social support has a moderating effect on both dimensions of burnout, from this study, it is known that the moderation effect of social support on exhaustion is higher than disengagement. This difference was explained by Demerouti et al. (2001), who argued that job demands positively relate to the dimension of exhaustion and job resources negatively related to disengagement. This leads to the moderation effect of social support on disengagement not being as strong as exhaustion due to the weaker correlation between quantitative demands and disengagement. This finding is also consistent with the research conducted by Khan et al. (2019) with the effect of moderation of higher social support on exhaustion than disengagement. Emotional exhaustion and disengagement in WFH working mothers due to high quantitative demands such as long work hours, overtime, and high workloads can be normalized with effective social support from the workplace and family.

Social support in the workplace for hybrid or WFH mothers comes from their superiors and co-workers (Kossek et al., 2011). The form of social support that can be given to hybrid or WFH mothers is a positive social interaction, such as being a conversation partner when a working mother is experiencing difficulties and providing resource assistance, such as direct help to ease their work demands. Then social support from the family environment for WFH working mothers is obtained from spouses, parents, close families, and friends. Social support from the family includes emotional support that involves empathy. Instrumental support is help given directly to WFH working mothers who need help, information support in the form of advice, advice, or guidance, and support rewarding expressions of respect, appreciation, and positive assessment. (Sarafino & Smith, 2011). Providing social support from both the workplace and family makes WFH working mothers able to perform their roles in work and family well.

Later, although this study found that social support from the workplace and family is known to have a buffer effect of quantitative labor demands on WFH-working mothers' burnout, the buffer effects generated are still low. This result is less than the maximum that can occur due to the reliability of the measuring tool of quantitative work demands only at 0.67 so that less can measure the quantitative work requirements of the mother who works WFH well. Nevertheless, according to Sekaran (2000), a reliability of .60 is still acceptable even though its value is not good. This poor reliability value may be due to the instrument in this study being self-reported, so there is a possibility that the participants do fake (Cohen & Swerdlik, 2005). In addition, there are assumptions from researchers that there are other work demands that are more appropriate to find out the relationship between the dynamics of work demands on burnout of mothers who work WFH, such as role conflict. Then, the number of participants used was still less than the initial estimate that this study required 150 participants. However, the researchers only got 148 participants in this study. The lack of the number of participants can be one of the causes of the reduced power effect on moderation of social support on the relationship of quantitative demands and burnout in hybrid or WFH working mothers.

Finally, this study has several limitations that can be corrected in further research. First, the data in this study is self-reported. Therefore, there is a possibility of bias among respondents. Second, it is necessary to use quantitative work demands measurement tools with better realism. Further researchers could also find other variables that could be predictors of the emergence of burnout in hybrid or WFH working mothers. In addition, other researchers could also look for other variables that could moderate or decrease the negative impact on quantitative labor demands and burnout of hybrid or WFH working mothers, such as self-efficiency and optimism.

## Conclusion

This research aims to understand the role of social support as a moderator of the relationship of quantitative demands and burnout in WFH working mothers. From this study it was found that social support has a moderating role in the relationship between quantitative labor demands and burnout. The higher the social support received by the WFH working mother, the smaller the tendency of the WFH working mother to experience burnout caused by quantitative demands. The study also found that the demand for quantitative work has a positive relationship with burnout, meaning the higher the demand of the working mother's quantity work, the greater the likelihood that she will experience burnout.

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