



Effect of Job Demand and Personal Resource on Employee Work Engagement with Burnout as a Mediating Variable

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Abstract: This study aims to examine the impact of Job Demand and personal resources on employees' Work Engagement at PT Pegadaian Head Office, with Burnout as a mediator. The researchers used a quantitative approach and hypothesis testing to investigate the relationships between independent variables (Job Demand and personal resources) and the dependent variable (Work Engagement) using the Partial Least Square-Structural Equation Model. They distributed questionnaires to 267 employees out of a total of 792 working at PT Pegadaian Head Office. Four out of seven hypotheses in this study were confirmed and accepted. The findings indicated that Job Demand and personal resources have a significant and positive direct influence on Work Engagement. However, the direct impact of personal resources on Work Engagement was not found to be significant. Interestingly, the study also revealed that Burnout acts as a mediator between personal resources and Work Engagement. In conclusion, this research sheds light on the interplay of Job Demand, personal resources, Burnout, and Work Engagement among employees at PT Pegadaian Head Office.

Keywords: Job Demand, Personal Resource, Burnout, Work Engagement

INTRODUCTION

Human resources are vital for achieving an organization's goals and vision. So, managing them effectively is crucial for the organization's success. In the future, companies will face tough competition, and motivating employees to perform their best is essential to stay competitive (Nawawi, 2011). The value of human resources in an organization emphasizes the need for management to consider employees' attitudes and behaviors, aligning them with higher targets. To achieve this, various factors that can positively influence attitudes and behaviors should be studied and aligned with the organization's goals.

PT Pegadaian, as part of State-Owned Enterprises in the Financial Services Cluster, plays a role in supporting the government's programs for independence, welfare, sustainability, and equality. The company needs to provide economic value through dividends, taxes, and other

roles for national development. According to Cahyani (2019), companies should adapt and develop their Human Capital to respond to industrial changes and achieve success.

Based on a survey on employee engagement, the aspect of Growth received the lowest score, indicating the need for improvement in employee growth and development to increase engagement. PT Pegadaian must take action to enhance the Engagement Level in the company.

Engagement refers to how employees behave in their tasks and their personal connection to their work. Some researchers use the term "employee engagement" (Saks, 2006), while others use "Work Engagement" (Schaufeli Salanova & Bakker, 2006). Work Engagement focuses on the bond between employees and their work, while Employee Engagement focuses on the bond between employees and the organization (Schaufeli & Bakker, 2004). The survey shows that the aspect of Growth received the lowest score among others, suggesting a need for a deeper assessment of Work Engagement. Work Engagement is a deeper concept that includes cognitive and affective elements and goes beyond specific objects, events, individuals, or behaviors. It occurs when employees feel valued, enjoy their work, believe in their job, and take pride in their relationship with the company's vision and mission (Chartered Institute of Personnel and Development, 2006). To support the company's progress, it is essential to determine the factors influencing Work Engagement through continuous improvement. According to Demerouti in Puspita (2012), three factors influence Work Engagement: Job Demand, Job Resource, and Personal Resources.

The shift in work patterns from WFO to WFH during the pandemic had both positive and negative impacts on employees. It forced employees to adapt to maintain productivity, but it also led to stress and increased workloads, potentially causing Burnout.

Based on these issues, the researchers aim to examine the "Influence of Job Demand and Personal Resources on Work Engagement with Burnout as a mediating variable (Case Study at PT Pegadaian Head Office)." This study aims to analyze the relationships and impacts of Work Engagement and influential variables among employees at PT Pegadaian Head Office.

LITERATURE REVIEW

Job Demand

Job Demand is described as the workload and pressure experienced by employees in a company with specific goals, and its effects often lead to work-related stress. This can include high job pressure, unfavorable physical working conditions, and demanding tasks (Bekker et al., 2016). Higashiguchi et al. in Siahaan (2019) concluded that higher Job Demand is associated with increased levels of depression in individuals. Several studies have shown that Job Demands can have an impact on stress, depression, and Burnout. Another perspective on Job Demand, according to Demerouti in Puspita (2012), refers to the physical, social, and organizational aspects of a job that require continuous effort, both physically and psychologically, to achieve and sustain it.

Burnout

Burnout can be understood as a state of work-related exhaustion experienced by individuals, characterized by extreme fatigue, reduced cognitive and emotional abilities, and detachment from work (Schaufeli in Abdat, 2022). According to Maslach and Leiter (2017), Burnout includes symptoms of emotional exhaustion and depersonalization. Bakker et al. in Abdat (2022) state that Burnout can occur when there are high Job Demands and low job resources. Every job has its demands and requires resources. Furthermore, according to Maslach in Habibah (2015), Burnout is divided into three dimensions: Emotional Exhaustion, Depersonalization, and Reduced Personal Accomplishment.

Personal Resource

Personal Resources refer to positive self-evaluations related to an individual's ability to have a positive or negative impact on their surroundings. Personal beliefs and strengths can have both positive and negative effects on the environment. According to Bakker & Demerouti in Batubara (2022), personal resources are the internal aspects within a person that influence resilience, self-control, and success in their environment. Positive self-evaluations and self-control in achieving success can positively impact the environment (Hobfoll, Johnson, Ennis & Jackson, 2003). Moreover, Hobfoll et al.'s dimensions of Personal Resources in Ayu (2015) include Self-efficacy, Self-Esteem, and Optimism.

Work Engagement

Work Engagement, also known as job involvement, is a topic often discussed in the field of Human Resources. It involves an individual's psychological strength and capacity, which can be measured, expanded, and effectively utilized to enhance an employee's performance at work (Hulshof et al., 2020). An employee will demonstrate optimal job performance when they feel engaged with their work and have a sense of responsibility, resulting in them going above and beyond their duties. This is an indicator of an engaged individual in their work (Chan, 2019). According to Conte et al. (2019), Professional Commitment is a term that describes an individual's involvement in achieving optimal performance. Work Engagement involves having positive thoughts, allowing an individual to express themselves physically, cognitively, and emotionally in their job performance. Work Engagement is assessed through dimensions such as vigor, dedication, and absorption (Tims et al., 2014).

Previous Research

Based on studies conducted by Jazilah (2020), Job Demand has a positive impact on Work Engagement. Empirical research by Bimantari (2015) found that high levels of Personal Resources in employees can lead to goal-setting, motivation, performance, and life satisfaction, ultimately increasing Work Engagement. Crawford et al. (2010) in Barkhowa and Widodo (2020) state that Job Demand directly contributes to the emergence of Burnout, characterized by feelings of exhaustion, cynicism, and inefficiency. Oktarina (2019) reveals a relationship between Personal Resources and Burnout. High Job Demand, such as heavy workloads, tight deadlines, and complex demands, increases the risk of Burnout in employees (Widodo, 2019). Personal Resources like self-efficacy, optimism, and social support play a significant role in increasing employees' Work Engagement and enthusiasm (Koohang, 2017).

Theoretical Framework and Hypotheses

Based on phenomena, theories, and previous research, Hypothesis 1 (H1) states that Job Demand has a positive impact on Work Engagement. Hypothesis 2 (H2) states that Personal Resources have a positive impact on Work Engagement. Hypothesis 3 (H3) states that Job Demand has a positive impact on Burnout. Hypothesis 4 (H4) states that Personal Resources have a negative impact on Burnout. Hypothesis 5 (H5) states that Burnout has a negative impact on Work Engagement. Hypothesis 6 (H6) states that Job Demand has an impact on Work Engagement with Burnout as a mediator, and Hypothesis 7 (H7) states that Personal Resources have an impact on Work Engagement with Burnout as a mediator.

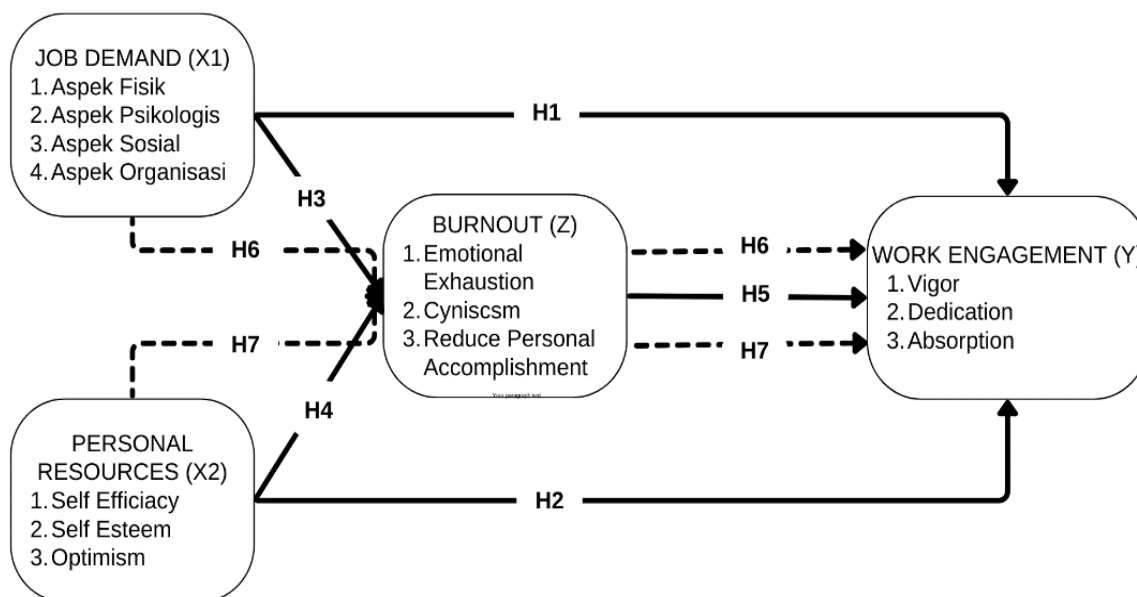


Figure 1. Thinking Framework

RESEARCH METHODS

This research follows a quantitative approach with hypothesis testing. The direct influences are examined by testing the relationship between the independent and dependent variables, while the indirect effects are assessed by using specific variables as mediators between the independent and dependent variables. The study's target population includes all employees from PT Pegadaian's Head Office in Jakarta, totaling 792 employees across various directorates. The sampling technique utilized the slovin method (Tejada & Punzalan, 2012), resulting in a sample size of 266 respondents, considering a population of 792 with a 5% margin of error. Before testing the theoretical hypotheses, a laboratory instrument test was conducted to ensure the metrics used are valid and reliable. The statistical method employed for this study is the SEM-PLS using the SmartPLS data processing program.

RESULT AND DISCUSSION

Outer Model

In the Outer Model analysis, all the research indicators have factor loading values greater than 0.5, indicating their validity. Moreover, in the reliability test, all the research variables have AVE values greater than 0.5 and Cronbach's alpha values greater than 0.7, confirming their reliability.

Based on the findings from the multicollinearity test, both the Burnout model (with two independent variables: Job Demand and Personal Resources) and the Work Engagement model (with three independent variables: Job Demand, Personal Resources, and Burnout) showed VIF values below 10. This indicates that there is no issue of multicollinearity among the independent variables in either model.

Table 1. Multicollinearity Test

Variables	VIF	
	Burnout Model	Work Engagement Model
Job Demand	2.354	3.077
Personal Resources	2.254	3.268
Burnout		3.870

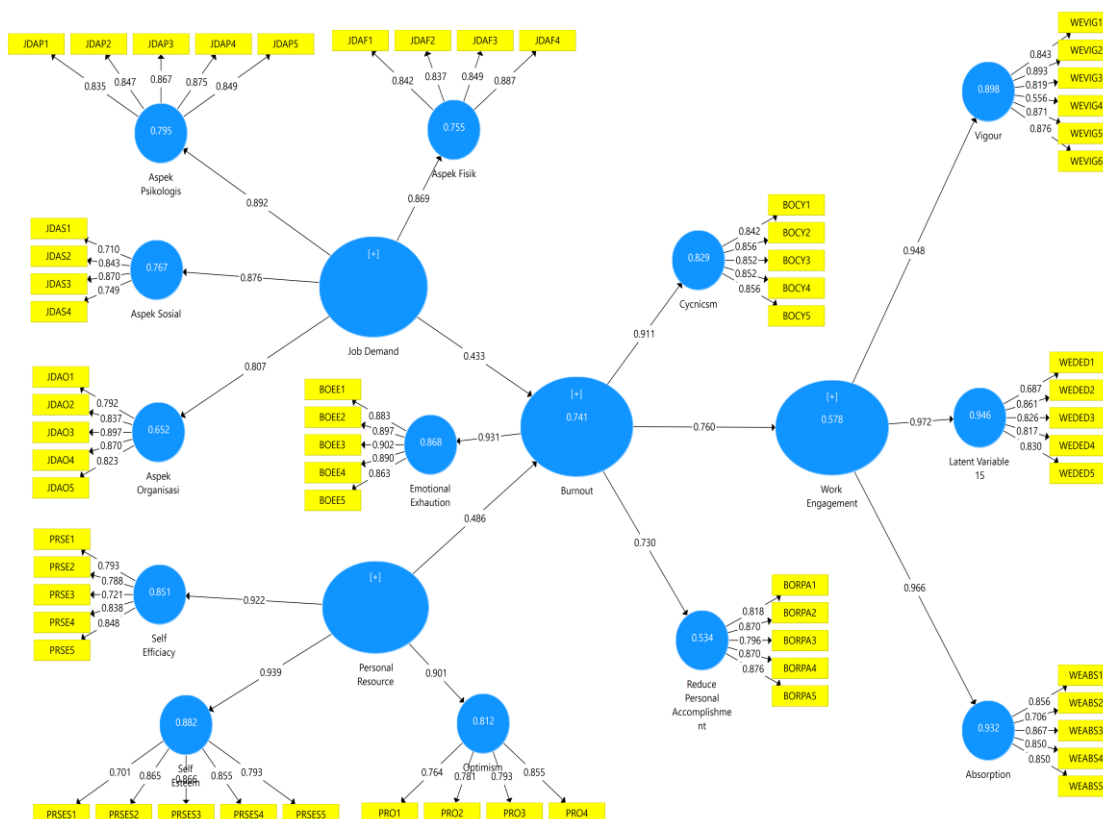


Figure 2. Outer Model Testing Results

In the determination coefficient test, the Burnout model showed an adjusted R-square of 0.740, meaning that 74.0% of the variation in Burnout can be explained by the independent variables, Job Demand, and Personal Resources. The remaining 26.0% is influenced by other independent variables not included in the model. For the Work Engagement model, the adjusted R-square was 0.584, indicating that 58.4% of the variation in Work Engagement is explained by the independent variables: Job Demand, Personal Resources, and Burnout. The remaining 41.6% is influenced by other independent variables not considered in the model.

Inner Model

The findings of hypothesis testing in this research are presented in Table 2.

Table 2. Model significance test

Hypothesis	Estimate	t-Statistics	p-value	Information
H ₁	0.184	2.432	0.015	Supported
H ₂	-0.059	0.854	0.393	Not Supported
H ₃	0.432	6.240	0.000	Supported
H ₄	-0.486	6.973	0.000	Supported
H ₅	0.661	7.605	0.000	Not Supported
H ₆	0.286	4.634	0.000	Not Supported
H ₇	0.321	5.215	0.000	Supported

Based on the results of the significance test, the findings are as follows:

1. The analysis reveals that Job Demand has a significant positive impact on Work Engagement. The estimated coefficient is 0.184, with a t-statistic of 2.432, resulting in a

- p-value of 0.015 (< 0.05). This confirms the hypothesis that Job Demand positively affects Work Engagement.
2. However, there is insufficient evidence to support the hypothesis that Personal Resources have a significant positive effect on Work Engagement. The estimated coefficient is -0.059, with a t-statistic of 0.854, resulting in a p-value of 0.393 (> 0.05). Therefore, the relationship between Personal Resources and Work Engagement is not well-established.
 3. The results indicate that Job Demand has a significant positive influence on Burnout. The estimated coefficient is 0.432, with a t-statistic of 6.240, resulting in a p-value of 0.000 (< 0.05). Hence, the hypothesis stating that Job Demand positively impacts Burnout is supported.
 4. Similarly, Personal Resources also have a significant positive effect on Burnout. The estimated coefficient is 0.486, with a t-statistic of 6.973, resulting in a p-value of 0.000 (< 0.05). This confirms the hypothesis that Personal Resources positively influence Burnout.
 5. On the other hand, the analysis does not support the hypothesis that Burnout has a significant negative impact on Work Engagement. The estimated coefficient is 0.661, with a t-statistic of 7.605, resulting in a p-value of 0.000 (< 0.05). Thus, there is insufficient evidence to suggest that Burnout negatively affects Work Engagement.
 6. Additionally, the hypothesis suggesting that Job Demand affects Work Engagement with the mediation of Burnout is not supported by the analysis. The estimated coefficient is 0.286, with a t-statistic of 4.634, resulting in a p-value of 0.000 (< 0.05). Therefore, there is no significant evidence to establish this relationship.
 7. Conversely, the analysis supports the idea that Personal Resources affect Work Engagement with the mediation of Burnout. The estimated coefficient is 0.321, with a t-statistic of 5.215, resulting in a p-value of 0.000 (< 0.05). This means that Personal Resources indirectly influence Work Engagement through their impact on Burnout.

Discussion

Based on the results of the inferential statistical test, path coefficients were obtained with p-values of 0.015 (< 0.05), indicating that H_0 is rejected and H_a is accepted. In a dynamic and fast-paced work environment, high Job Demand can be a factor influencing employees' level of Work Engagement. Work Engagement involves a state where individuals are emotionally, cognitively, and behaviorally involved in their work. High levels of Work Engagement can contribute to increased performance, job satisfaction, and employee well-being. However, Job Demand can have two different effects on Work Engagement. On one hand, high job demands can lead to high levels of stress and disrupt Work Engagement. Employees may feel burdened, tired, and lose interest in their work, leading to reduced Work Engagement. On the other hand, moderate job demands can stimulate employees to face challenges and increase Work Engagement. When employees feel capable of handling job demands and see them as opportunities for growth and development, they can be positively engaged in their work. Job Demand that triggers feelings of reward and achievement can enhance employee motivation and commitment to their work. Therefore, Job Demand plays a significant role in employees' Work Engagement in the workplace. It is essential for organizations to pay attention to effective Job Demand management, including providing necessary support and resources, as well as promoting emotional regulation and self-control. By considering this relationship, organizations can create a supportive work environment that fosters optimal Work Engagement and improves employee performance and well-being. A study conducted in 2017 by Kim et al. found a positive relationship between Job Demands and Work Engagement among South Korean students interning in large companies. These findings support similar findings in other populations, such as teachers and employees in the manufacturing industry.

Based on the results of the inferential statistical test, path coefficients were obtained with a p-value of 0.393 (> 0.05), indicating that H_0 is accepted. Personal Resources include factors such as self-confidence, skills, knowledge, and personality that can influence employees' level of Work Engagement in the workplace. However, in some cases, Personal Resources may not have a significant effect on Work Engagement. An unsupportive work environment can hinder the manifestation of Personal Resources into Work Engagement. If employees face high job demands, team conflicts, or lack of career development opportunities, the Personal Resources they possess may not be able to cope with stress and produce the expected level of Work Engagement. Individuals experiencing anxiety or depression may face obstacles in activating their Personal Resources. Although they have sufficient skills and knowledge, negative emotional conditions can impede their ability to experience high Work Engagement. A study conducted by Balducci et al. (2017) found that not all types of Personal Resources influence the level of Work Engagement in employees. The study involved participants from various companies in Italy and used questionnaires to measure Work Engagement and Personal Resources levels among employees. The results showed that only self-efficacy, or self-confidence in performing job tasks, had a positive relationship with Work Engagement. Other factors such as social support, optimism, and resilience did not have a significant impact on Work Engagement.

Based on the results of the inferential statistical test, path coefficients were obtained with p-values of 0.000 (< 0.05), indicating that H_0 is rejected and H_a is accepted. High job demands can be a factor influencing the occurrence of Burnout. Burnout is a psychological condition characterized by emotional exhaustion, cynicism, and feelings of inefficacy in dealing with job demands. High levels of Burnout can negatively impact individual well-being and overall organizational performance. High job demands often involve busy schedules, excessive workloads, tight time pressures, and complex interactions with colleagues or customers. High Job Demand can lead to increased stress, fatigue, and an inability to cope with job tasks, resulting in Burnout. Burnout is associated with emotional exhaustion, reduced enthusiasm, and dissatisfaction with work. Individuals experiencing Burnout often lose motivation, interest, and satisfaction in their work. When individuals face high and uncontrollable job demands, they are at risk of experiencing Burnout. Excessive Job Demand can drain individuals' physical and emotional energy, disrupt the work-life balance, and increase stress levels. This can lead to ongoing emotional exhaustion, a sense of ineffectiveness in handling job tasks, and decreased motivation. A study conducted by Halbesleben & Buckley (2014) found a relationship between Job Demands and Burnout levels among nurses in the United States and Canada. The results of this study suggest that nurses who frequently work night shifts or in high-pressure work environments are more likely to experience ongoing physical and mental fatigue, leading to symptoms of Burnout, such as depression, boredom, and job dissatisfaction.

Based on the results of the inferential statistical test, path coefficients were obtained with p-values of 0.000 (< 0.05), indicating that H_0 is rejected and H_a is accepted. In a high-pressure and demanding work environment, Burnout is often considered a condition that hinders Work Engagement. Burnout and Work Engagement are considered two different and independent concepts. Burnout is a negative state indicating exhaustion and weariness in work, while Work Engagement reflects high levels of involvement, enthusiasm, and dedication in work. Thus, even if someone experiences Burnout, it does not necessarily mean that an employee will experience a direct decrease in Work Engagement. The study by Kim and Lee (2019) found a weak relationship between Burnout and Work Engagement, suggesting that the presence of Burnout does not always result in low Work Engagement levels. Employees who feel in control of their job tasks and maintain motivation tend to remain actively engaged in their work despite experiencing Burnout symptoms such as physical or mental exhaustion. For example, they may think positively in difficult situations, seek effective solutions to solve problems, and feel

confident in facing challenges. Other research also shows similar results. The study by Kim et al. (2017) on employees in South Korea found that when external factors such as deadline pressure or lack of social support from colleagues or supervisors are present, Burnout does not always negatively affect Work Engagement if employees can effectively utilize their Personal Resources. In some cases, Burnout may even serve as an important signal that something needs to be improved in the work environment. Employees experiencing Burnout tend to pay more attention to workplace issues and look for ways to resolve them, leading to greater job satisfaction with their work outcomes.

Based on the results of the inferential statistical test, path coefficients were obtained with p-values of $0.000 < 0.05$), indicating that H_0 is rejected. High Job Demand is a factor that influences an individual's mental well-being in the workplace. Job Demand may include workload, deadline pressure, and role conflicts that can lead to stress in individuals (Bakker & Demerouti, 2017). However, some studies suggest that Job Demand does not always have a negative effect on an individual's Work Engagement if there is mediation in its influence. A study discussing Job Demand and Work Engagement with the mediation of Burnout was conducted by Bakker et al. (2015) among nurses in the Netherlands. The results of this study found a positive relationship between Job Demand and Work Engagement, as well as a significant direct negative effect of Burnout on Work Engagement. Nurses experiencing high job demands, such as a high number of patients or busy shift schedules, tend to have lower levels of Work Engagement. However, the mediating effect of Burnout in the relationship between Job Demand and Work Engagement among nurses was significant. Burnout itself is defined as a combination of four factors: self-efficacy, optimism, self-esteem, and resilience (Luthans et al., 2007). Nurses with high levels of Burnout tend to cope better with job demands and maintain high work engagement. For example, these nurses may think positively in difficult situations, seek effective solutions to problems, and feel confident in facing challenges. Other research also shows similar results. A study by Zhang et al. (2020) among employees in China found that self-efficacy can mediate the relationship between Job Demand and Work Engagement in individuals with certain personality characteristics, such as high neuroticism or anxiety. Participants in the study reported that when they felt confident in handling job demands and had personal resources such as time management skills and interpersonal skills, their Work Engagement levels remained stable even in challenging external factors. Therefore, it is essential for companies to provide mental and psychological development programs for employees to effectively manage Burnout while working. Such programs may include stress management training, interpersonal communication, and social support from colleagues or supervisors.

Based on the results of the inferential statistical test, path coefficients were obtained with p-values of $0.000 (< 0.05)$, indicating that H_0 is rejected. Personal Resources, such as self-efficacy, optimism, and resilience, are factors that influence an individual's mental well-being in the workplace. Some studies also suggest a mediating effect of Burnout in the relationship between Personal Resources and Work Engagement in employees (Halbesleben & Buckley, 2004). Burnout itself is defined as a state in which an individual experiences a decrease in motivation and negative feelings towards their work due to excessive psychological pressure during work (Maslach et al., 2001). A study by Bakker et al. (2010) among teachers in the Netherlands found a positive relationship between Personal Resources, such as self-efficacy and optimism, and Work Engagement among the teachers, as well as a significant direct negative effect of Burnout on Work Engagement. Teachers with strong Personal Resources tend to optimize their abilities to provide support to students, making it easier for them to experience satisfaction in their work. However, when teachers experience Burnout, their Work Engagement levels decrease as they no longer feel satisfied with their work outcomes. Other research also shows similar results. A study by Wang et al. (2020) among employees in China

found that when external factors such as deadline pressure or lack of social support from colleagues or supervisors were present, the positive influence of Personal Resources on Work Engagement became even more significant if employees could avoid Burnout by managing stress and psychological recovery effectively.

CONCLUSION

Four out of seven hypotheses in this study were proven and accepted. The direct influence was demonstrated in the positive and significant relationship between Job Demand and both Personal Resources and Work Engagement. However, the direct influence of Personal Resources on Work Engagement was not significant. As for the indirect testing, the hypothesis that showed a significant influence was the relationship between Personal Resources and Work Engagement with Burnout as a mediator. On the other hand, the indirect testing of Job Demand's influence on Work Engagement with Burnout as a mediator was not significant. The variables used in this study were Job Demand, Personal Resources, and Burnout, all of which had an impact on Work Engagement.

Based on the analysis and conclusions, the following recommendations can be made to complement this research: 1) Focus on identifying specific factors causing high Job Demand among employees at PT Pegadaian's headquarters. Understanding the significant causes of Job Demand can help reduce employee pressure by enhancing social aspects. Since the social aspect was found to be the lowest dimension in the formation of the Job Demand variable, improving this aspect can be a reference point. Meanwhile, PT Pegadaian should maintain its organizational aspect, which was the largest dimension in forming the Job Demand variable. 2) Investigate Personal Resources further. Even though Personal Resources did not show a significant influence on Work Engagement in previous studies, conducting a more in-depth and comprehensive research can help identify specific factors within Personal Resources that might positively impact Work Engagement. The finding that self-efficacy was the lowest dimension in the formation of the Personal Resources variable could serve as a reference for PT Pegadaian to enhance self-efficacy among employees through relevant training programs. 3) Address the burnout issue among PT Pegadaian employees, especially the "reduce personal accomplishment" dimension, which indicates a lack of personal achievement in their work. This can potentially cause stress and burnout. To maintain employee performance and achieve company goals, important steps to be taken include evaluating the workload, providing adequate support and resources, and increasing motivation through recognition of achievements with appreciation and rewards. Additionally, offering skill development opportunities and implementing well-being programs can reduce stress and achieve work-life balance. These measures will help PT Pegadaian create a healthy and supportive work environment that enhances overall employee performance and well-being. 4) The study revealed a new finding that the level of absorption among PT Pegadaian's headquarters employees is low. Since absorption was the lowest dimension in forming the Work Engagement variable, this can serve as a basis for creating policies to improve work engagement among PT Pegadaian's employees. When employees experience positive and healthy levels of absorption, it can enhance their performance, productivity, and sense of personal achievement. Therefore, management should develop new policies to promote absorption among PT Pegadaian's headquarters employees.

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