UNLOCKING EMPLOYEE RESILIENCE: THE ROLE OF WORK ENGAGEMENT AS AN INTERVENING FACTOR IN THE RELATIONSHIP BETWEEN JOB DEMANDS, JOB RESOURCES, AND BURNOUT AT PT. MARUKI INTERNATIONAL INDONESIA

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ABSTRACT

Objective: The aim of this study is to analyze the influence of job demands and job resources on work engagement and burnout among employees at PT. Maruki Internasional Indonesia.

Method: The cross-sectional study with the sample size of 132 respondents selected through simple random sampling. Data collection instruments included job demands and job resources questionnaires from People at Work, the Oldenburg-Burnout Inventory questionnaire to assess work burnout on employees, and the Work Engagement Scale to analyze the level of respondents’ engagement. Path analysis was utilized for data analysis.

Results: The results of the multivariate analysis indicate a direct influence of job demands (p-value: 0.002) and job resources (p-value: 0.000) on work engagement. Job demands directly impact burnout (p-value: 0.000), as do job resources (p-value: 0.001) and work engagement (p-value: 0.015). Moreover, job resources indirectly influence burnout through work engagement, while job demands indirectly affect burnout through work engagement (p-value: 0.034). Work engagement can serve as an intervening factor in mitigating burnout caused by job resources (p-value: 0.035).

Conclusion: In conclusion, both job demands and job resources significantly influence work engagement and burnout among employees. Additionally, work engagement plays a crucial role in mediating the effects of job demands and job resources on burnout.

Implications of the research: The study has several practical implications for managing employee workloads to increase engagement and decrease burnout. The study shows that employee with high job demands, such as extra work pressure and ambiguity in workplace will create a lower work engagement and also higher burnout. Better job resource, such as support from the supervisor and also rewards will create a better engagement for the employees.

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Unlocking Employee Resilience: The Role of Work Engagement as an Intervening Factor in the Relationship Between Job Demands, Job Resources, and Burnout at Pt. Maruki International Indonesia

Originality/value: There are very few studies conducted to evaluate the work engagement and how it leads to burnout in the manufacture industry in Indonesia. Hence, this study is first of its kind to analyse the influence of the crucial role of work engagement in decreasing burnout and what affects work engagement itself.

Keywords: job demands, job resources, work engagement, burnout.

AUMENTANDO A RESILIÊNCIA DO FUNCIONÁRIO: O PAPEL DO ENVOLVIMENTO NO TRABALHO COMO UM FATOR INTERVENIENTE NA RELAÇÃO ENTRE AS DEMANDAS DO TRABALHO, OS RECURSOS DO TRABALHO E O ESGOTAMENTO NA PT. MARUKI INTERNATIONAL INDONESIA

RESUMO

Objetivo: O objetivo deste estudo é analisar a influência das demandas laborais e dos recursos laborais no comprometimento laboral e no esgotamento entre os funcionários da PT. Maruki Internasional Indonesia.

Método: Foi realizado um estudo transversal com uma amostra de 132 entrevistados selecionados por meio de amostragem aleatória simples. Os instrumentos de coleta de dados incluíram questionários sobre demandas laborais e recursos laborais do People at Work, o questionário Oldenburg-Burnout Inventory para avaliar o esgotamento laboral nos funcionários e a Escala de Comprometimento Laboral para analisar o nível de comprometimento dos entrevistados. A análise de trajetória foi utilizada para a análise dos dados.

Resultados: Os resultados da análise multivariada indicam uma influência direta das demandas laborais (valor p: 0,002) e dos recursos laborais (valor p: 0,000) no comprometimento laboral. As demandas laborais impactam diretamente o esgotamento (valor p: 0,000), assim como os recursos laborais (valor p: 0,001) e o comprometimento laboral (valor p: 0,015). Além disso, os recursos laborais influenciam indiretamente o esgotamento através do comprometimento laboral, enquanto as demandas laborais afetam indiretamente o esgotamento através do comprometimento laboral (valor p: 0,034). O comprometimento laboral pode atuar como um fator de intervenção para mitigar o esgotamento causado pelos recursos laborais (valor p: 0,035).

Conclusões: Em conclusão, tanto as demandas laborais quanto os recursos laborais influenciam significativamente o comprometimento laboral e o esgotamento entre os funcionários. Além disso, o comprometimento laboral desempenha um papel crucial em mediar os efeitos das demandas laborais e dos recursos laborais no esgotamento.

Implicações da pesquisa: O estudo possui várias implicações práticas para gerenciar a carga de trabalho dos funcionários, a fim de aumentar o comprometimento e reduzir o esgotamento. O estudo mostra que funcionários com altas demandas laborais, como pressão adicional no trabalho e ambiguidade no local de trabalho, experimentam menor comprometimento laboral e maior esgotamento. Por outro lado, melhores recursos laborais, como o apoio do supervisor e recompensas, geram maior comprometimento laboral nos funcionários.

Originalidade/Valor: Há muito poucos estudos realizados para avaliar o comprometimento laboral e como este leva ao esgotamento na indústria de manufatura na Indonésia. Portanto, este estudo é o primeiro do seu tipo a analisar a influência do papel crucial do...
comprometimento laboral na redução do esgotamento e os fatores que afetam o próprio comprometimento laboral.

Palavras-chave: demandas laborais, recursos laborais, comprometimento laboral, esgotamento.

1 INTRODUCTION

Burnout and work engagement have significant consequences for employees individually and for companies as a whole. Burnout leads to a decrease in productivity, resulting in companies experiencing losses of $500 billion per year. In general, this is caused by reduced performance and employee absenteeism (Frone M, et al., 2015). In ASEAN countries such as Singapore, only 42% of employees reported high work engagement in the workplace, Indonesia with 52% and 56% in the Philippines. At the same time, 26% of Singaporean employees expressed job dissatisfaction, compared to 15% in Indonesia and 17% in the Philippines. Even more concerning, half (52%) of Singaporean employees reported having poor quality of life, compared to 37% in Indonesia and 36% in the Philippines. This also affects sleep quality, with 30% of Singaporean employees admitting to poor sleep quality, compared to 19% in Indonesia and 16% in the Philippines (Lestari AD, et al., 2021).

Work engagement is a factor that influences all dimensions of burnout, including emotional exhaustion, personal dissatisfaction, and job performance. The increase in burnout among workers can be attributed to a lack of favorable work environment conditions. This is known as job resources, which encompass the aspects of work that enable the achievement of job goals and promote employee growth, learning, and development. In addition to job resources, job demands can also affect the psychological state and employee engagement in their work. High job demands can lead to increased stress and feelings of being undervalued in the workplace (Montgomery A, et al., 2015).

PT. Maruki Internasional Indonesia is a manufacturing company specializing in Butsun furniture, which is well-known and used by the community in Japan. Based on the initial observations conducted by the researcher and the data provided by PT. Maruki Internasional Indonesia, the employee absenteeism rate in July 2022 was 20%. The general objective of this research is to examine the influence of job demands and job resources on work engagement and work burnout among employees at PT. Maruki Internasional Indonesia (Indra, et al., 2021).
2 THEORETICAL FRAMEWORK

Demerouti refers to burnout as chronic work-related stress that has not been successfully managed. Burnout comprises three elements: feelings of exhaustion, detachment from work, and decreased job performance. Burnout is not limited to professions in the service sector; anyone facing persistent mental pressure is at risk of experiencing it. If left unaddressed, burnout can lead to depression, anxiety, and other mental disorders (Demerouti, et al., 2007).

According to Schaufeli and Bakker (2010), work engagement is a positive state characterized by being fully involved in one's work, marked by vigor, dedication, and absorption. Engagement represents an individual's role or utilization through their work within the organization, where employees express themselves physically, cognitively, emotionally, and mentally during their performance. To measure work engagement using a questionnaire, instruments like the Work Engagement Scale are commonly utilized. This questionnaire consists of several questions designed to explore employees' feelings of involvement, autonomy, and energy in their work. Employees are asked to assess the statements in the questionnaire based on their level of agreement. The scores obtained from this questionnaire provide an overview of the individual and collective levels of work engagement within an organization. Based on the aforementioned description, it can be concluded that work engagement represents employees' positive and fully involved attitude towards their work, characterized by high levels of vigor, dedication, and absorption (Schaufeli and Bakker, 2010).

Job demands refer to the work requirements or pressures perceived by employees while performing their job tasks. High job demands, such as tight deadlines, heavy workloads, and team conflicts, can lead to stress among employees and ultimately affect their work engagement. On the other hand, job resources encompass the physical, psychological, social, and organizational aspects of work that enable employees to achieve their goals and meet job demands. Research consistently indicates that job resources have a positive effect on work engagement (Utome, et al., 2023).

3 METHODOLOGY

The study employed a quantitative approach to explore the associations between job demands, job resources, work engagement, and burnout among employees at PT. Maruki Internasional Indonesia. An analytical observational method with a cross-
sectional study approach was utilized to examine the effect of job demands and job resources towards burnout with work engagement as intervening variable. By incorporating health-related assessments in the questionnaires, this study aims to gain a comprehensive understanding of the participants' overall well-being in relation to their work environment, and how job demands and resources influence work engagement and burnout.

3.1 PARTICIPANTS AND SETTING

The research was conducted at PT. Maruki Internasional Indonesia, located in Makassar, South Sulawesi, Indonesia. The sample size was determined using a simple random sampling technique, and the sample consisted of 132 respondents, as computed using the Slovin formula. The sampling criteria included the employees working on the production division at PT. Maruki International Indonesia, available and willing to participate, between the age of 20- to 55-year-olds, and at least 1 year employment.

3.2 DATA COLLECTION AND INSTRUMENTS

Prior to data collection, the participants were thoroughly informed about the research objectives, and informed consent was obtained in adherence to ethical guidelines. The assessment of the research constructs involved measuring job demands and job resources using the People at Work questionnaire, which includes health-related items to gauge the participants' well-being and stress levels in the workplace, there were 19 questions to assess job demands level and 14 questions to assess the job resource level. Additionally, burnout levels were assessed using the Oldenburg-Burnout Inventory questionnaire, which also incorporates dimensions related to physical and mental health. Lastly, the level of work engagement was scored using the Work Engagement Scale, which includes items related to the participants' enthusiasm and energy at work, reflecting their overall occupational well-being.

3.3 DATA ANALYSIS

The collected data was analyzed using path analysis to examine the relationships between job demands, job resources, work engagement, and burnout. This statistical technique allows for a comprehensive evaluation of direct and indirect effects, considering the potential mediating role of work engagement in the relationship between
job demands and burnout. Softwares used for data analysis were SPSS version 25 and also SmartPLS 3.

3.4 ETHICAL CONSIDERATIONS

Throughout the research process, strict adherence to ethical guidelines was maintained. All participants were ensured confidentiality and anonymity, and their voluntary participation was emphasized. The study's ethical approval was obtained from Hasnuddin University review board (ref no. 2137/UN4.14.1/TP.01.02/2023). Written consent of participation was obtained from participants and their parents before data collection.

4 RESULTS AND DISCUSSION

From the data collected, the researcher has found that out of the total 132 respondents, 80% were male, and a substantial 98% of the participants had work experience exceeding 3 years. This can be attributed to the fact that the average employees in the company start their careers at a young age, around 20 years old, and continue working until they reach retirement at the age of 54. Moreover, a significant majority of the employees (72% of the sample) fell into the older age category, aged above 35 years.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Work Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Demands</td>
<td>High</td>
</tr>
<tr>
<td>High</td>
<td>5</td>
</tr>
<tr>
<td>Moderate</td>
<td>12</td>
</tr>
<tr>
<td>Low</td>
<td>26</td>
</tr>
<tr>
<td>Job Resources</td>
<td>High</td>
</tr>
<tr>
<td>Moderate</td>
<td>9</td>
</tr>
<tr>
<td>Low</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Prepared by the Author (2023)

From Table 1, it can be observed that out of 18 respondents with high job demands, 10 individuals or 55.6% reported low work engagement. Among the 45 respondents with low job demands, 26 individuals or 57.8% experienced high work engagement. Additionally, 5 respondents reported both high job demands and high work engagement. There were also 4 respondents with low job demands and low work engagement.
engagement. Overall, 50 respondents or 72.5% indicated moderate levels of both job demands and work engagement.

Regarding the job resources variable, it is clear that out of 25 respondents who perceived low job resources, 11 respondents or 44% reported low work engagement as well. Among the 45 respondents with high job resources or workplace support, 32 individuals or 71.1% experienced high work engagement. Additionally, 2 respondents reported low job resources but high work engagement.

Table 2. Crosstabulation Analysis of Job Demands, Job Resources, and Work Engagement with Burnout

<table>
<thead>
<tr>
<th>Variable</th>
<th>Burnout</th>
<th>Job demands</th>
<th></th>
<th>Moderate</th>
<th>Low</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>High</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>n</td>
</tr>
<tr>
<td>Job demands</td>
<td>High</td>
<td>11</td>
<td>61,1</td>
<td>1</td>
<td>5,6</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>16</td>
<td>23,2</td>
<td>35</td>
<td>50,7</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>3</td>
<td>6,7</td>
<td>9</td>
<td>20</td>
<td>33</td>
</tr>
</tbody>
</table>

| Job Resources    |         | High | %    | N | %    | n | %    | N | %    |
|------------------|---------| 3    | 6,7  | 4 | 8,9  | 38 | 84,4 | 45 | 100  |
|                  | Moderate| 11   | 17,7 | 37| 59,7 | 14 | 22,6 | 62 | 100  |
|                  | Low     | 16   | 64   | 4 | 16  | 5  | 20  | 25 | 100  |

| Work Engagement  |         | High | %    | N | %    | n | %    | N | %    |
|------------------|---------| 3    | 7    | 7 | 16,3 | 33 | 76,7 | 43 | 100  |
|                  | Moderate| 11   | 16,2 | 38| 55,9 | 19 | 27,9 | 68 | 100  |
|                  | Low     | 16   | 76,2 | 0 | 0    | 5  | 23,8 | 21 | 100  |

Source: Prepared by the Author (2023)

Based on Table 2, it can be observed that out of 18 respondents experiencing high job demands in the workplace, 11 respondents or 61.1% of them reported high levels of burnout. Conversely, out of 45 respondents experiencing low job demands in the workplace, 33 or 73.3% of them reported low levels of burnout. Only 3 respondents had low job demands but experienced high levels of burnout. Additionally, there were 6 respondents with high job demands but experienced low levels of burnout. Overall, out of the 132 respondents involved in the study, 35 respondents or 50.7% experienced moderate levels of job demands and burnout.

Regarding job resources, among employees with high job resources, only 3 employees experienced high burnout, while the majority (38 respondents) reported low burnout.

As for work engagement, a similar pattern emerges with burnout, demonstrating an inverse relationship between work engagement and burnout. High burnout is
associated with low work engagement (76.2% of employees with low work engagement), while high work engagement results in employees with low levels of burnout.

Table 3. Analysis Direct Effect between Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Original Sample</th>
<th>P-Value</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job demands -&gt; Work engagement</td>
<td>-0.291</td>
<td>0.002</td>
<td>Significant</td>
</tr>
<tr>
<td>Job resources -&gt; Work engagement</td>
<td>0.457</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Job demands -&gt; Burnout</td>
<td>0.265</td>
<td>0.001</td>
<td>Significant</td>
</tr>
<tr>
<td>Job resources -&gt; Burnout</td>
<td>-0.422</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Work engagement -&gt; Burnout</td>
<td>-0.216</td>
<td>0.015</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Prepared by the Author (2023)

In Table 3, the influence between variables can be observed. The variable job demands have a significant influence on work engagement, with a p-value of 0.002<0.05, indicating a significant relationship between the two variables. The original sample value of -0.291 suggests that an increase in job demands leads to a decrease in work engagement. On the other hand, the variable job resources demonstrate a significant influence on work engagement, as indicated by the statistical test result with a p-value of 0.000<0.05. This implies that workplace support affects employee engagement. The original sample value of 0.457 indicates that an increase in job resources corresponds to an increase in respondent work engagement.

Moving to the influence of job demands on burnout, the p-value of 0.001<0.05 suggests a significant relationship between these two variables. The original sample value of 0.265 indicates that an increase in job demands leads to an increase in burnout levels. Similarly, the variable job resources significantly influence burnout, with a p-value of 0.000, below the significance level of 0.05. The statistical test result also reveals a relationship between job resources and burnout, with an original sample value of -0.422. This implies that as respondents perceive higher levels of job resources, their perceived level of burnout decreases.

Furthermore, work engagement significantly influences burnout, as indicated by the p-value of 0.015, which is smaller than the significance level of 0.05. Additionally, the statistical test result shows a negative relationship between work engagement and
burnout, with an original sample value of -0.216. This means that as respondents' work engagement levels increase, their perceived level of burnout decreases.

Table 4. Analysis Indirect Effect between Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Original Sample</th>
<th>P-Value</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job demands -&gt; Work engagement -&gt; Burnout</td>
<td>.063</td>
<td>0.034</td>
<td>Significant</td>
</tr>
<tr>
<td>Job resources -&gt; Work engagement -&gt; Burnout</td>
<td>-0.99</td>
<td>0.035</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Prepared by the Author (2023)

Table 4 shows that the variable job demands significantly influence burnout through work engagement, as evidenced by the p-value of 0.034, which is smaller than 0.05. This result confirms the acceptance of Ha, indicating an indirect relationship between job demands and burnout. Similarly, the variable job resources demonstrate a significant relationship with burnout indirectly through work engagement. The statistical test using smartPLS reveals a p-value of 0.035, smaller than 0.05, rejecting H0 and accepting Ha, indicating an indirect relationship between job resources and burnout.

4.1 EFFECTS OF JOB DEMANDS TOWARD WORK ENGAGEMENT AND BURNOUT

In this study, there were 18 employees with high job demands and 10 experienced low work engagement. The study confirms the acceptance of H0, indicating the influence of job demands on work engagement with p=0.002. When individuals perceive excessive work demands, they tend to feel pressured and lose motivation to perform well. Ultimately, this can decrease their level of work engagement and employee performance.

This study also shows that the majority of respondents, 50.7%, who perceived their job demands as sufficient, also experienced moderate levels of burnout. The results of this study confirm H0, indicating a positive influence of job demands on burnout with p=0.001. 33 respondents reported low job demands and low burnout, which is a positive finding as it suggests that these employees are not stressed about their work.

Several studies support the hypothesis of this research. For example, Bakker, Demerouti, and Sanz-Vergel (2014) conducted a study titled "Burnout and Work Engagement: The JD-R Approach." In their research, they found a significant relationship
between job demands and work engagement. Higher job demands were associated with lower work engagement, and vice versa (Stelmkeiene, et al., 2022).

According to a study by Stelmkeiene et al. (2022), high job demands can increase the risk of burnout among industrial plant employees in Lithuania. This is attributed to excessive workloads and a lack of rest time, leading to fatigue and stress among employees.

Work pressure, role ambiguity, and job conflicts are examples of job demands that can significantly impact employee work engagement. In this study, these three factors were identified as indicators with the highest scores, underscoring those respondents experienced considerable demands in these areas. Additionally, as part of our comprehensive approach, we conducted thorough assessments of the employees' mental health and fatigue levels. It was revealed that role ambiguity pertained to situations where employees were required to work in positions beyond their expertise, while work pressure revolved around meeting stringent production targets. Recent research has shed light on the adverse effects of excessively high job demands, which have been found to diminish employees' level of work engagement (Hakanen, et al., 2021).

4.2 EFFECTS OF JOB RESOURCES TOWARD WORK ENGAGEMENT AND BURNOUT

This study found that 71% of respondents who perceived high job resources in their workplace also had high work engagement. The results of this study support H0, indicating a significant influence of job resources on work engagement with p=0.000. The findings suggest a negative relationship between job resources and burnout, with 38 respondents experiencing low burnout levels when their job resources were high.

For example, Hakanen et al. (2021) found that job resources such as job autonomy, coworker support, feedback on work, and control over the work environment can enhance employees' work engagement. This research demonstrates that adequate job resources can assist employees in effectively managing job demands and increasing their commitment to their work. It indicates that job resources can help employees cope with high job demands and sustain their level of work engagement (Hakanen, et al., 2021).

A study conducted by Schaufeli (2020) demonstrated that job resources such as autonomy, social support, and feedback have a significant positive effect on work engagement. Job resources such as training and development opportunities, recognition,
and positive feedback also have a significant positive effect on work engagement among industrial employees (Hakanen, et al., 2020)

According to a study by Adil (2018), high job autonomy can reduce the risk of burnout among employees in Italy. This is attributed to the freedom to determine the tasks to be performed, allowing employees to feel empowered in facing challenging tasks. (Adil and Mayra 2018)

In this research, a comprehensive assessment of job resources and their impact on health and wellness was conducted among factory workers. Structured questionnaires were employed to collect data on the availability and utilization of key job resources, including training opportunities, supervisory support, and access to necessary tools and equipment. Face-to-face interviews and focus group discussions provided qualitative insights into the workers' experiences with these resources.

4.3 EFFECTS OF WORK ENGAGEMENT TOWARDS BURNOUT

This study reveals that H0 is accepted, indicating a negative relationship between work engagement and burnout with p=0.015. Among the respondents, 43 individuals reported high work engagement, which is considered favorable, while 21 respondents experienced low work engagement. The majority of respondents (68 individuals) felt sufficiently engaged in their work. Among the 43 respondents with high work engagement, 33 of them reported low levels of burnout, indicating that burnout can be mitigated by increasing work engagement among employees.

Research by Faskhodi and Masood (2018) demonstrates that high work engagement can reduce the risk of burnout. The study also found that work engagement plays a crucial role in enhancing employee performance. With a p-value of 0.000, a strong relationship is evident, emphasizing that vigor is the strongest indicator influencing the occurrence of burnout (Faskhodi, et al., 2021).

Work engagement can aid employees in overcoming emotional exhaustion, which can trigger the occurrence of burnout. Furthermore, work engagement can strengthen employees' sense of attachment to their work, thereby enhancing motivation to continually contribute and improve performance. Employees with high levels of work engagement tend to possess sufficient energy and a strong connection to their job, enabling them to cope with work pressures more effectively and avoid the onset of burnout (T. Padmavathi, 2023).
4.4 EFFECT OF JOB DEMANDS TOWARD BURNOUT THROUGH WORK ENGAGEMENT

Work engagement can serve as an important intervening variable in the relationship between job demands and burnout because it can influence the level of stress experienced by individuals when facing high job demands. Through path analysis, with a p-value of 0.034, it is evident in this study that work engagement can prevent the increase of burnout caused by high job demands.

The study conducted by Garcia-Sierra et al. (2016) indicates that work engagement can intervene in the relationship between job demands and burnout. When high job demands are consistently provided along with clear explanations, it can enhance employees' motivation, reduce fatigue during work, and increase their vigor and dedication. The study conducted by Ban and Daisy (2018) corroborates the findings of the present research. In their study, they found that work engagement serves as a mediating factor in the relationship between job demands and burnout among employees in a Malaysian campus setting. Job demands can become excessively burdensome and surpass employees' capacity to cope with them. However, if employees experience a sense of interest and involvement in their work, the mental and emotional burden can be alleviated. Consequently, burnout can be reduced through the presence of high levels of work engagement (Ban and Daisy, 2018).

When individuals feel unengaged or lack a strong connection to their work, the assigned tasks may appear more burdensome and difficult to accomplish, ultimately leading to burnout. Companies must ensure that employees are adequately prepared to undertake tasks and that these tasks align with their capabilities. Therefore, the job demands placed on employees should still be carefully considered, and the company should not continuously impose demands solely based on employees' enthusiasm (G. Miruthula and Alaguthevar Ramaraj Shanmugapriya, 2023).

4.5 EFFECT OF JOB RESOURCES TOWARD BURNOUT THROUGH WORK ENGAGEMENT

High levels of burnout among employees in the manufacturing industry in Indonesia can have negative impacts on company productivity. One of the factors that can influence employee burnout is job resources, such as job autonomy, communication, rewards, and supervisor support. However, the presence of work engagement among
employees can act as a mediating factor in the relationship between job resources and burnout levels. Research findings support this with a statistical value of $p=0.035$.

In a study conducted by Adil and Mayra (2018) in India, it was found that work engagement can serve as a mediator between job resources and employee burnout. Job resources such as rewards and social support from supervisors can enhance work engagement levels among employees. High levels of work engagement among employees can reduce burnout levels. Another study conducted by Upadyaya et al. (2016) demonstrates that work engagement can also act as a mediator between rewards and the level of burnout among employees. The presence of rewards from the organization can enhance the level of work engagement in employees, subsequently reducing the level of burnout. These findings can be linked to manufacturing companies in Indonesia, where the provision of rewards and recognition by the organization can contribute to enhancing work engagement and reducing burnout among employees (Upadyaya, et al., 2016).

Work engagement can be an important mediating factor between job resources, such as rewards, supervisor support, and employee burnout. Employees who feel valued and supported by the company and supervisors are likely to have higher levels of work engagement, which ultimately reduces burnout levels. Therefore, manufacturing companies in Makassar, Indonesia, can provide adequate rewards and support to employees to enhance work engagement and reduce employee burnout levels.

5 CONCLUSIONS

Job demands and job resources have an impact on work engagement. Job demands, job resources, and work engagement also directly affect burnout. The same conclusion is also found indirectly, where job demands and job resources, through work engagement, affect burnout.

Companies should ensure that workloads are manageable and aligned with employees' capabilities. Provide opportunities for recreation and relaxation: Encouraging regular breaks, promoting work-life balance, and organizing recreational activities can help employees recharge and alleviate fatigue. Regular assessments, such as surveys or check-ins, can provide insights into physical, mental, and emotional exhaustion. This information can help identify when employees are experiencing fatigue and allow for appropriate interventions or adjustments to workload or resources.
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