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Mediate Work Ability And Burnout Personal Resources, Job Resources And Job Demands On Work Engagement

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Abstract

Human Resources (HR) in the current era of modernization are required to be able to adapt to world developments, adaptations are made so that companies can compete globally. Human resources are considered as a very valuable organizational asset, human resources can be continuously developed to achieve sustainable success for every organization. personal resources, job resources and job demands are matters related to HR, HR is the center of attention and support for the organization in order to survive because HR plays a major role in every activity and activity of the organization in order to achieve organizational goals. What is the relationship and influence of personal resources, job resources and job demands with burnout and work ability as mediation on work engagement becomes a problem that must be revealed, this is the aim of this research. The method of writing this research is by using qualitative methods and literature studies or library research. Reviewing theories and reviewing literature books that are in accordance with the theories discussed, especially the scope of human resource management (HRM). Besides that, it also analyzes reputable and non-reputable scientific articles and journals. All scientific articles are sourced from Google Scholar. Based on the discussion, the researcher found several findings related to the relationship and influence of personal resources, job resources and job demands with burnout and work ability as mediators on work engagement.

Keywords: burnout, work ability, work engagement

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INTRODUCTION

Anisa Aprilianingsih and Agus Frianto (2022) argue that Human Resources (HR) in the current era of modernization are required to be able to adapt to world developments, adaptations are made so that companies can compete globally. Human resources are considered as a very valuable organizational asset, human resources can be continuously developed to achieve sustainable success for each organization (Karlina et al., 2019). HR is the center of attention and a support for the organization in order to survive because HR plays a major role in every activity and activity of the organization in order to achieve organizational goals (Wenur et al., 2018).

Work engagement is an important concept in the context of work welfare and organizational productivity. Work engagement refers to a state in which individuals feel emotionally, cognitively, and behaviorally involved in their work. High levels of work engagement are associated with increased performance, job satisfaction, and individual well-being. The importance of work engagement in an organizational context has prompted research to understand the factors that influence it. In an extensive literature review, factors related to work engagement include personal resources, job resources, and job demands. Personal resources include individual attributes such as self-confidence, optimism, and self-efficacy. Job resources include factors in the work environment such as social support, work autonomy, and development opportunities. Meanwhile, job demands include job demands such as workload, time pressure, and role conflict.

In this context, it is important to consider the role of work ability and burnout as intermediary variables in the relationship between personal resources, job resources, job demands, and work engagement. Work ability refers to an individual's ability to meet the demands of work physically and mentally. High work ability can increase the level of work engagement by strengthening the positive influence of personal resources and job resources and reducing the negative impact of job demands. On the other hand , burnout is a condition marked by emotional exhaustion, loss of energy, and feelings of depersonalization towards work. Burnout can negatively affect work engagement by weakening the positive influence of personal resources and job resources and strengthening the negative effect of job demands.

Although there are several studies that have investigated the relationship between personal resources, job resources, job demands, work engagement, work ability, and burnout, there are still gaps in our understanding of the underlying mechanisms.

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Therefore, this study aims to conduct a comprehensive review of previous studies in order to understand the effect of personal resources, job resources, and job demands on work engagement, with work ability and burnout as intermediary variables. Data processing and analysis show that job demands and job resources have an effect on work engagement (Anisa Aprilianingsih and Agus Frianto, 2022). Meanwhile Diah Restu Ayu, Syamsul Ma'arif and Anggraini Sukmawati (2015) said that work engagement is proven to have a relationship and is influenced by job demands, job resources and personal resources. Job demands affect burnout, job resources and personal resources moderate burnout (Ardianti Nur Oktarina and Mugi Harsono, 2017). Work ability or work ability cannot be found to be related to job demands and resources and personal resources, let alone to work engagement, such as research by Syamsul Hadi Senen and Siti Solihat (2008), Muskadi Sembiring, Jufrizen and Hasrudy Tanjung (2021) and Imam Ghozali (2017) .

The formulation of the problem involving personal resources, job resources, and job demands on work engagement, with work ability and burnout as mediator variables is how personal resources, job resources and job demands directly affect work engagement, how work ability and burnout act as mediators between personal resources, job resources, job demands, and work engagement. With a deeper understanding of these factors and the role of mediator variables, it is hoped that this research can provide richer insights and practical recommendations in optimizing employee work engagement. This is important for enhancing individual performance, job satisfaction, and well-being at work, as well as providing the basis for the development of an effective human resource management strategy.

LITERATURE REVIEW

Previous Researchers

The results showed that work stress affects work family conflict and work burnout, work family conflict plays a mediating role in the relationship between work stress and job burnout (Wei Guo Zhao, et al, 2022). The results of the test show that work ability has the most dominant influence on employee performance, while work ability, work motivation, and job satisfaction jointly affect employee performance (Dewi Kristina, Harsono M and C. Sina Setyadi, 2023) . Weekly job demands were positively related to weekly fatigue and self-defeat only when employees scored higher on chronic fatigue. Job demands were most strongly related to dysfunctional and self-debilitating through symptoms of

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weekly fatigue for individuals higher in chronic fatigue (Arnold B. Bakker, Despoina Xanthopoulou and Evangelia Demerouti, 2022). Higher emotional demands significantly predicted stronger professional burnout. ; Personal resources along with social support from colleagues act as a safety factor for professional burnout . In contrast, higher perceived social support from supervisors predicted stronger professional burnout among university teachers in Lithuania (Aurelija Stelmokienė, et al, 2019).

Older workers in the study agricultural community in Nan province generally had high employability. High work ability is positively related to education at the tertiary level but inversely related to increasing age and abnormal BMI (Jate Ratanachina and Wilawan Mormon, 2023). Jack C. Friedrich1, et al (2022) conducted research on work resources showing a strong relationship with work engagement. Job demands affect work engagement. Job resources affect work engagement. Simultaneously job demands and job resources affect work engagement (Anisa Aprilianingsih and Agus Frianto, 2022).

The results of Prasidananto Nur Santoso and Budi Hartono's research (2017), Job resources are predictors of job demands and job demands are predictors of burnout. Ardianti Nur Oktarina and Mugi Harsono (2017), gave a statement that job demand affects burnout while job resources and personal resources moderate the demand for work on burnout. Personal resources, job demands and job resources affect work engagement, and work engagement influences employee performance and work engagement mediates the effect of personal resources, job demands and job resources on employee performance (Nurul Iksan, Slamet Widodo and Praningrum, 2020). Gerald, I Nyoman Sutapa and Prayonne Adi (2022), stated that job demand has an effect on burnout. personal resources as a moderator can weaken the effect of job demand on burnout. job resources as a moderator are unable to weaken or strengthen the effect of job demands on burnout. The results of the study show that job demands have a direct effect on work engagement. Job demands and personal resources have a significant effect on work engagement, while job resources are the highest predictor of work engagement. Work engagement has a negative and significant effect on turnover intention (Diah Restu Ayu, Syamsul Maarif and Anggraini Sukmawati, 2015).

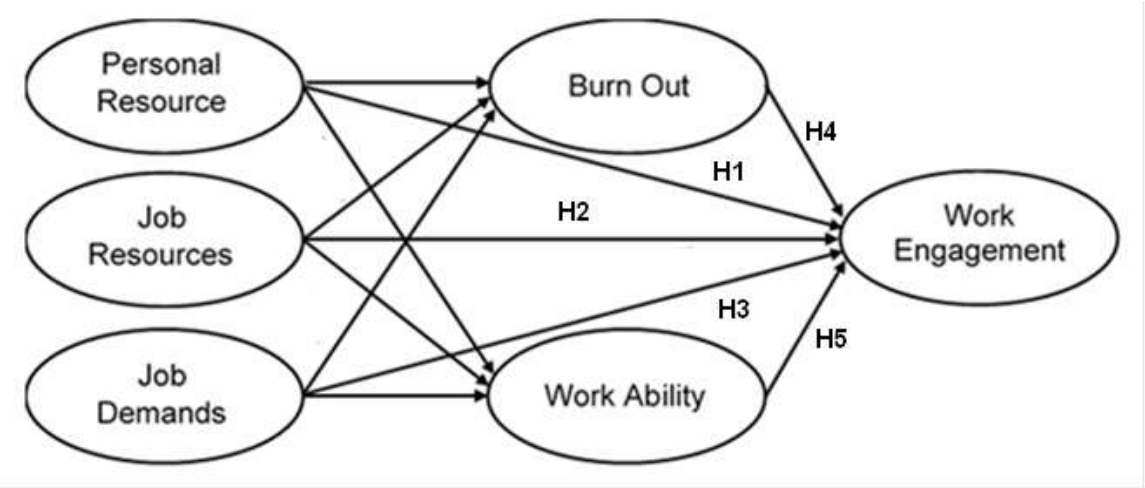
Rizka Rahma Pareta and Lohana Juariyah (2023), said that work engagement is influenced by psychological capital and job resources while age and length of service do not affect work. Meri Juwita Sari (2017), states that job demands and job resources have an effect on burnout, job resources have an effect on work engagement while job demand has no effect, work engagement has an effect on burnout and work engagement mediates

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the relationship between job resources and burnout. Rina Kesuma Pudji A. (2021), the results of the study show that there is an effect of burnout on perceptions of social support, perceptions of social support and burnout have an effect on work engagement, and perceptions of social support as a mediating variable.

The results of testing the hypothesis that work resources have a positive effect on work engagement, burnout has a negative effect on work engagement, work resources have a negative effect on burnout, work resources affect work engagement through burnout (Mokhammad Khukaim Barkhowa, 2020). Based on the research conducted and the discussion that has been described, by Naomi Priskila Tully, Tellma M. Tiwa and Meike E. Hartati (2021), it is concluded that there is an influence between personal resources on burnout .

Conceptual framework



Pigure 1. The relationship model between research variables

Here are some hypotheses from the above conceptual framework:

Hypothesis 1: Personal resources will be directly related to work engagement.

Hypothesis 2: Job resources will be directly related to work engagement.

Hypothesis 3: Job demands will be directly related to work engagement.

Hypothesis 4: Burnout will mediate the relationship between personal resources, job resources, and job demands with work engagement.

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Hypothesis 5: Work ability will mediate the relationship between personal resources, job resources, and job demands with work engagement.

LITERATURE REVIEW

Job resources

Job resources have several aspects which include physical, psychological, social and organizational aspects in a job that serve as a buffer to reduce various work demands and assist in the process of achieving work goals and organizational goals (Anatama, 2018). There are three indicators of job resources, namely job autonomy, performance feedback, and technology resources (work autonomy, performance feedback and technology resources) (in Anisa Aprilianingsih and Agus Frianto, 2022).

Personal resources

Several researchers in Syamsul Fiqhi Adhar (2021), "Personal resources are aspects of work that function to help employees deal with job demands and the physiological and psychological consequences that occur, as well as stimulate growth, learning, and personal development" (Demerouti, 2001). Self-confidence, hope and resilience are three indicators of personal resources.

Job Demands

Job demands, in Anisa Aprilianingsih and Agus Frianto (2022), are all requests that must be carried out or fulfilled which include physical, psychological, social and organizational aspects of a job and it takes continuous physical and psychological efforts to fulfill them because they are related to job demands. certain costs (Ramadhani & Hadi, 2018). Job demands are divided into three indicators, namely, work pressure, disturbances, and emotion at work (Kenyi & John, 2020).

Burnout,

Burnout is a stress syndrome characterized by burnout, detachment from work, and reduced personal accomplishments. Burnout results from periods of prolonged stress and from an inability to achieve personal goals. A person experiencing burnout often reports reduced job satisfaction, physical complaints, especially fatigue, and impaired cognitive performance . According to Maslach, et al., 2001 in Ranny Hardiyanti (2013), Burnout has three dimensions, namely: 1. exhaustion, 2. depersonalization/Cynicism , 3.

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low desire for self-achievement (Low Personal accomplishment). The indicators of burnout are environmental conditions, workload and length of work.

Workability

Workability is the expertise possessed by an employee in carrying out his work or duties. Ability is a person's skills which include intelligence and skills in solving the problems they face (Wursanto, 2003:301). In Thoha (2011) work ability can determine employee performance in an organization (Farlen, 2011). This can be proven by previous research conducted by (Arini et al, 2015) which states that work ability has a significant effect on employee performance. While the accompanying indicators are conflict, time and speed of work.

Work Engagement

In Anisa Aprilianingsih and Agus Frianto (2022) it is explained that work engagement is a positive and satisfying state of mind related to a job, generally characterized by enthusiasm, dedication, and absorption (vigor, dedication, absorption) (Carmona-Halty et al ., 2019). Work engagement is important because when linked to behavior it will have a positive impact on individuals and organizations (Mussagulova, 2021).

METHOD

The method of writing scientific articles is by using qualitative methods and literature studies or library research. Reviewing theories and reviewing literature books that are in accordance with the theories discussed, especially the scope of human resource management (HRM). Besides that, it also analyzes reputable and non-reputable scientific articles and journals. All scientific articles are sourced from Google Scholar. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that it is exploratory in nature. In the next stage it will be discussed in depth in the section entitled " Related literature" or "literature review", as the basis for formulating hypotheses and in the final stages these two literatures become the basis for making comparisons with the results and findings. -the findings revealed in research (H.

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Ali & Limakrisna (2013) in Hapzi Ali, Istianingsih Sastrodiharjo and Farhan Saputra, 2022).

RESULTS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this article in the concentration of Human Resource Management is:

1. Personal resources affect burnout

   Personal resources are aspects of work that function to help employees deal with job demands and the physiological and psychological consequences that occur, as well as stimulate growth, learning, and personal development.

   The research finding is that there is a negative impact between personal resources on burnout, in line with what was described, by Naomi Priskila Tully, Tellma M. Tiwa and Meike E. Hartati (2021)

2. Job resources affect burnout

   Job resources are defined as those physical, social, psychological, or organizational aspects of work that are important in achieving work goals, capable of reducing job demands, and capable of encouraging personal growth, learning, and development.

   From several studies it was found that job resources have a negative effect on burnout. This is in line with research conducted by Meri Juwita Sari (2017), Prasidananto Nur Santoso and Budi Hartono (2017), Gerald, I Nyoman Sutapa and Prayonne Adi (2022)

3. Job demands affect burnout

   Job demands can be divided into two types, namely hydration demands and challenge demands. Hydration demands are defined as job demands and work situations that are caused by excessive or unexpected constraints that can hinder an individual's ability to achieve goals.

   Research on the relationship between job demands and burnout states that job demand has a positive effect on burnout, in line with the research conducted, Prasidananto Nur Santoso and Budi Hartono (2017), Meri Juwita Sari (2017), Ardianti Nur Oktarina and Mugi Harsono (2017), Gerald , I Nyoman Sutapa and Prayonne Adi (2022).

4. Personal resources affect work ability

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Personal resources are aspects of work that function to help employees deal with job demands and the physiological and psychological consequences that occur, as well as stimulate growth, learning, and personal development.

Work ability has a significant effect on employee performance. High personal resources will achieve a better performance because the individual has strong motivation, clear goals, stable emotions and the ability to provide performance on activities or behaviors successfully . Good performance from a worker with high personal resources.

The research finding is that there is no direct effect between personal resources on work ability but there is an influence where work ability functions as an intervening, this is in line with the research of Jack C. Friedrich, et al (2022), Personal resources are negatively related to work ability, but mediate negative relationship between personal resources and work engagement.

5. Job resources affect work ability

   Job resources are defined as those physical, social, psychological, or organizational aspects of work that are important in achieving work goals, capable of reducing job demands, and capable of encouraging personal growth, learning, and development. work ability has a significant effect on employee performance.

   The research finding is that there is a direct effect between job resources on work ability and work ability to function as an intervening, this is in line with the research of Jack C. Friedrich, et al (2022), job resources are positively related to work ability and mediate a positive relationship between job resources and work engagement.

6. Job demand affects work ability

   Job demands can be divided into two types, namely hydration demands and challenge demands. Hydration demands are defined as job demands and work situations that are caused by excessive or unexpected constraints that can hinder an individual's ability to achieve goals. work ability has a significant effect on employee performance.

   Job demand has no significant effect on employee performance and is in line with research conducted by Ema Zahra Firdaus, (2021).

7. Personal resources affect work engagement

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Personal resources are aspects of work that function to help employees deal with job demands and the physiological and psychological consequences that occur, as well as stimulate growth, learning, and personal development.

Personal resources have a significant effect on work engagement and are in line with research conducted, Jack C. Friedrich, et al (2022) , Nurul Iksan, Slamet Widodo and Praningrum (2020), Diah Restu Ayu, Syamsul Maarif and Anggraini Sukmawati (2015)

8. Job resources affect work engagement

Job resources are defined as those physical, social, psychological, or organizational aspects of work that are important in achieving work goals, capable of reducing job demands, and capable of encouraging personal growth, learning, and development.

The research that has been conducted states that job resources have a significant effect on work engagement and is in line with the research conducted, Anisa Aprilianingsih and Agus Frianto (2022), Nurul Iksan, Slamet Widodo and Praningrum, (2020), Diah Restu Ayu, Syamsul Maarif and Anggraini Sukmawati (2015), Rizka Rahma Pareta and Lohana Juariyah (2023)

9. Job demand affects work engagement

Job demands can be divided into two types, namely hydration demands and challenge demands. Hydration demands are defined as job demands and work situations caused by excessive or unexpected constraints that can hinder an individual's ability to achieve goals.

One of the studies on this matter states that job demands have a significant effect on work engagement. Likewise the research conducted, Anisa Aprilianingsih and Agus Frianto (2022), Nurul Iksan, Slamet Widodo and Praningrum, (2020), Diah Restu Ayu, Syamsul Maarif and Anggraini Sukmawati (2015).

10. Burnout affects work engagement

Burnout is a stress syndrome characterized by burnout, detachment from work, and reduced personal accomplishments. Burnout results from periods of prolonged stress and from an inability to achieve personal goals. A person experiencing burnout often reports reduced job satisfaction, physical complaints, especially fatigue, and impaired cognitive performance.

significant negative effect of burnout on work engagement is related to the research of Rina Kesuma Pudji A (2021), Mokhammad Khukaim Barkhowa (2020)

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11. Work ability affects work engagement

Good work ability can support the smooth work of employees. The ability of employees can be seen from the potential that supports a person to get optimal performance. Work ability is basically very influential on the quality or weight of the work achieved by an employee. This is understandable because in work ability there are various potential skills, skills, and other supporting potentials which are reflected in physical and psychological conditions. So that work ability can determine the performance of employees in an organization. Work ability has a significant effect on employee performance.

Work ability has a positive relationship with work engagement and is in line with research conducted by Jack C. Friedrich, et al (2022)

CONCLUSION

This article discusses how the dependent, independent and intervening variables have an influence. Based on the discussion above, the researcher found several findings, namely: 1] Personal resources, job resources have a positive effect on work engagement while job demands have a negative effect on work engagement. 2] Work ability acts as a significant mediator variable in the relationship between personal resources, job resources, job demands, and work engagement. 3] Burnout also acts as a significant mediator variable in this relationship. High burnout can negatively affect work engagement, weaken the positive effect of personal resources and job resources, and strengthen the negative effect of job demands on work engagement.

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