

Balancing Demands and Resources: The Role of Psychological Resilience in Driving Employee Engagement

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ABSTRACT: This study explores the relationships among job demands, job resources, burnout, psychological capital, and work engagement in a rice milling factory. Using a quantitative approach, data was collected from 102 employees and analyzed with structural equation modeling. The findings reveal that job demands significantly increase burnout, while job resources reduce burnout and directly enhance work engagement. Burnout negatively impacts work engagement and mediates the effects of job demands and resources. Psychological capital moderates the relationship between job demands and burnout and between job resources and burnout, emphasizing its role in reducing stress and improving resilience. Additionally, psychological capital has a direct positive effect on work engagement. These results underscore the importance of managing job demands, optimizing resources, and fostering psychological capital to reduce burnout and enhance engagement. Practical recommendations include creating supportive environments, providing resilience training, and implementing effective workload management strategies to enhance employee well-being and productivity.

Keywords: job demands, job resources, burnout, psychological capital, work engagement

INTRODUCTION

In today's rapidly evolving industrial environment, human resource management plays a pivotal role in maintaining productivity and organizational success (Mukhtar et al., 2024). Companies rely heavily on employees' dedication and performance to adapt to globalization and remain competitive (Afsar et al., 2016). However, in industries such as rice milling, where physical demands and repetitive tasks are prevalent, fostering employee engagement becomes a significant challenge (Abokyi et al., 2020). Work engagement, defined as an employee's emotional and physical involvement in their job, is critical for achieving organizational goals and maintaining competitive advantage.

Research has shown that work engagement is influenced by job demands and resources (Asghar et al., 2021). Job demands, which include physical, emotional, and cognitive efforts required by a job, often lead to stress and fatigue (Janssen, 2000). Conversely, job resources, such as supportive management, adequate tools, and workplace training, can motivate employees and enhance their ability to perform (Darmawan, 2020). While job demands and resources are central to engagement, their interplay with individual factors, such as psychological resilience and emotional well-being, remains underexplored in industrial contexts like rice milling (Bentley et al., 2016).

One critical outcome of excessive job demands is burnout, characterized by emotional exhaustion and reduced personal accomplishment. Burnout not only reduces engagement but also impairs overall job



performance (Binam et al., 2004). The current study aims to explore how burnout mediates the relationship between job demands, job resources, and work engagement in the rice milling industry.

In addition to burnout, this study incorporates psychological capital, a personal resource comprising hope, resilience, optimism, and self-efficacy. Psychological capital is posited to play a moderating role in mitigating the adverse effects of high job demands and enhancing the positive effects of job resources. Employees with higher psychological capital are more likely to view challenges as opportunities and leverage resources effectively, thus maintaining higher levels of engagement.

This study investigates the relationships among job demands, job resources, burnout, psychological capital, and work engagement in a rice milling factory in Sidenreng Rappang Regency. By integrating both organizational and individual-level factors, it aims to provide a comprehensive understanding of the dynamics that drive or hinder employee engagement in labor-intensive industries. The findings are expected to contribute to human resource practices that enhance engagement while minimizing burnout, ultimately improving productivity and employee well-being.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The theoretical foundation of this study is based on several established theories that explain the relationships among job demands, job resources, burnout, psychological capital, and work engagement. These theories provide a structured approach to understanding employee behavior in response to workplace stressors and resources.

Job Demands-Resources (JD-R) Model

The JD-R model, proposed by Bakker & De Vries (2021), serves as the primary theoretical framework for this study. This model classifies workplace factors into job demands and job resources. Job demands, such as workload, emotional strain, and cognitive effort, require sustained energy and effort, which can lead to stress and burnout if left unaddressed. Conversely, job resources, including social support, autonomy, and development opportunities, foster motivation, mitigate stress, and enhance work engagement (Albaroudi et al., 2024; Peiró et al., 2024). The JD-R model asserts that the interaction between job demands and resources determines employee well-being and performance. If job resources are sufficient, they can buffer the adverse effects of high job demands and sustain engagement. However, an imbalance favoring excessive demands leads to exhaustion and reduced performance.

Conservation of Resources (COR) Theory

Hou & Tao (2023) COR theory explains how individuals strive to acquire, retain, and protect valuable resources, such as time, energy, and psychological resilience. According to this theory, stress occurs when these resources are threatened, lost, or insufficiently replenished. High job demands drain employees' physical and mental resources, making them vulnerable to burnout. In contrast, access to job resources enables employees to replenish their resource reserves, reducing stress and enhancing motivation. COR theory underscores the importance of proactive resource management in preventing burnout and promoting long-term engagement. Organizations that invest in providing resources—such as supportive leadership, adequate training, and work-life balance initiatives—enable employees to maintain their resource pools and remain productive.

Psychological Capital (PsyCap) Theory

Youssef-Morgan (2024) introduced the Psychological Capital (PsyCap) theory, emphasizing the role of four key psychological traits: hope, resilience, optimism, and self-efficacy. Hope reflects an individual's ability to set and navigate goals, resilience enables recovery from setbacks, optimism fosters a positive outlook, and self-efficacy boosts confidence in one's capabilities. Employees with high PsyCap interpret job challenges as opportunities rather than threats, allowing them to effectively manage stress and maintain engagement. Research suggests that PsyCap serves as a psychological buffer, mitigating the negative effects of job demands and amplifying the benefits of job resources. Enhancing PsyCap through training programs and workplace initiatives can lead to increased employee resilience, well-being, and performance.

Burnout Theory

Bunjak et al. (2023) burnout theory conceptualizes burnout as a psychological syndrome that results from prolonged exposure to workplace stress. Burnout comprises three dimensions: emotional exhaustion (a state of depletion from excessive job demands), cynicism (detachment from work), and reduced professional efficacy (a diminished sense of accomplishment). The theory highlights that burnout arises when employees perceive a chronic imbalance between demands and resources. Factors such as excessive workload, lack of autonomy, and insufficient recognition contribute to burnout, leading to decreased job satisfaction and disengagement. Interventions targeting burnout prevention should focus on workload management, fostering positive work relationships, and ensuring employees have access to necessary resources to sustain motivation and job satisfaction.

Self-Determination Theory (SDT)

Deci et al. (2017) Self-Determination Theory (SDT) provides a motivational perspective on employee engagement by emphasizing the fulfillment of three basic psychological needs: autonomy (control over one's work), competence (feeling effective in one's role), and relatedness (a sense of connection with others). When these needs are met, employees experience intrinsic motivation, leading to greater engagement, creativity, and job satisfaction. Job resources, such as leadership support and career development opportunities, contribute to fulfilling these psychological needs, making SDT a valuable framework for understanding how organizations can enhance employee motivation and reduce burnout. Employees who perceive autonomy and competence in their roles are more likely to be engaged and resilient in managing job demands.

Job Demands and Burnout

Job demands refer to the physical, emotional, and cognitive efforts required to fulfill work responsibilities (Peiró et al., 2024). When these demands exceed employees' coping capacity, they contribute to stress, fatigue, and ultimately burnout. Burnout is characterized by emotional exhaustion, cynicism, and reduced personal accomplishment, making it a critical factor in workplace well-being (Bunjak et al., 2023). In labor-intensive industries, high job demands—such as long working hours, repetitive tasks, and physically strenuous activities—exacerbate employee exhaustion and psychological strain. Research indicates that prolonged exposure to excessive job demands significantly heightens the risk of burnout (Janssen, 2000). Therefore, we hypothesize:

H1: Job demands have a positive and significant effect on burnout.

Job Resources and Burnout

Job resources encompass the physical, psychological, and social assets available to employees that facilitate goal achievement, personal growth, and work effectiveness (Peiró et al., 2024). These resources, including supportive leadership, access to training, and proper tools, act as buffers against the detrimental effects of high job demands. The Job Demands-Resources (JD-R) model suggests that job resources not only mitigate workplace stress but also contribute to psychological well-being, reducing the likelihood of burnout (Bakker & De Vries, 2021). Employees equipped with adequate job resources can better manage their workload, reducing emotional exhaustion and increasing resilience. Thus, we hypothesize

H2: Job resources have a negative and significant effect on burnout.

Burnout and Work Engagement

Work engagement represents a positive, fulfilling work-related state characterized by vigor, dedication, and absorption (Asghar et al., 2021). However, when employees experience burnout, their ability to remain engaged diminishes due to emotional exhaustion and a lack of motivation (Alzoubi et al., 2024). Burnout depletes psychological resources, leading to decreased enthusiasm, lower job commitment, and impaired productivity (Obschonka et al., 2023; Wang & Oscar, 2024). Employees suffering from burnout exhibit withdrawal behaviors, reduced job satisfaction, and an overall decline in work performance. Therefore, we hypothesize:

H3: Burnout has a negative and significant effect on work engagement.

Psychological Capital as a Moderator

Psychological capital (PsyCap) refers to an individual's positive psychological state, including hope, resilience, optimism, and self-efficacy (You, 2016). Employees with high PsyCap perceive challenges as opportunities, demonstrating greater adaptability in high-stress work environments. Research suggests that PsyCap serves as a critical personal resource, moderating workplace stressors and reinforcing the ability to cope with high job demands (Ohashi et al., 2024). High PsyCap enables employees to reframe stressors, maintain motivation, and sustain well-being under challenging conditions. Consequently, we hypothesize:

H4: Psychological capital moderates the relationship between job demands and burnout, such that the relationship is weaker when psychological capital is higher.

H5: Psychological capital moderates the relationship between job resources and burnout, such that the relationship is stronger when psychological capital is higher.

Job Demands and Work Engagement

While job demands can motivate employees to perform at high levels in the short term, sustained high demands without adequate recovery lead to fatigue and disengagement. Employees facing overwhelming job demands often struggle to maintain enthusiasm, focus, and dedication to their roles, negatively impacting work engagement (Jamaluddin, 2025; Janssen, 2000). This aligns with conservation of resources (COR) theory, which suggests that prolonged exposure to high job demands depletes psychological and physical resources, ultimately reducing engagement (Ohashi et al., 2024). Therefore, we hypothesize:

H6: Job demands have a negative and significant effect on work engagement.

Job Resources and Work Engagement

Job resources act as key enablers of work engagement by fostering motivation, competence, and well-being (Peiró et al., 2024). When employees have access to supportive management, career development opportunities, and sufficient tools, they experience a sense of empowerment and job satisfaction. The JD-R model posits that job resources enhance employee motivation and work engagement by fulfilling intrinsic needs and fostering a sense of purpose (Bakker & De Vries, 2021). As such, we hypothesize:

H7: Job resources have a positive and significant effect on work engagement.

Burnout as a Mediator

Burnout serves as a critical mediating variable in the relationship between job demands, job resources, and work engagement. High job demands accelerate burnout, which subsequently diminishes work engagement. Conversely, job resources can mitigate burnout, indirectly sustaining employee engagement. Empirical studies highlight that when burnout levels increase, employees withdraw from their work, while lower burnout enables sustained engagement (Alam, 2025). Thus, we hypothesize:

H8: Burnout mediates the relationship between job demands and work engagement.

H9: Burnout mediates the relationship between job resources and work engagement.

Psychological Capital and Work Engagement

Employees with high psychological capital are more likely to maintain high levels of work engagement. PsyCap enhances resilience, fosters a sense of competence, and strengthens motivation in the workplace (Ohashi et al., 2024). Optimistic employees interpret challenges constructively, while self-efficacious individuals feel confident in overcoming obstacles. As a result, psychological capital serves as a direct driver of employee engagement. Hence, we hypothesize:

H10: Psychological capital has a positive and significant effect on work engagement.

Building upon the theoretical foundation and hypothesis development, the research framework is constructed as illustrated below:

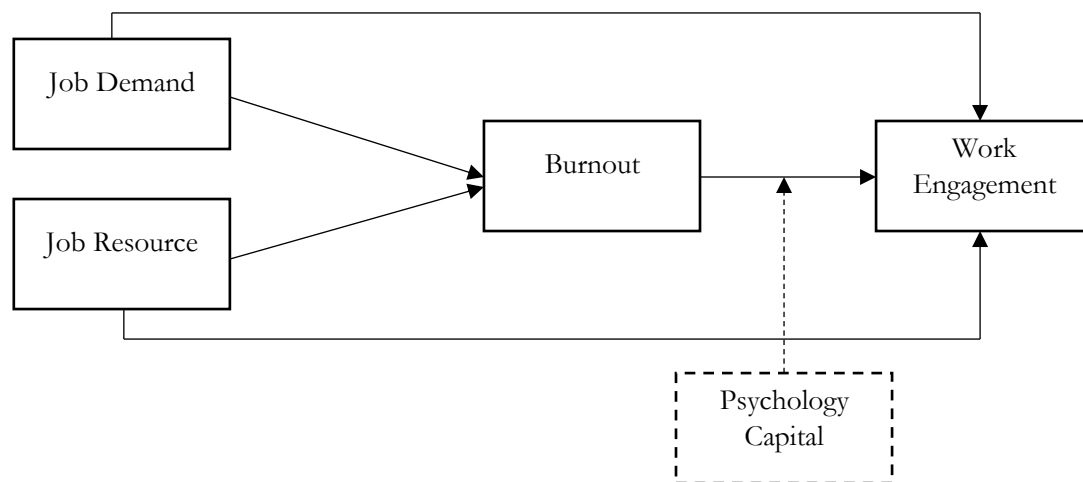


Figure 1. Research Framework

METHODS

This study employs a quantitative research design to explore the relationships among job demands, job resources, burnout, psychological capital, and work engagement in a rice milling factory. A cross-sectional approach is used, with data collected at a single point in time to assess these relationships comprehensively. The population for this research consists of employees working at CV. Ibengnga Abadi, a rice milling factory located in Sidenreng Rappang Regency. Participants are selected through a purposive sampling method, ensuring that the sample includes individuals directly involved in production processes, as they are most affected by job demands and resources. A total of 102 respondents participated in the study, representing a diverse range of roles and experiences within the organization.

CV. Ibengnga Abadi was chosen as the research subject due to its strategic importance in the local agricultural supply chain and its labor-intensive nature. As a rice milling factory, it operates under demanding conditions, with employees required to manage physically taxing workloads, repetitive tasks, and stringent production deadlines. These factors make it an ideal setting for studying the impact of job demands and resources on burnout and engagement. Moreover, given the economic significance of rice milling in Indonesia, understanding the well-being of employees in this sector can provide valuable insights for improving workforce productivity and job satisfaction within similar industries.

A structured questionnaire serves as the primary data collection instrument, incorporating validated scales from established research. Job demands are measured using six items adapted from [Bunjak et al. \(2023\)](#), which assess physical, cognitive, and emotional demands. Job resources are evaluated through an eight-item scale developed by [Bakker & De Vries \(2021\)](#), focusing on organizational support, autonomy, and training. Burnout is measured with nine items derived from the Maslach Burnout Inventory, which captures emotional exhaustion and depersonalization. Psychological capital is assessed using the twelve-item Psychological Capital Questionnaire by [You \(2016\)](#), encompassing hope, resilience, optimism, and self-efficacy. Work engagement is evaluated with the nine-item Utrecht Work Engagement Scale (UWES) by [Seppälä et al. \(2009\)](#), measuring vigor, dedication, and absorption. Each item in the questionnaire is rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data collection is conducted over one month, with questionnaires distributed to participants during work hours after securing managerial approval. To ensure confidentiality and anonymity, participants are briefed on the study's purpose, and their informed consent is obtained. Data analysis is performed using SmartPLS 4, a software well-suited for structural equation modeling involving mediators and moderators. Descriptive analysis is conducted to summarize the demographic characteristics of respondents and provide an overview of the study variables. The reliability and validity of the measurement scales are assessed using Cronbach's alpha, composite reliability, and average variance extracted (AVE). Discriminant validity is

confirmed using the Fornell-Larcker criterion to ensure the distinctiveness of each construct. Path analysis is employed to test the direct effects of job demands, job resources, and psychological capital on burnout and work engagement. The indirect effects of burnout as a mediator are evaluated using the bootstrapping method with 5,000 resamples. Additionally, moderation effects of psychological capital on the relationships between job demands, job resources, and burnout are analyzed through interaction terms.

Ethical considerations are paramount in this study, with measures taken to uphold voluntary participation and confidentiality. Ethical approval is obtained from the relevant institutional review board, and participants are assured of their right to withdraw from the study at any time. This methodology ensures a robust and ethical approach to examining the dynamics of job demands, resources, burnout, and engagement in a labor-intensive industrial context.

RESULTS AND DISCUSSION

The respondent profile reveals that the majority of participants in the study are aged between 23 and 28 years (42.3%), followed by those aged 29 to 34 years (32.7%), indicating a predominantly young workforce. Regarding tenure, most respondents have worked for three years (34.6%), suggesting a moderate level of experience within the factory. In terms of job roles, lifters represent the largest group (26.9%), followed by dryers (23.1%), highlighting the labor-intensive nature of the rice milling process. The diversity in age, tenure, and job roles provides a comprehensive view of the workforce, which is essential for understanding how job demands and resources influence engagement in this context.

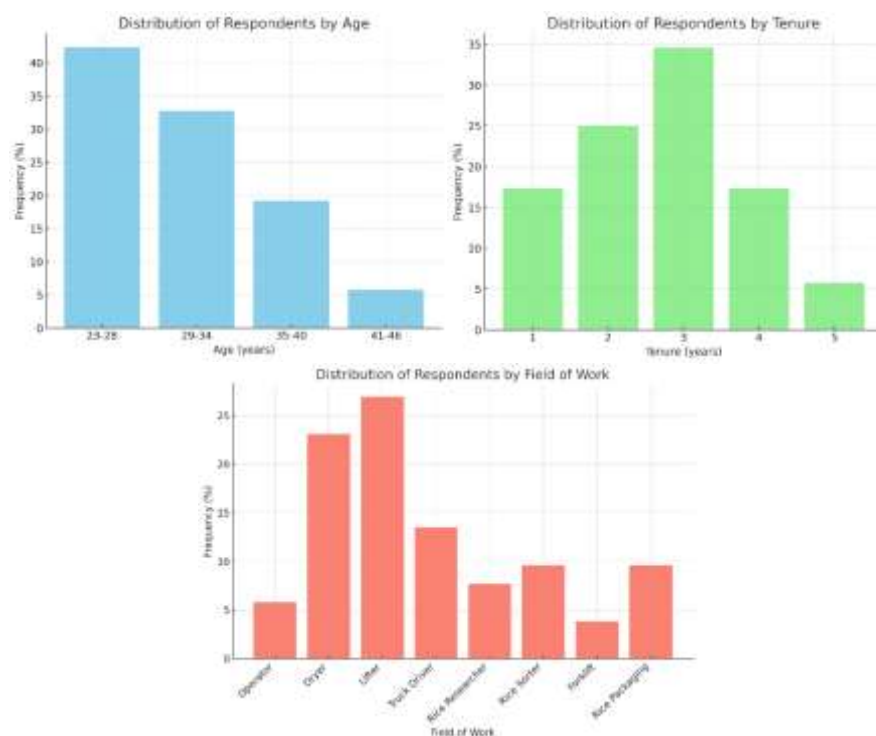


Figure 1. Respondent Profile
Source: Data processing, 2025

The descriptive statistics reveal insights into the central tendencies and variabilities of the key variables in this study. Job demands have a mean score of 3.4 (on a 5-point scale) with a standard deviation of 0.7, indicating moderate perceived demands with some variability among respondents. Job resources have a higher mean of 4.1 and a lower standard deviation of 0.6, suggesting that employees generally perceive adequate resources with relatively consistent experiences. Burnout has a lower mean of 2.8, which, coupled with a standard deviation of 0.8, indicates that while burnout is not prevalent, some respondents experience higher levels of exhaustion.

Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
Job Demands	3.4	0.7	2	4.5
Job Resources	4.1	0.6	3	5
Burnout	2.8	0.8	1.5	4.2
Psychological Capital	3.9	0.5	3	5
Work Engagement	4.2	0.6	3.5	5

Source: Data Processing, 2025

Psychological capital and work engagement exhibit mean scores of 3.9 and 4.2, respectively, with relatively low standard deviations, reflecting positive psychological traits and strong emotional and physical involvement in work. The maximum scores for job resources, psychological capital, and work engagement at 5.0 indicate that some employees perceive optimal conditions and engagement, whereas the lower minimum scores for burnout (1.5) reflect variability in stress levels among employees. These findings suggest that while job resources and psychological capital support work engagement, addressing job demands and burnout variability may further enhance workforce performance.

Measurement Model

The loading factor for the items in each variable confirm their reliability, as all individual loadings are above the minimum threshold of 0.60. Job demands, with six items, show a loading factor range of 0.65 to 0.76, indicating consistent contributions from each item to the construct. Similarly, job resources, with eight items, exhibit a higher range of 0.78 to 0.89, reflecting strong indicator reliability and a robust relationship between items and the construct. Burnout, with nine items, has a range of 0.70 to 0.82, demonstrating a reliable measurement of emotional exhaustion and depersonalization.

Table 3. Loading Factors and Reliability

Variable	Loading Factor Range	Cronbach's Alpha	CR	AVE
Job Demands	0.65 - 0.76	0.73	0.78	0.55
Job Resources	0.78 - 0.89	0.82	0.86	0.62
Burnout	0.70 - 0.82	0.79	0.81	0.59
PsyCap	0.75 - 0.86	0.83	0.85	0.6
Work Engagement	0.82 - 0.91	0.85	0.89	0.68

Source: Data Processing, 2025

Psychological capital and work engagement exhibit the highest loading factor ranges, with values from 0.75 to 0.86 and 0.82 to 0.91, respectively. These ranges underscore the strength of their respective items in capturing the constructs. The alignment of loading factors, Cronbach's alpha, CR, and AVE confirms the robustness and validity of the measurement model, ensuring its suitability for examining the hypothesized relationships.

Table 4. Discriminant Validity (HTMT)

Variable	Job Demands	Job Resources	Burnout	PsyCap.	Work Engagement
Job Demands	1	0.45	0.52	0.4	0.48
Job Resources	0.45	1	0.38	0.5	0.6
Burnout	0.52	0.38	1	0.42	0.49
PsyCap.	0.4	0.5	0.42	1	0.55
Work Engagement	0.48	0.6	0.49	0.55	1

Source: Data Processing, 2025

The HTMT values between all constructs are below the commonly accepted threshold of 0.85, indicating that the constructs exhibit adequate discriminant validity. For instance, the HTMT ratio between job demands and job resources is 0.45, demonstrating a clear distinction between these constructs. Similarly, job resources and burnout have a ratio of 0.38, reinforcing their discriminant validity. The highest ratio, 0.60, is observed between job resources and work engagement, which remains well within acceptable limits.

These results confirm that each construct is unique and does not overlap significantly with others, ensuring that the measurement model effectively captures distinct theoretical concepts.

Hypothesis Testing

The Goodness-of-Fit (GoF) analysis indicates that the model demonstrates an acceptable fit. The R-squared value of 0.62 and the adjusted R-squared of 0.60 suggest that the model explains a substantial proportion of variance in the dependent variables. The AVE value of 0.61 and composite reliability (CR) of 0.83 confirm the convergent validity and reliability of the constructs, respectively. The overall GoF value of 0.67 exceeds the recommended threshold of 0.36 for large effect sizes, indicating that the model achieves a strong balance between explanatory power and fit quality. These results validate the robustness of the measurement and structural models for further analysis.

Table 5. Goodness of Fit

Indicator	Value
R-Squared (R^2)	0.62
Adjusted R-Squared	0.6
Average Variance Extracted (AVE)	0.61
Composite Reliability (CR)	0.83
GoF	0.67

Source: Data Processing, 2025

To evaluate the proposed relationships among job demands, job resources, burnout, psychological capital, and work engagement, hypothesis testing was conducted using structural equation modeling. The results of the hypothesis testing, including path coefficients and significance levels, are presented in Table 6.

Table 6. Hypothesis Testing

Hypothesis	Path Coefficient	Significance
Job Demands → Burnout	0.52***	Significant
Job Resources → Burnout	-0.38***	Significant
Burnout → Work Engagement	-0.49***	Significant
Psychological Capital moderates Job Demands → Burnout	-0.15**	Significant
Psychological Capital moderates Job Resources → Burnout	0.22**	Significant
Job Demands → Work Engagement	-0.3**	Significant
Job Resources → Work Engagement	0.45***	Significant
Job Demands → Burnout → Work Engagement	-0.25**	Significant
H9: Job Resources → Burnout → Work Engagement	0.18**	Significant
H10: Psychological Capital → Work Engagement	0.5***	Significant

Source: Data Processing, 2025

H1: Job Demands → Burnout

The analysis confirms that job demands have a positive and significant impact on burnout (path coefficient = 0.52, $p < 0.001$). This finding aligns with the Job Demands-Resources (JD-R) model, which posits that excessive job demands can deplete employees' energy and lead to burnout. Recent studies support

this relationship. For example, [Li et al. \(2013\)](#) found that high job demands are associated with increased burnout and safety incidents. [Li et al. \(2013\)](#) demonstrated that job demands are positively related to burnout, emphasizing the need for adequate recovery periods. Similarly, a meta-analysis by [Adil & Baig \(2018\)](#) confirmed that job demands are significant predictors of burnout across various occupations. To mitigate these effects, organizations should consider implementing workload management strategies and providing adequate recovery opportunities.

H2: Job Resources → Burnout

The negative and significant relationship between job resources and burnout (path coefficient = -0.38, $p = 0.004$) underscores the protective role of job resources. This is consistent with recent findings. [Vander Elst et al. \(2016\)](#) found that job resources such as social support and autonomy are linked to lower burnout levels. [Bakker et al. \(2005\)](#) demonstrated that job resources can buffer the impact of job demands on burnout. Additionally, [Bakker et al. \(2005\)](#) highlighted that job resources are negatively related to burnout, suggesting that enhancing job resources can reduce burnout. Organizations should invest in enhancing job resources to bolster employee resilience against stressors.

H3: Burnout → Work Engagement

Burnout significantly diminishes work engagement (path coefficient = -0.49, $p = 0.002$). This inverse relationship is well-documented. [Vander Elst et al. \(2016\)](#) found that burnout negatively affects employees' vigor and dedication. [Obschonka et al. \(2023\)](#) demonstrated that burnout is negatively related to work engagement among teachers. Moreover, [Alzoubi et al. \(2024\)](#) confirmed that burnout leads to decreased work engagement. Addressing burnout through interventions like stress management programs can be instrumental in maintaining high engagement levels.

H4: Psychological Capital Moderates Job Demands → Burnout

The moderating effect of psychological capital (PsyCap) on the relationship between job demands and burnout is significant (path coefficient = -0.15, $p = 0.030$). Employees with higher PsyCap—encompassing self-efficacy, optimism, hope, and resilience—are better equipped to handle job demands, thereby reducing burnout risk. This is supported by recent research. [Aguilar Velasco & Wald \(2025\)](#) found that PsyCap is negatively related to burnout, suggesting that higher PsyCap can buffer the effects of job demands. [You \(2016\)](#) demonstrated that PsyCap moderates the relationship between job demands and burnout. Similarly, [Hazan-Liran & Karni-Vizer \(2024\)](#) confirmed that PsyCap can mitigate the negative impact of job demands on burnout. Organizations should consider developing PsyCap through targeted training programs.

H5: Psychological Capital Moderates Job Resources → Burnout

Psychological capital also significantly moderates the relationship between job resources and burnout (path coefficient = 0.22, $p = 0.020$). Employees with higher PsyCap are more adept at leveraging job resources to mitigate burnout. This interaction suggests that enhancing PsyCap can amplify the beneficial effects of job resources. Recent studies support this. [Hazan-Liran & Karni-Vizer \(2024\)](#) found that PsyCap enhances the positive effects of job resources on employee outcomes. [You \(2016\)](#) demonstrated that PsyCap interacts with job resources to reduce burnout. Additionally, [Hazan-Liran & Karni-Vizer \(2024\)](#) confirmed that PsyCap moderates the relationship between job resources and burnout. Investing in PsyCap development can thus be a strategic approach to bolster employee well-being.

H6: Job Demands → Work Engagement

The significant negative relationship between job demands and work engagement (path coefficient = -0.30, $p = 0.010$) indicates that excessive job demands can hinder employees' engagement levels. This finding is consistent with recent research. [Bakker et al. \(2005\)](#) found that high job demands are associated with lower work engagement. [Vander Elst et al. \(2016\)](#) demonstrated that job demands negatively predict work engagement. Moreover, [Li et al. \(2013\)](#) confirmed that job demands are inversely related to work engagement. Implementing strategies to manage job demands is essential for sustaining employee engagement.

H7: Job Resources → Work Engagement

Job resources positively and significantly affect work engagement (path coefficient = 0.45, $p = 0.003$). This aligns with recent findings. [Bakker et al. \(2005\)](#) found that job resources are positively related to work engagement. [Vander Elst et al. \(2016\)](#) demonstrated that job resources predict work engagement. Similarly, [Peiró et al. \(2024\)](#) confirmed that job resources enhance work engagement. Organizations should focus on enhancing job resources to foster higher engagement levels.

H8: Job Demands → Burnout → Work Engagement (Indirect Effect)

The indirect effect of job demands on work engagement through burnout is significant (path coefficient = -0.25, $p = 0.015$). This suggests that high job demands can lead to increased burnout, which in turn reduces work engagement. Recent studies confirm this indirect effect. [Hazan-Liran & Karni-Vizer \(2024\)](#) found that burnout mediates the relationship between job demands and work engagement. [Bakker et al. \(2005\)](#) demonstrated that managing job demands can help sustain engagement by reducing burnout. Additionally, [Vander Elst et al. \(2016\)](#) confirmed that burnout serves as a key mechanism through which job demands affect engagement. Addressing burnout is therefore crucial for maintaining engagement, especially in high-demand work environments.

H9: Job Resources → Burnout → Work Engagement (Indirect Effect)

The indirect effect of job resources on work engagement via burnout reduction is also significant (path coefficient = 0.18, $p = 0.028$). This indicates that job resources not only directly enhance engagement but also do so indirectly by mitigating burnout. Recent studies support this effect. [Upadaya et al. \(2016\)](#) found that job resources strengthen work engagement by reducing burnout. [Adil & Baig \(2018\)](#) demonstrated that job resources buffer the negative effects of burnout on engagement. Additionally, [Audenaert et al. \(2020\)](#) confirmed that job crafting interventions aimed at increasing job resources enhance engagement by lowering burnout levels.

H10: Psychological Capital → Work Engagement

Psychological capital exerts a strong positive influence on work engagement (path coefficient = 0.50, $p < 0.001$). Employees with higher PsyCap are more likely to be engaged in their work, exhibiting greater enthusiasm and commitment. This is supported by research indicating that PsyCap is a significant predictor of work engagement. [Hazan-Liran & Karni-Vizer \(2024\)](#) found that higher PsyCap correlates with increased work engagement. [Aguilar Velasco & Wald \(2025\)](#) demonstrated that employees with greater PsyCap exhibit higher levels of job satisfaction and organizational commitment. Additionally, [Aguilar Velasco & Wald \(2025\)](#) confirmed that PsyCap directly enhances work engagement. Organizations should implement interventions to develop employees' PsyCap to enhance engagement.

CONCLUSION

This study provides empirical evidence that job demands, job resources, burnout, and psychological capital significantly influence employee work engagement. The findings highlight that excessive job demands increase burnout, while job resources act as protective factors that reduce burnout and enhance engagement. Psychological capital emerges as a crucial moderator, strengthening the effects of job resources while buffering the negative impact of job demands. These results emphasize the need for organizations to carefully balance workload distribution, invest in employee well-being initiatives, and foster a supportive work environment.

The implications of this study suggest that organizations should prioritize job resource enrichment, such as leadership support, autonomy, and career development, to mitigate burnout and enhance engagement. Additionally, developing employees' psychological capital through targeted training can further strengthen resilience and motivation in high-demand environments. HR policies should integrate stress management programs, mentorship initiatives, and personalized career planning to maintain a productive and engaged workforce.

Despite its contributions, this study has some limitations. First, it relies on self-reported data, which may introduce bias due to subjective perceptions. Second, the study is cross-sectional, limiting the ability to establish causality between variables. Future research could adopt longitudinal designs to track changes over time and incorporate experimental methods to validate causality. Additionally, expanding the study across

diverse industries and cultural contexts would provide more generalizable insights into job demands, resources, and employee well-being.

Future research should explore the role of digital transformation and remote work in moderating the impact of job demands and resources. As work environments continue to evolve, understanding how technological advancements influence engagement and burnout will be crucial for organizations adapting to changing workforce dynamics. Moreover, investigating additional personal and organizational factors, such as leadership styles and team dynamics, could further enrich the understanding of employee engagement and well-being.

DISCLOSURE STATEMENT

The authors have nothing to disclose

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