

# The Role Of Work Engagement Mediation On The Influence Of Personal Resources On Burnout (Study At PT. Jasa Angkasa Semesta Tbk. Station I Gusti Ngurah Rai Airport Denpasar)

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**Abstract:** Personal Resources Are A Self-Perspective That Is Related To The Resilience And Success Of Personal Abilities To Influence The Environment. Self-Efficacy And Optimism Are Key Skills And Personal Traits, Therefore Having Personal Resources That Are Fulfilled Or Not Fulfilled Will Affect One's Work Engagement. When Employees Have Not Yet Obtained Resources And Feel An Imbalance Between The Demands Of The Work Environment And The Personal Resources They Have, It Is Possible To Increase Burnout Syndrome, This Indicates That There Is A Relationship Between Personal Resources And Burnout. The Purpose Of This Study Is To Explain The Mediating Role Of Work Engagement On The Influence Of Personal Resources On Burnout. This Study Includes The Theory Of COR (Conservation Of Resources Theory) And Explains That Burnout Arises As A Result Of Continuous Threats To The Availability Of Resources. This Research Was Conducted On Employees Of PT. Jasa Angkasa Semesta Tbk. Samples Were Taken From As Many As 117 Respondents With A Questionnaire Tool. The Method Of Determining The Sample Is The Purposive Sampling Technique. The Data Collected Was Tested Using The Structural Equation Modeling Analysis Technique Based On Partial Least Square (SEM-PLS).

**Key Word:** Work Engagement; Personal Resources; Burnout

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## I. Introduction

Ground Handling is a service engaged in the field of aviation relating to the handling or service of passengers including baggage, cargo, mail, and auxiliary equipment for the movement of aircraft on the ground while at the airport (departure and arrival). PT. Jasa Angkasa Semesta Tbk. (JAS Airport Services) has been providing ground handling services for well-known international airlines for more than 30 years (ptjas.co.id). JAS Airport Services serves more than 49 international and domestic airlines as well as many other partners in the air travel, cargo, and hospitality industries, at 12 major airports throughout Indonesia. One of them is JAS Airport Services Station Denpasar, JAS Airport Services Station Denpasar has a total of 107 Specific Time Work Agreement (PKWT) employees and 368 Unspecified Time Work Agreement or permanent employee and is led by 1 station leader official.

One of the professions that have direct contact with passengers is the frontliner, frontliner employees have a very important role, because they deal directly with customers and carry the company's brand image, in this case, the terminal staff, including staff at the check-in gate premier and silver, lost and found, services, and ticketing. The responsibilities of the frontliner employees of the ground handling company as the forefront of the business include that a frontliner must be thorough and proficient in checking files during the check-in process, be able to handle passenger baggage properly, and be able to deal with complaints from pairs of customers as compliments. The following table is a summary of the number of PT.JAS Station Denpasar flights in 2020 and 2022.

**Table 1. Number of Flight PT.JAS Station Denpasar 2020 and 2022 Period**

Flight Types		Number of Flights	
		Year 2020	Year 2022
Premier	International	1,261	2,046
	Domestic	0	41
Silver	International	3,110	6,182
	Domestic	3,514	5,045
<b>Total</b>		7,885	13,314

Source: Data processed (2023)

At present the conditions at I Gusti Ngurah Rai Airport have experienced a significant increase in flights per day, the average frontliner employee serves more than two thousand passengers, this causes employees to become easily tired and overwhelmed in carrying out their duties, post-Covid-19 PT. JAS conducts employee grooming as well as the responsibility of old employees because they have to deal with employers as well as transfer knowledge to new employees. This will have a very psychological impact on frontliner employees, where frontliner employees will easily feel tired and stressed, and ultimately have an impact on the enthusiasm and enthusiasm of a frontliner employee in serving pairs.

The COR theory (conservation of resources theory) states that burnout arises as a result of continuous threats to the availability of resources (Bakker et al., 2014). When individuals feel that the resources they value are threatened, they try to defend these resources (Bakker & Demerouti, 2007). The loss of resources in employees or personal resources and even the loss of future resources can exacerbate burnout (Bakker & Demerouti, 2007).

Burnout is a prolonged response to chronic emotions and personal inter-stressors at work. Burnout can be conceptualized as a kind of chronic stress that people suffer at work due to negative relationships that are beyond their ability, burnout syndrome can be defined by three indicators namely exhaustion, cynicism, and professional inefficacy Maslach & Leiter (2016).

Personal resources are a self-perspective that is related to the resilience and success of personal abilities to influence the environment Hobfoll et al., (2003). Personal resources can be in the form of abilities and mental states, such as knowledge and self-esteem (Kira et al., 2010). Characteristics of personal resources. Hobfoll et al., (2018) self-efficacy and optimism are key skills and personal traits or personal traits, therefore having personal resources that are fulfilled or not fulfilled will affect one's work engagement.

Employees managing the resources they have while working can be explained by the conservation of resources theory (Hobfoll et al., 2018). The COR theory reveals that individuals will naturally process their resources every day to be able to do the job optimally in their workplace (Hobfoll et al., 2018). COR theory explains that when employees experience a lack of motivation, such as when they are not enthusiastic about working, they tend to maintain the remaining energy or resources and withdraw from their work (Burić et al., 2022).

## **II. Theory and Hypotheses Development**

### **Conservation of Resource (COR)**

Conservation of Resources (COR) is a common stress theory but can be used to explain how people experience burnout at work (Hobfoll, 2001). The COR theory recognizes several conditions that can cause stress including threatening situations or circumstances that make it very easy for a person to spend resources or resources (Beh et al., 2020). COR theory since 1988, (Hobfoll, 1988) has provided a framework for understanding a process in dealing with work stress or even trauma experienced by a person.

### **Burnout**

Maslach & Leiter (2016) burnout originates in caregiving, where the core of the job is the relationship between the provider and recipient. The interpersonal context of work means that, initially, burnout is studied not only as an individual responding to stress but in terms of individuals carrying out relational transactions at work, Maslach & Leiter (2016). Burnout is a condition in which a person loses psychological and physical energy. Usually, this is caused by a work situation that does not support or does not meet the needs and expectations (Rizka & Zasyatin, 2013). Burnout is usually experienced in the form of intense physical, mental, and emotional exhaustion. Stress experienced by individuals over a long period with a high enough intensity will result in the individual concerned suffering from exhaustion, both physically and mentally Rizka & Zasyatin (2013). Three indicators of burnout are assessed by Maslach Burnout Inventory (MBI) Maslach & Leiter (2016) including Exhaustion, Cynicism, and Professional inefficacy. Burnout has three indicators Almer & Kaplan (2002) including Emotional exhaustion (emotional exhaustion), Depersonalization (depersonalization), and Reduced personal accomplishment (reduced individual achievement).

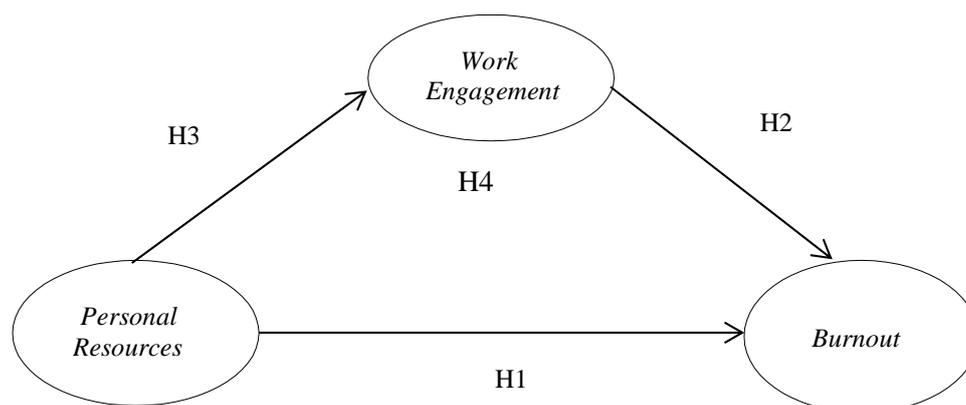
### **Personal Resources**

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). Personal resources can contribute (directly) to the motivational process (Semeijn et al., 2019). Employees with high work and personal resources are more likely to manage high job demands and have high levels of well-being (Lupsa et al., 2020). Xanthopoulou et al., (2007), includes three indicators of personal resources: Self-efficacy, Organizational-based self-esteem (OBSE), and Optimism. Personal resources are self-evaluations that have a positive impact and refer to individual feelings about their ability to control and influence their surroundings well (Hobfoll et al., 2003). Based on this explanation, it can

be understood that personal resources have the potential to motivate themselves because personal resources help employees to deal with existing job demands and achieve work-related goals.

### **Work Engagement**

Kahn (1990) pioneered the concept of work engagement, stating that employees who are physically, cognitively, and emotionally involved at work will experience a sense of meaning or feel a sense of pleasure or meaning in every work done where this feeling is a reward that is obtained when contributing to the work. work, psychological safety or psychological security, namely a sense of trust and security at work and availability or availability which is a sense of having the physical and psychological resources needed for the job. Work Engagement is defined as a state of experience characterized by dynamic cognitive and emotional indicators that involve personal enthusiasm (Wuet al., 2018). Indicators of work engagement are availability, meaningfulness, and safety (Zhu et al., 2019). (Schaufeli et al., 2006) state that there are 3 indicators of work engagement including Vigor or enthusiasm refers to the level of energy and mental endurance, Dedication, and Absorption. The conceptual framework of this study can be seen in Figure 1 below.



**Figure 1. Conceptual Framework**

### **Research Hypotheses**

H1: The effect of personal resources on burnout

H2: The effect of work engagement on burnout

H3: The effect of personal resources on work engagement

H4: The mediating role of work engagement on the effect of personal resources on burnout

### **III. Material and Method**

This research uses a quantitative approach because the data used is in the form of numbers. This research is causality associative research, which is research used to determine the causal relationship between one variable and another. The variables studied in this study are burnout (Y) as an endogenous variable, personal resources (X) as an exogenous variable, and work engagement (Z) as a mediating variable.

This research will be conducted at PT. Jasa Angkasa Semesta Tbk. Denpasar Station I Gusti Ngurah Rai Airport. The subject criteria were chosen with the consideration that PT Jasa Angkasa Semesta Tbk. Station Denpasar Airport I Gusti Ngurah Rai won the ISAGO award. The research time was conducted from December to February. This research was conducted in the working area of PT. Jasa Angkasa Semesta Tbk. Station Denpasar I Gusti Ngurah Rai Airport. The scope of this research is limited to research subjects, namely the workforce or employees of the frontliner staff of the terminal PT. JAS Airport Services station Denpasar I Gusti Ngurah Rai Airport. The objects of this research are personal resources, burnout, and work engagement.

The population of this study was all permanent employees of the frontline terminal of PT JAS Airport Services station Denpasar I Gusti Ngurah Rai Airport, totaling 117 permanent employees. Sampling to determine the sample to be used in this study is based on nonprobability sampling. This study uses a saturated sampling method, namely the technique of determining the sample by taking all members of the population as saturated sampling. The number of frontliner sample at PT JAS Airport Services can be seen in Table 2 below.

**Table 2. Frontliner Sample at PT. JAS Airport Services Tbk. Station Denpasar Bandara I Gusti Ngurah Rai**

No	Work Unit	Permanent Employee
1	Check In and Gate Premier	53
2	Check In and Gate Silver	50
3	Lost and Found	6
4	Services	4
5	Ticketing	4
	<b>TOTAL</b>	117

Source: Data processed (2023)

The research instrument in this study was carried out on 117 respondents, then the respondent's answers that had been collected were tested for validity and reliability to test the feasibility of the questionnaire used. Inferential statistics are then used to answer the research hypothesis. The data analysis technique used is PLS-based SEM. SEM PLS is an alternative technique in SEM analysis where the data used does not have to be multivariate and normally distributed. In SEM with PLS, the latent variable value can be estimated according to the linear combination of manifest variables associated with a latent variable and is needed to replace the manifest variable. The data that has been obtained from participants through questionnaires will then be analyzed to obtain the results of the research hypothesis. PLS and SEM can explain the complexity of the relationship between variables which in practice these variables in certain fields cannot be measured directly (latent or hidden) so they require indicators (manifest) to measure them.

#### IV. Results and Discussion

Burnout is a response to stress that causes a person to lose energy physically, mentally, and emotionally. The burnout variable in this study is an endogenous variable. The burnout variable is symbolized by Y and measured using 3 dimensions and 9 statements that are responded to using a 5- point Likert scale.

**Table 3. Description of Respondent's Answers to Burnout**

No	Statements	Proportion of Respondents Answers (people)					Total	Average	Criteria
		1	2	3	4	5			
1	Every morning I feel exhausted going to work.	8	37	27	29	16	359	3.07	Highly enough
2	I'm very bored with this work.	8	27	29	10	43	404	3.45	High
3	I feel emotionally drained while working	8	23	38	36	12	372	3.18	Highly enough
<b>Exhaustion</b>								3.18	Enough
4	I feel stressed at work	9	27	30	3	48	405	3.46	High
5	I treat customers like impersonal objects.	19	35	10	20	33	364	3.11	Highly enough
6	I have no empathy when receiving customers	22	22	23	23	27	362	3.09	Highly enough
<b>Depersonalization</b>								3.22	Enough
7	I spend a lot of energy at work	3	34	31	9	40	400	3.42	High
8	I don't have enough time to complete my assigned tasks.	14	40	11	19	33	368	3.15	Highly enough
9	My work is often complained about	23	31	11	24	28	354	3.03	Highly enough
<b>Professional inefficacy</b>								3.20	Highly enough
<b>Burnout total average</b>								3.22	Highly enough

Source: Data processed (2023)

Personal resources are employees’ perceptions of their ability to control the surrounding environment. The personal resources variable in this study is an exogenous variable. The personal resources variable is symbolized by X and measured using 3 dimensions and 10 statement items that are responded to using a 5-point Likert scale.

**Table 4. Description of Respondent’s Answers to Personal resources**

No	Statements	Proportion of Respondents Answers (people)					Total	Average	Criteria
		1	2	3	4	5			
1	The work that is occupied now is in accordance with the skills that I have.	1 2	2 2	2 2	1 5	4 6	412	3.52	High
2	I have no problems adjusting to work	1 0	2 7	2 7	1 8	3 5	392	3.35	Highly enough
3	I feel overqualified formy job	1 2	2 8	2 0	1 1	4 6	402	3.44	High
4	I have all the technical knowledge needed to handle problems at work.	1 2	2 8	1 7	1 7	4 3	402	3.44	High
<b>Self-efficacy</b>								3.44	High
5	My strengths are an added value in my work	1 2	2 7	1 7	1 8	4 3	404	3.45	High
6	I have the ability to contribute to my work	1 3	1 9	2 4	2 1	4 0	407	3.48	High
7	I have enough knowledge and skills to be able to motivate myself to do my job.	8	3 2	2 4	1 6	3 7	393	3.36	Highly enough
<b>Organizational-based self-esteem</b>								3.43	High
8	I can perform tasks efficiently.	8	3 2	2 0	1 5	4 2	402	3.44	High
9	I enjoy learning new skills at work.	1 6	2 2	1 8	2 5	3 6	394	3.37	Highly enough
10	Work according to my abilities.	1 3	1 9	2 4	1 8	4 3	410	3.50	High
<b>Optimism</b>								3.44	High
<b>Personal Resources Total Average</b>								3.43	High

Source: Data processed (2023)

Work engagement is the physical and emotional involvement of employees at work. The work engagement variable in this study is a mediating variable. The work engagement variable is symbolized by Z and measured using 3 dimensions and 9 statement items that are responded to using a 5-point Likert scale.

**Table 5. Description of Respondent's Answers to work engagement**

No	Statements	Proportion of Respondents Answers (people)					Total	Average	Criteria
		1	2	3	4	5			
1	I have enough energy at work	9 1	3 1	2 1	2 0	3 6	394	3.3 7	Highly enough
2	I am energized at the beginning of the day	6	2 8	2 5	1 3	4 5	414	3.5 4	High
3	I carry out tasks with tenacity	4	2 7	3 1	1 5	4 0	411	3.5 1	High
<b>Vigor</b>								3.4 7	High
4	I take my work seriously	9	3 1	1 3	2 6	3 8	404	3.4 5	High
5	I am enthusiastic about the work given	4	2 8	3 1	2 8	2 6	395	3.3 8	Highly enough
6	I am proud of the work I do	6	2 8	2 5	2 4	3 4	403	3.4 4	High
<b>Dedication</b>								3.4 2	High
7	Time flies when I finish my	4	2	2	3	2	404	3.4	High

	work		8	4	3	8		5	
8	I work with focus regardless of other things around me.	4	2 7	3 1	1 7	3 8	409	3.5 0	High
9	I really enjoy my work	9	3 0	2 2	1 8	3 8	397	3.3 9	Highly enough
<b>Absorption</b>								3.4 5	High
<b>Work Engagement Total Average</b>								3.4 5	High

Source: Data processed (2023)

Data analysis was carried out using the Structural Equation Modeling method based on Partial Least Square (SEM-PLS) using SmartPLS software. SEM-PLS is a non-parametric analysis tool with a multivariate approach based on interactive OLS regression to estimate models with latent variables and their direct relationships. To analyze the research model in this study using the PLS (Partial Least Square) method with the SmartPLS 4 program tool. There are two basic model evaluations in this test, namely the outer model and the inner model.

The output results have met convergent validity because the loading factor is above 0.70. From the Personal resources (X) variable, indicator X1.3.1 has the highest outer loadings value compared to other indicators, namely 0.971, it can be explained that this indicator can reflect the personal resources (X) variable. From the work engagement variable (Z) indicator Z1.1.3 has the highest outer loadings value compared to other indicators, namely 0.963, it can be explained that this indicator can reflect the work engagement variable (Z). From the burnout variable (Y) indicator Y1.3.2 has the same outer loadings value of 0.967, it can be explained that this indicator can reflect the burnout variable (Y).

The correlation of personal resources (X) variables with the value of cross-loadings indicators is higher than the correlation of work engagement (Z) and burnout (Y). Then the correlation of work engagement (Z) variables with the value of cross-loadings indicators is higher than the correlation of personal resources (X) indicators, and burnout (Y). Furthermore, the correlation of burnout (Y) with the cross-loadings value of its indicators is higher than the correlation of work engagement (Z) and personal resources (X). So, it can be explained that all indicators on each variable are valid. The AVE value of the burnout, personal resources, and work engagement variables is 0.848, 0.916, and 0.873 where each variable has an AVE value of each variable greater than 0.50, so the model can be said to be good.

The composite reliability value for burnout, personal resources, and work engagement variables is 0.980, 0.991, and 0.984 as well as Cronbachs alpha for burnout, personal resources, and work engagement variables is 0.977, 0.990, and 0.982 where all variables have composite reliability and Cronbachs alpha values above 0.70. The burnout, personal resources, and work engagement variables have good reliability.

This study uses the Partial Least Square (PLS) analysis approach to test and analyzes the research hypotheses that have been stated previously. Before conducting the analysis, first test or evaluate the empirical research model. Hypothesis testing is done with the statistics (p-value) test. If in this test a p-value <0.05 is obtained, it means that the test is significant and vice versa if the p-value > 0.05, it means that it is not significant the results of the analysis of the empirical research model using the Partial Least Square (PLS) analysis. The results of the PLS test can be seen in Figure 2 as below.

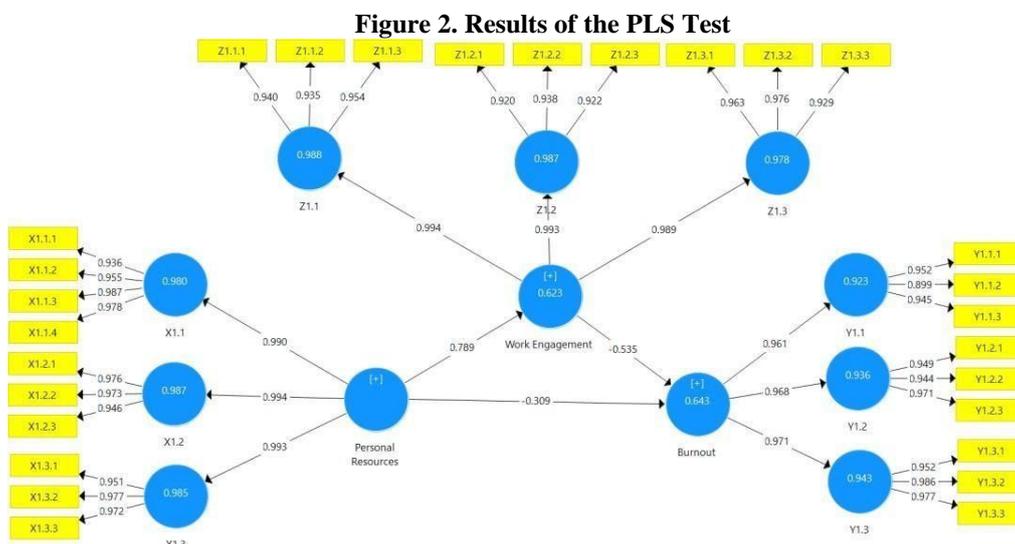


Figure 2 shows that hypothesis 1 which says that there is a negative and significant relationship between personal resources (X) and burnout (Y) is acceptable. Then hypothesis 2 which states that there is a positive and significant relationship between personal resources (X) on work engagement (Z) can be accepted. Furthermore, hypothesis 3 which says that there is a negative and significant relationship between work engagement (Z) and burnout (Y) can be accepted. The results of research hypothesis testing are shown in table 6 below:

**Table 6. Results of Hypothesis Testing**

**Direct Effect**

Personal resources -> Burnout	-0,309	2,527	0,013	Significant
Work engagement -> Burnout	-0,535	4,724	0,000	Significant
Personal resources -> Work engagement	0,789	13,654	0,000	Significant

**Indirect Effect**

Personal resources -> Work engagement -> Burnout	-0,422	4,361	0,000	Significant
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Source: Primary data processed, 2023

Based on Table 4.4, the effect of personal resources on burnout is -0.309, with p values 0.013 <0.05 and t-statistics 2.527>1.96, indicating that hypothesis 1 which states that personal resources have a negative and significant effect on employee burnout of PT Jasa Angkasa Semesta Tbk. Denpasar Station can be accepted. This indicates that if personal resources increase, burnout will decrease.

Based on Table 4.4, the effect of work engagement on burnout is -0.535, with p values 0.000 <0.05 and t-statistics 4.724> 1.96, indicating that hypothesis 2 which states that work engagement has a negative and significant effect on employee burnout of PT. Jasa Angkasa Semesta Tbk. Denpasar Station can be accepted. This indicates that if work engagement increases, the burnout felt by employees will decrease.

Based on Table 4.4, the effect of personal resources on work engagement is 0.789, with p values 0.000 <0.05 and t-statistics 13.654> 1.96, indicating that hypothesis 3 which states that personal resources have a significant positive effect on the work engagement of employees of PT. Jasa Angkasa Semesta Tbk. Denpasar Station can be accepted. This indicates that if personal resources increase, the perceived work engagement will also increase.

Based on Table 4.4 the results of the analysis of indirect effects show that the results of p value 0.000 <0.05, and t-statistics 4.361> 1.96 with a coefficient of -0.422 which means that the work engagement variable is a mediating variable for the influence between personal resources on burnout of employees of PT Jasa Angkasa Semesta Tbk. Station Denpasar and the direct effect of personal resources on burnout has p values of 0.013 <0.05 and t-statistics 2.527> 1.96, and a coefficient value of -0.309 based on the mediation test criteria described above, this indicates that work engagement partially mediates the complementary effect of personal resources on burnout of PT. Jasa Angkasa Semesta Tbk. Station Denpasar, the fourth hypothesis is accepted.

**V. Conclusion**

Based on the research results obtained, several conclusions can be drawn as follows, Personal resources have a negative and significant effect on Burnout PT. Jasa Angkasa Semesta Tbk. Station Denpasar. This means that when the increasing personal resources felt by employees of PT. Jasa Angkasa Semesta Tbk. Station Denpasar, then employees will tend not to feel burnout. Personal resources have a significant positive effect on the work engagement of PT. Jasa Angkasa Semesta Tbk. Station Denpasar. This means that when the increasing personal resources felt by employees of PT. Jasa Angkasa Semesta Tbk. Station Denpasar, then employees will tend to increase work engagement. Work engagement has a negative and significant effect on the Burnout of PT. Jasa Angkasa Semesta Tbk. Station Denpasar. This means that when the increasing work engagement felt by employees of PT. Jasa Angkasa Semesta Tbk. Station Denpasar, then employees will tend not to feel burnout. The results of the analysis of the role of work engagement mediating the influence of personal resources on burnout PT. Jasa Angkasa Semesta Tbk. Station Denpasar shows partial complementary mediation. This illustrates that burnout will arise when employees feel the low personal resources they have to reduce the low work engagement they feel.

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