

## Identification of Employee Engagement driver: The Role of The Six Key Areas & Job Burnout in Digital Company

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### Abstract

This study measures the engagement level of the workforce that includes multi-generations in a digital company and explores the antecedents affecting it, including job burnout and Six Key Areas of work life. To find the correlation, this study adopted a quantitative method by administering an online survey to the employees. The collected data were then analyzed using regression analysis, which indicated that the engagement level of the employees in the company falls into the category of highly engaged. As for the relationship between the Six Key Areas of Worklife and Employee Engagement (EE), it is found that the coefficient is greater than that of Job Burnout to EE. The results have also proven that the dimensions of job burnout and the six key areas of work life significantly affect EE.

**Index terms:** *Employee Engagement, Six Key Area, Job Burnout*

### I. BACKGROUND

Employees who are engaged with their company can lead to higher productivity, lower turnover rates, increased job satisfaction, and employee morale (Budriene & Diskiene, 2020). Understanding the employee's needs and condition benefits the work environment and the company. When employees and the company have a good engagement, employees will give the company a crucial competitive advantage, better performance, and a high commitment (Vance, 2006). Employee engagement is a human resources concept that describes a worker's enthusiasm and dedication to their job. According to Research (2004), employee engagement is the process by which an organization increases the commitment and retention of its employees to achieve superior results (Storey et al., 2008). Many studies have proven that a positive relationship between employee engagement and organization leads to productivity and profitability because employee engagement is directly influenced by organizational growth, employee value addition, and employee perception of the organization (Patro, 2013). Thus, measuring employee engagement helps the company to understand the employees' commitment, work effort, and desire to stay in an organization.

In a digital company with a modern environment that uses a wide variety of computer and network technologies, it is important to maintain their employees and understand their stress levels to give them a happy and healthy working environment. The company should gain more understanding of what factors that may contribute to their engagement.

Committed to balancing optimal employee relations within its internal scope, measuring employee engagement increases performance, with employees actively involved in the company, indicating that the company has a positive work climate. This is because employees who have a suitable attachment to the company where they work will have great enthusiasm for work, sometimes even going far beyond the main tasks stated in their employment contracts (Christian et al., 201; Rattrie, Kittler, & Paul, 2020). Investigating the engagement levels of employees is a commitment to finding essential indicators related to areas that need improvement to increase employee and company relations.

Following up on last year's survey regarding the implementation of work-life balance, it is also necessary to measure Job Burnout because work-related burnout can cause physical and psychological harm and diminish job performance, particularly in demanding sectors such as health care. Employees who are actively involved and measured through the

Six Key Areas of Worklife are used as aspects that are measured and prove that the company has a positive work climate. This proves that employees with good engagement with the company where they work will affect them to function better as they have greater enthusiasm and commitment to work and help the company achieve its goals (Bakker & Bal, 2010). Thus to understand the role of Six Key Areas of Worklife and Burnout to employee engagement, this study has three purposes. First to find the relationship between Six Key Areas of Worklife to Employee Engagement. Secondly, to find the relationship between Six Key Areas of Worklife to Job Burnout and lastly, to understand the relationship between Job Burnout to Employee Engagement. The result of this study may enrich the understanding of how to increase employee engagement through the six key areas and job burn out dimension.

## **II. LITERATURE REVIEW**

### **Six Keys Area Of Work Life**

Maslach and Leiter (1997) proposed six areas of worklife: control, workload, community, rewards, fairness and values that are antecedents to employee engagement. When employees experience a person–job match in the six areas of worklife they are expected to have a more positive relationship with their work and feel more engaged. A person–job match is the degree of experienced congruence between the person's expectations and the six areas of their job environment (Maslach & Leiter 1997). However, the model still needs to be growing to discover a different way to account for work–life that is easier to use while still addressing all aspects of employment and not putting an undue load on the business providing employment services. By developing a paradigm that focuses on the degree of fitness between the person and six important components of the work experience, Maslach & Leiter's study from 1997 was able to address this difficulty. The chance of job burnout increases with the level of fit between an employee's work life and their personal life. On the other hand, the likelihood that an employee will be engaged in their work increases with the level of fitness. Mismatches with each of the six essential areas of work life have an impact on the degree of fitness. These mismatches occur when creating a psychological contract leaves important issues unanswered or when the working environment changes to something an employee finds intolerable (Leiter & Maslach, 2003). Workload, control, reward, community, fairness, and values are the six major facets of workplace life that address the fundamental connections between job engagement and job burnout (Leiter & Maslach, 2003). Each explanation of six keys area of work life are as follows:

#### **a. Workload**

Work overload refers to a situation in which the demands of the task surpass what is humanly possible. Individuals are expected to complete an excessive number of tasks in an inadequate amount of time and with inadequate resources. The accumulation of more labor has been linked over and over again to experiencing burnout, particularly in the exhaustion dimension (Cordes & Dougherty, 1993; Maslach et al., 2001; Schaufeli & Enzmann, 1998). It has been demonstrated through the use of structural models of burnout that exhaustion acts as a mediator between the relationship of workload and the other two characteristics of burnout. (Lee & Ashforth, 1996)

#### **b. Control**

The demand control of job stress has demonstrated the facilitative function of control. This factor consists of employees' perceptions of their ability to influence decisions that affect their work, to exercise professional autonomy, and to acquire access to the resources essential to perform their jobs effectively. Being human beings, individuals are able to reason and solve issues, and they desire the freedom to make choices and decisions. In other words, they wish to participate in the process of attaining the results for which they will be held accountable. When workers have insufficient influence over their work or are unable to modify their work environment in accordance with their ideals, control issues arise. It is doubtful that workers will get a sense of efficacy when they feel as though they are being pushed around by circumstances or influential individuals within the firm. When individuals suffer role conflict, a serious control issue arises. Many studies on burnout have discovered that more role conflict is highly and positively related to increased exhaustion (Cordes & Dougherty, 1993; Maslach et al., 2001).

#### **c. Reward**

The degree to which rewards—monetary, social, and intrinsic—are compatible with expectations is addressed in the worklife reward field. Lack of appreciation from customers, coworkers, managers, and outside stakeholders diminishes

the value of the work and the workers, and is strongly linked to emotions of inefficacy. (Cordes & Dougherty, 1993; Maslach et al., 1996)

d. Community

Community refers to the general standard of social interaction at work and includes aspects such as teamwork, intimacy, and the ability to resolve conflicts. When people share approval, consolation, joy, and laughter with those they like and respect, they thrive in community and perform at their best. This type of social support not only provides emotional support and practical help, but also confirms a person's membership in a community with similar beliefs. (Leiter & Maslach, 2002)

e. Fairness

The degree to which people believe that decisions made at work are fair and to which they are treated with respect is one definition of fairness. Respect is conveyed through fairness, and people's sense of self-worth is strengthened as a result. A strong feeling of community is built on the foundation of mutual respect between its members. It is possible for there to be unfairness when there is an unequal distribution of work or money, when there is dishonesty, or when there is an incorrect distribution of evaluations and promotions. If the grievance or dispute resolution procedures do not provide an opportunity for both parties to have their voices heard, then the procedures will be deemed unfair. (Leiter and Maslach, 2004).

f. Values

The relationship that people have with their jobs is fundamentally based on their values. It covers the principles and motives that initially drew them to the position. Beyond the purely functional exchange of time for money or development, this driving relationship between the employee and the company exists. (Leiter & Maslach, 2003)

## Job Burnout

Studies on job burnout began in the 1970s under the human service sector. It was first used by Herbert Freudenberger (1974), a psychiatrist working in the substance abuse sector, to describe the state of exhaustion that his colleagues show at work. Eventually, investigation and literature on job burnout grew continuously, in terms of its elements and its context, which is applied in various work sectors today (Lizano et al., 2019). Job burnout has since been recognized as a psychological syndrome that entails a protracted reaction to ongoing interpersonal pressures at work. This strain results from the employee's lack of congruence with their position (Leither & Maslach, 2011). A sensation of overwhelming tiredness, cynicism, and detachment from the job, and a sense of professional inefficacy—a lack of achievement in one's work—are the three essential aspects of the stress response that lead to job burnout (Leither & Maslach, 2017). Consequently, when talking about job burnout, studies often compare or juxtapose the concept with engagement. The underlying assumption is that if someone is showing early signs of job burnout, that information should be enough to prompt them to take action to prevent it and increase engagement.

Maslach and Leiter (1997) assert that there are three dimensions to job burnout, namely:

1. Exhaustion, characterized by persistent physical, mental, and emotional weariness. Employees who are physically and emotionally overextended tend to behave in the same way. People struggle to solve problems, feel exhausted despite getting appropriate rest, and lack the energy to engage in activities.
2. Cynicism, characterized by a pessimistic outlook and a propensity to disengage from social situations at work. The weariness dimension is expanded upon in this dimension. When people are feeling cynical, they often act coldly, keep their distance, and don't want to engage with their workplace.
3. Inefficacy, characterized by a sense of helplessness and the impression that the activities assigned are burdensome. Employees often experience a sense of inadequacy when they feel ineffective. Every task seems tough and impossible to complete, and the person's confidence is low. Employees start to doubt themselves, and others stop believing in them

## Employee Engagement

*Employee Engagement* is "the level of employee psychological investment in the organization." In a study on Measuring Global Employee Engagement Trends with the "Say, Stay, Strive" model. (Bagyo, 2014) said that Physical, mental, and emotional ties to the company where they work are indicators of employee engagement. The method used is the

employee engagement model from AON, which states that in measuring employee engagement, it also measures 16 work-experience dimensions: Career & Development, Collaboration, Customer Focus, Decision-making, Diversity & Inclusion, Empowerment / Autonomy, Enabling Infrastructure, Employee Value Proposition (EVP), Manager, Mission / Values, Performance Management, Awards & Recognition, Senior Leadership, Talent & Employment, Work Duties, and Work / Life Balance. Employee retention is better in companies with engaged workers due to lower turnover, fewer employees planning to quit, performance, profitability, customer happiness, and organizational growth. Contrarily, organizations with disengaged staff squander time and resources, receive less commitment from their employees, experience higher absenteeism, and exhibit lower customer orientation levels, labor productivity, and operating and net profit margins (Stoyanova et al., 2017). Aon Hewitt (Hohmann, 2014) defines engagement through three attributes, including the extent to which employees:

1. Say, Positively promote the company to coworkers, prospective employees, and clients.
2. Stay, possess a strong sense of belonging and a strong desire to join the organization
3. Strive, are driven, and work hard to succeed in their position and for the firm.

### Conceptual Framework

To find the driver of employee engagement, based on the previous literature, following model is a propose conceptual framework for identifying the correlation between job burnout, six key to employee engagement factors:

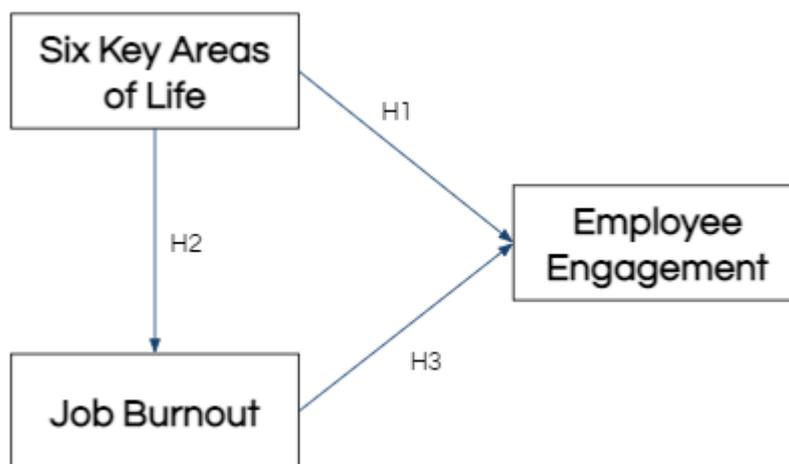


Figure 1. Conceptual framework of the study

H1: Dimensions of six key areas of work life are positively related to employee engagement.

H2: Dimensions of six key areas of work life are positively related to job burnout.

H3: Job burnout is positively related to employee engagement.

### Hypothesis Development

#### *Six Key Areas of Life and Employee Engagement*

Maslach and Leiters' (1999) conceptualization of work engagement has been a widely discussed topic to evaluate the workforce's performance and one of its avenues is to investigate its antecedents. A number of studies have studied the relationship between employee engagement alongside the six areas of worklife. Besides, several studies have also investigated the determinants of employee engagement, many of which are similar to the areas of worklife. Schaufeli and Bakker (2004) found a significant relationship between job resources (coaching, performance feedback, and social support) and work engagement among four various occupations. On the other hand, Lee and Cummings (2008) investigated the relationships between directors transformational leadership practices and managers work life and

engagement. The findings were proven to be positive, where the worklife of management, particularly reward and high control were related to their engagement. Hence, it could be hypothesized that;  
*H1: Dimensions of six key areas of work life are positively related to employee engagement.*

#### **Six Key Areas of Worklife and Job Burnout**

The six Key Areas of Worklife proposed by Maslach and Leiter (1997) have been one of the most referred to concepts in explaining job burnout. Studies show that the six areas explain a significant percentage of the burnout variance in working populations from different countries and different economic sectors (Runhaar et al, 2013). Of the six elements, Jiminez and Dunkl's (2017) findings suggest that workload and reward were two most important factors that predicted burnout. Workload was found to have an effect on emotional exhaustion, whereas reward affected cynicism. Avilla et al. (2021) also supported the claim that six key areas of worklife have a significant relationship with job burnout as their study indicated that those with heavy workloads consequently experience an increase in exhaustion, cynicism, and lower professional efficacy. Thus, the study proposes the following hypothesis:

*H2: Dimensions of six key areas of work life are positively related to job burnout.*

#### **Job Burnout and Employee Engagement**

Engagement is defined in terms of the same three dimensions as burnout, but the positive end of those dimensions rather than the negative. Thus, engagement consists of a state of high energy (rather than exhaustion), strong involvement (rather than cynicism), and a sense of efficacy (rather than inefficacy). Engagement is distinct from established constructs in organizational psychology such as organizational commitment, job satisfaction, or job involvement (Schaufeli, Leiter & Maslach, 2009). Many studies have therefore focused on examining these two constructs. Previous research have found that the bigger the perceived gap between the person and the job, the greater the likelihood of burnout; and conversely, the greater the consistency, the greater the likelihood of engagement with work (D'Amico, Geraci & Tarantino, 2020; Dai, Altinay, Zhuang & Chen, 2021; Lizano, Godoy & Allen, 2019). Based on the previous literature, this study, therefore, proposes the following hypothesis:

*H3: Job burnout is positively related to employee engagement.*

### **III. METHODOLOGY**

This research uses a quantitative approach to test the relationships between employee engagement, job burnout, and six key areas of work life. The research started with the quantitative approach first through a survey by distributing a self-administered questionnaire to the employees of the company to collect primary data. The questionnaire consists of 51 items which were adapted and modified based on existing measures from the previous model (Patonangi, 2018) covering elements of Say, Stay, and Strive. Meanwhile, 29 items used to examine the six key areas of worklife were adapted from Leiter and Maslach (2003) and 16 items measuring job burnout are based on Maslach and Jackson's (1986) scale. The questions were scaled with a 6-point Likert-type scale running from 1: strongly disagree to 6: strongly agree. The total questions were selected after the initial validity and reliability test before the questionnaire was distributed. The total number of samples for this survey is 7.765 employees.

Once it has been done, the quantitative data were analyzed using PLS-SEM. The PLS-SEM method was chosen since it is the most suitable method used to identify relationships between variables and find the measurement value of how significant the relationships are between each variable tested (Roldàn & Sánchez-Franco, 2012; Hair et al., 2017).

### **IV. RESULTS**

#### **IV.1 Validity and Reliability Test**

Validity and reliability test to assess the questionnaire items was conducted first. The results or composite reliability and the convergent validity of this model are presented in table 1 below:

Table 1. Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
SIX KEY	0,983	0,985	0,985	0,698
EES	0,866	0,875	0,900	0,602
JOB BURNOUT	0,963	0,965	0,967	0,646

Convergent validity of the constructs is measured by the value of average variance extracted (AVE), in which the purpose is to evaluate how much variations of the questionnaire items can be explained by the construct or latent variable (Hair et al., 2017). Statistically, convergent validity is accepted when the Average Variance Extracted (AVE) is >0.50. As the table above shows, the AVE value > 0.5, which makes the items valid. After doing the calculations, there are several indicators that have red values, causing these indicators to be taken out of this model. After that, we do a re-calculation test.

Table 2. Outer Model Result

	EES	SIX KEY	JOB BURNOUT
COM_1		<b>0.868</b>	
COM_2		<b>0.904</b>	
COM_3		<b>0.925</b>	
COM_4		<b>0.892</b>	
COM_5		<b>0.929</b>	
CTRL_1		<b>0.787</b>	
CTRL_2		<b>0.755</b>	
CTRL_3		<b>0.782</b>	
FAIR_1		<b>0.870</b>	
FAIR_2		<b>0.922</b>	

FAIR_3		<b>0.917</b>	
FAIR_4		<b>0.882</b>	
FAIR_5		<b>0.901</b>	
FAIR_6		<b>0.914</b>	
JB_1			<b>0.718</b>
JB_10			<b>0.844</b>
JB_11			<b>0.792</b>
JB_12			<b>0.806</b>
JB_13			<b>0.788</b>
JB_14			<b>0.745</b>
JB_15			<b>0.831</b>
JB_16			<b>0.819</b>
JB_2			<b>0.756</b>
JB_3			<b>0.815</b>
JB_4			<b>0.810</b>
JB_5			<b>0.834</b>
JB_6			<b>0.833</b>
JB_7			<b>0.863</b>
JB_8			<b>0.774</b>

JB_9			<b>0.816</b>
RWD_1		<b>0.890</b>	
RWD_2		<b>0.922</b>	
RWD_3		<b>0.898</b>	
RWD_4		<b>0.917</b>	
SAY_1	<b>0.734</b>		
SAY_2	<b>0.778</b>		
STAY_1	<b>0.769</b>		
STAY_2	<b>0.664</b>		
STRIVE_1	<b>0.846</b>		
STRIVE_2	<b>0.848</b>		
VAL_1		<b>0.892</b>	
VAL_2		<b>0.923</b>	
VAL_3		<b>0.905</b>	
VAL_4		<b>0.912</b>	
VAL_5		<b>0.899</b>	
WL_1		<b>0.620</b>	
WL_2		<b>0.577</b>	
WL_3		<b>0.576</b>	

WL_4		<b>0.562</b>	
WL_5		<b>0.598</b>	
WL_6		<b>0.600</b>	

In terms of the construct’s reliability, it is traditionally measured by Cronbach’s alpha. The value of Cronbach’s alpha >0.7 is considered excellent, and in this study, all of Cronbach's alpha’s number is greater than 0,7, which exceeds the standards. In addition, when a study observes multiple variables in a latent variable, it is necessary to make sure that the underlying construct is free from random errors which makes the items reliable. To test this, composite reliability is considered best suited for the measurement of constructs reliability (Purwanto & Sugardini, 2021). In this study’s model, each construct has composite reliability >0.8 which is good enough for high level research although composite reliability value 0.6 is acceptable. Thus, according to the findings of the validity and reliability tests, the numbers pass the initial requirements to proceed to further measurements,

#### IV.2 Hypothesis Test Result

The following is the result of calculating the correlation between Six Key areas of work life and job burnout towards employee engagement.

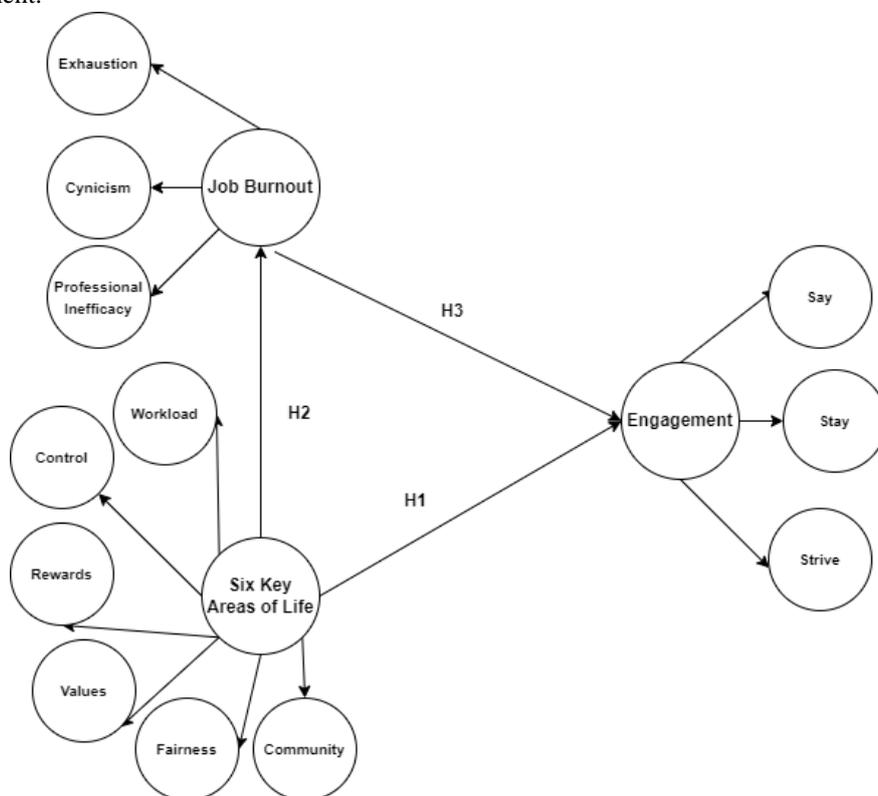


Figure 2. Structural Model

Table 2. Hypothesis results

Hypothesis	Coefficients	p-value	Significant
H1 Six Key → EES	0.483	0.000	<b>Accepted</b>

H2 Six Key→ Job Burnout	0.263	0.141	Reject
H3 Job Burnout → EES	-0.519	0.000	Accepted

After calculating using the PLS measurement tool, and the following results are obtained:

1. H1. From six keys to EES, when the coefficients are positive and the p-value score is 0, this indicates that Variable Six Key has an impact on the EE variable.
2. H2. From Six keys to Job Burnout, when the coefficients are positive and the p-value score is more than 0, this indicates that the six key variables have an effect, but this effect is not statistically significant to the Job Burnout variable
3. H3. From Job Burnout to EES, when the coefficients are negative and the p-value score is 0, this indicates that Job Burnout has a negative correlation on Employee Engagement (EES). Means that hypothesis is accepted. It also means Job Burnout does not predict employee engagement positively.

The results of the PLS analysis indicate that the independent variable of six key areas of work-life identified to influence employee engagement does have a significant impact in determining the engagement level of the employees. It influences employee engagement up to 48 percent, signifying that considerable workload, control, reward, community, fairness, and values are important determinants of engagement. Meanwhile, job burnout has a negative effect as the value suggests that job burnout predicts employee engagement negatively. This proves that, indeed, when a person experiences burnout, it has a negative impact on their level of engagement. Job burnout also makes people feel exhausted.

## V. Discussion

The aim of this study was to measure the relationship between areas of worklife and job burnout with employee engagement of employees in a digital company. Based on the correlation analysis, it was proved that the hypothesis of Six Key areas of worklife has a positive impact on Employee engagement as well as job burnout. Also proved the second hypothesis of Job Burnout has a positive correlation towards Employee Engagement.

The measurement model assesses the quality criteria of the concern dataset of the study. It proved that all components on this model were related to each other. As expected and was proposed in H1, this study confirmed that the six key areas of worklife were a predictor of EE. This finding is in alignment with previous studies (see, Avilla et al., 2021; Mojsa-Kaja, Golonka, & Marek, 2015; Laschinger et al., 2015). The findings also confirmed that the Six key Areas of Worklife had a significant direct effect Job burnout (as was hypothesized 3). This finding adds to the collection of existing study in the field of employee engagement predictors (e.g., Antony, 2018; Brom et al., 2015; Houssein, Singh & Arumugam, 2020). Additionally, the study proved that job burnout has a negative relationship, indicating that when a person experiences job burnout, their engagement decreases and the results are similar to previous studies (Mojsa-Kaja, Golonka, & Marek, 2015).

## VI. Conclusion

The aim of this study was to measure the relationship between areas of worklife and job burnout with employee engagement of employees in a digital company. Based on the correlation analysis, it was found that Six Key areas of worklife has a positive impact on Employee engagement as well as job burnout. However, even though the correlation between six key areas of worklife to Job Burnout is positive, it is not significant. Furthermore, the relationship between Job Burnout and Employee Engagement in the digital company has a negative value. This proves that the higher the engagement of employees, the lower the perceived job burnout because there is a negative effect between Job Burnout and Employee Engagement.

## VII. Limitations & Future research

The limitation of this study is that the sample selection was only from one digital company. Therefore, the findings of this study may not be generalized to every digital company in Indonesia or even other industries. Further studies could

compare and contrast the data with other digital companies or industries to confirm the relationship between the constructs used in the current study for better understanding and generalization. Future studies might also consider testing other variables or dimensions to enrich the understanding of the determinants of employee engagement.

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