



A Study on Job Demands-Resources in the Public Sector

Tri Ongko Bayu Sadewo^{1*}, Nourma Mei Shinta²

1. Department of Management, Faculty of Economics and Business, University of Indonesia, Indonesia

2. Finance Education and Training Agency, Ministry of Finance, Indonesia

*corresponding author e-mail: tri.ongko91@ui.ac.id

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Abstract

Purpose – This study aims to find out the effect of job demands, workload, job resources, autonomy, relevance, and competence, and personal resources, psychological capital in influencing job engagement, as well as testing the mediating role of burnout in public sector employees.

Methodology – Respondents in this study were 201 employees of the Fiscal Policy Agency, using proportionate stratified sampling. The data was analyzed using Structural Equation Modeling with AMOS.

Findings – The research showed that workload has a positive influence on burnout, while psychological capital, autonomy, and relatedness have negative influences on burnout. It is also demonstrated that psychological capital and relatedness have positive influences on job engagement, while burnout has a negative influence on job engagement. It cannot be proven that competence has a negative influence on burnout and a positive influence on job engagement. It was also found that burnout can mediate the relationship between workload, psychological capital, autonomy, and relatedness to job engagement. Still, it cannot mediate the relationship between competence and job engagement.

Originality – Studies related to job demand resources in the public sector are very limited and are mostly conducted in the healthcare sector. This research also considered the conditions of the Covid-19 pandemic.

1. Introduction

The Covid-19 pandemic has exposed public service employees to increasing uncertainty and disruptions as part of their job demands. They are required to ensure that their services remain optimal, even though affected by the crisis and must adapt to new ways of working (OECD, 2021a). One of them is the acceleration of technology through automation and digitization of public services.

In the Job Demands-Resources (JD-R) theory, job demands can lead to feelings of exhaustion attributed to burnout. It can be mitigated by the presence of job resources that employees possess, which also foster employee organizational commitment (Bakker & Demerouti, 2014). In contrast, employees with high levels of organizational commitment are less likely to

experience burnout, which can influence work productivity (Russell et al., 2020). Therefore, job engagement can be considered an essential aspect that every employee should possess.

According to a global survey conducted by the OECD in 2021, at least 67% of respondents (working in the public sector) were satisfied with their jobs. Among all respondents, 56% also stated that they could identify their organization's mission well, but they felt less attached to the organization where they worked (OECD, 2021b). A survey conducted by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB) stated that over 87% of 15,000 Civil Servants (ASN) wanted to continue their career as civil servants until retirement. 73% of ASN would only consider moving if they were transferred to another government agency (Rusiana, 2021). At first glance, ASN job engagement in Indonesia looks quite significant. The assumption behind this can be attributed to several factors, including different motives for becoming an ASN compared to other job sectors. These motives include adequate remuneration, job security, recognition of achievements, and opportunities for developing new skills. This is interesting if it is related to the opinion that job engagement should be able to influence the productivity and service performance of public sector employees (Russell et al., 2020).

If we evaluate it based on the Government Effectiveness value in the Worldwide Governance Indicators, it turns out that Indonesia is still lagging behind countries in the ASEAN region. According to the evaluation results of the Electronic-Based Government System (SPBE) in 2021, only nine government institutions in Indonesia achieved an excellent rating. This means that the public sector services in Indonesia are still not competitive enough in the ASEAN regional area. Referring to the JD-R theory, high job engagement should ideally result in optimal performance (Bakker & Demerouti, 2014).

Ministry of Finance is one institution that is quite interesting to delve further into. Apart from being institution that received an excellent rating in the 2021 SPBE evaluation, it also achieved consistently improving trends in the evaluation of the Government Performance Accountability System (SAKIP) and has obtained an A-rating from 2012 to 2020 (Ministry of Finance, 2021). This can be assumed that the Ministry of Finance is a public sector organization with satisfactory performance. The satisfactory organizational performance can also be built from high employee job engagement, which motivates employees to work well and above the required standards (Russell et al., 2020). To facilitate the research within such a large organizational scope, the research locus was chosen to be the Fiscal Policy Agency (BKF), one of the units under the Ministry of Finance. BKF is considered to adequately represent the characteristics of the Ministry of Finance as a whole since it is supported by level II units that reflect the tasks and functions of all levels I units in the Ministry of Finance (Center for Macroeconomics Policy, 2013).

In 2021, a Survey of Employee Engagement was conducted within the Ministry of Finance. Based on the result report for the BKF, the employee engagement score was 3.23 out of a scale of 4. This score falls under the category of "engaged," indicating that most employees have a positive and favorable view of their work and the organization. This condition can be attributed to the opinion that high levels of job engagement can support good performance (Russell et al., 2020). When related to the JD-R model concept, there must be several factors that support this high job engagement, which includes job resources, personal resources, job demands, and basic psychological needs that employees experience and possess within the organization.

BKF conducted a work stress level survey in 2021 to assess the extent of stress they experienced due to their work during the pandemic. The research results show that only 1 in 10 employees experience high work stress. This shows that overall employee work stress conditions are still relatively well managed. However, this condition should not be ignored because 1 in 10 employees still feel high levels of stress.

Based on the 2022 Workload Analysis Report which measures the workload during 2021, it is known that BKF still needs 56 additional personnel. The measured unit efficiency was 1.13, meaning that during 2021, BKF employees needed an average of 0.82 hours or 49.41 minutes of extra time each day to complete their work. This workload increased even beyond the pre-pandemic years. This is due to the increasing intensity of technology-based remote work coordination which causes task coordination to often be carried out outside normal working hours.

So, high workload should be positively related to burnout and negatively related to job engagement (Breugh, 2021). Even though BKF employees' burnout and job engagement are relatively good, their workload is still considered high. Other factors certainly play a role in creating this condition.

Upon further examination, work-related resources, such as the basic psychological need for autonomy possessed by BKF employees, can be characterized similarly to the characteristics of employees in other public sectors. It is explained that in public sector organizations, there is a higher level of political influence that affects policy autonomy, meaning individual autonomy within the organization is not higher than the influence of the existing social structure (Lægheid et al., 2008).

Regarding the need for competence, it can be observed based on the dimension of capability in the results of the MOFIN (Ministry of Finance Health Index), which is conducted every two years. According to data from the OHI (Organizational Health Index) in 2013 and the MOFIN scores from 2014 to 2021, the capability dimension in BKF shows a consistently increasing trend based on employees' perceptions. The employee's perception of the capability dimension in BKF in 2021 is at a very good level (≥ 70), with a score of 78. This supportive capability should be able to counter the potential negative effects that may result from high workload demands.

Additionally, most employees have a high level of education, with 5% having a doctoral degree, 37% with a master's degree, and 39% with a bachelor's degree. A higher education background enables individuals to have self-productive capacities, including the ability to work productively with others and perform well under pressure (Salas Velasco, 2014).

Concerning the basic need for relatedness, based on the results of the OHI in 2013 and MOFIN scores from 2014 to 2019, as indicated by the indicator of employee engagement, the results show a general increasing trend in employees' perceptions of their engagement at the workplace. According to the perception scores in 2021, the employee engagement indicator has a score of 78, an increase from previous years. This means that the perceived level of employee engagement within the BKF environment is already good and implies favorable and healthy performance conditions.

The data presented on the work conditions essentially depicts the fulfillment of basic psychological needs as work resources possessed by employees. These resources must be able to minimize the potential impact of work demands that may occur and be able to build high work engagement among employees. Research that simultaneously examines these conditions has not been conducted before in BKF. Therefore, it is interesting to confirm the relationship between these work conditions in BKF and to fill the research gap in the public sector organization.

This research is based on previous research regarding the concept of job demand resources in public sector jobs in several countries in the world (Breugh, 2021; Kotzé, 2022; López-Núñez et al., 2020; Russell et al., 2020; Toyama et al., 2022). The following research model was obtained as shown in Figure 1.

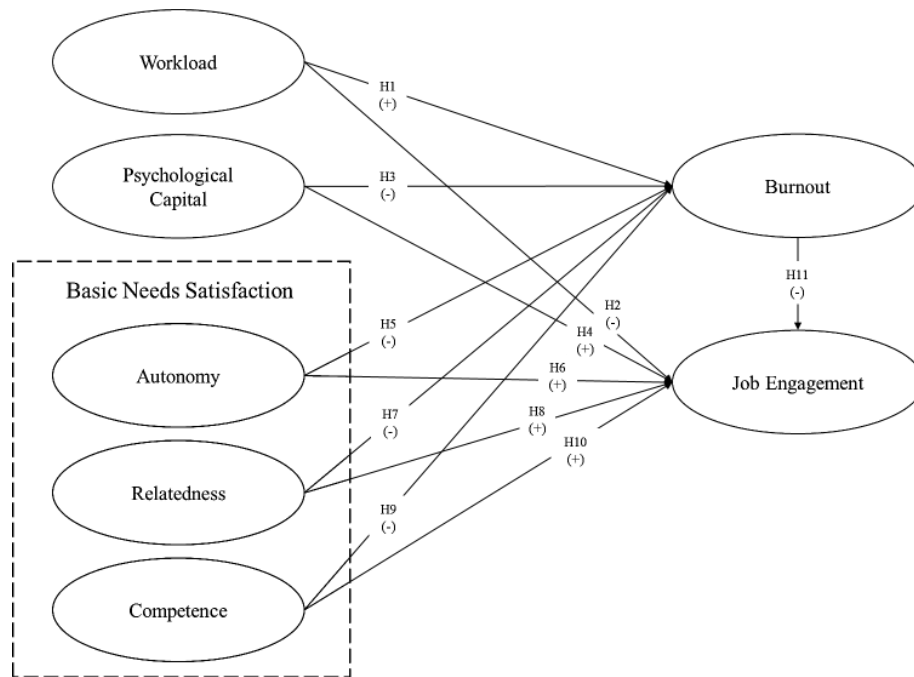


Figure 1. Research Model

The independent variables of this study are workload, psychological capital, autonomy, relatedness, and competence. The dependent variable of this study is job engagement. Meanwhile, burnout in this study acts as a mediating variable that mediates the relationship between the independent variables and the dependent variables.

Job Demands-Resources Model

Job demands refer to the physical, psychological, social, and organizational aspects of work that require sustained physical and psychological efforts. Therefore, job demands are closely related to certain physiological and/or psychological costs (Demerouti et al., 2001). Job demands include high work pressure and interactions with stakeholders that require high emotional demands. In contrast, job resources refer to physical, psychological, social, and organizational aspects of work that are functional in achieving work objectives. Job resources can also reduce job demands and the physiological and psychological costs resulting from work. It can stimulate growth, learning, and personal development (personal resources) among employees (Bakker & Demerouti, 2014).

Workload and Burnout and Job Engagement

Workload is defined as one of the job demands that must be met by employees, including physical, psychological, social, and organizational aspects (Demerouti et al., 2001). Job demands require sustained physical and psychological efforts, often perceived as physiological and psychological costs in executing tasks (Demerouti et al., 2001). Job demands are obligatory tasks for employees in the workplace and cannot be avoided (Bakker & Demerouti, 2014). While there are numerous aspects considered as job demands, workload stands out as one of the most easily observable job demands compared to others (López-Núñez et al., 2020).

Workload is a measure of the effort employees exert to complete specific tasks (Hart & Staveland, 1988). Workload can be measured by the volume of tasks, the number of work hours, and the achievement of specific output levels (Spector & Jex, 1998). It is a combination of task

demands (including cognitive, temporal, and performance demands) and emotional demands on employees (López-Núñez et al., 2020). Therefore, job demands, including workload, play a crucial role as the main predictors of symptoms such as fatigue, psychosomatic health complaints, and physical injuries due to repetitive motions (Bakker & Demerouti, 2014).

Fatigue resulting from job demands attributed to burnout refers to emotional exhaustion when employees feel depleted of emotional resources to meet job demands (Maslach & Jackson, 1981). In addition to emotional fatigue, burnout can also stem from a construct of cynicism associated with perceived exhaustion (Kotzé, 2022).

It is indicated that job demands impact burnout (López-Núñez et al., 2020). Specifically, as the level of workload increases, the perceived level of burnout also rises among employees. Another recent study provides evidence of a similar relationship, suggesting that employees' exposure to various psychological risks in the workplace increases the risk of high-level stress, commonly known as burnout (Nickum & Desrumaux, 2023). For the public sector, the connection between workload and employee burnout is supported by the research that proves that the pandemic conditions have escalated the mental workload demands, simultaneously increasing the stress levels felt by government employees (Mahudin & Zaabar, 2021). During the pandemic, government officials had to provide services in a new online work format, leading to reactions as the changes were perceived as burdensome by employees required to learn new methods of service delivery. In many cases, resource scarcity, such as internet connectivity issues, organizational communication challenges, and uncertainty about the pandemic, has added to the mental burden experienced by employees (Mahudin & Zaabar, 2021).

If burnout is defined as the condition when employees feel emotionally exhausted in response to job demands (Maslach & Jackson, 1981), job engagement can be understood as the condition when employees feel more energetic and enthusiastic, with sustained effort, pride, inspiration, and challenge in their work (Schaufeli et al., 2002). Both burnout and job engagement are key indicators predicting the perceived well-being of employees (Schaufeli & Bakker, 2004). Therefore, job engagement can be seen as the opposite of burnout, indicating a state where energy can transform into fatigue, engagement into cynicism, and efficacy into ineffectiveness (Schaufeli & Bakker, 2004).

This concept aligns with the burnout-antithesis approach to explain the concept of job engagement. Job engagement is considered a positive antithesis to fatigue (burnout), with job engagement and burnout representing positive and negative endpoints of a single continuum. Workers with high job engagement are expected to have low burnout (Truss et al., 2013). Thus, employees with low job demands should tend to have high job engagement.

Job demands themselves act as antecedents that can influence the level of job engagement in employees (Ladyshevsky & Taplin, 2018). Excessive workload experienced by employees can have a negative impact on work engagement because it causes an inability to complete work demands effectively or satisfactorily, which can result in low work engagement (Ladyshevsky & Taplin, 2018).

There is a negative relationship between perceived high workload and job engagement through the job-demand control model (Bakker & Demerouti, 2007). When workload creates tension in the work environment, it tends to create an individual's neglect in the workplace (Bakker & Demerouti, 2007). There is also a significant negative relationship between job demands (workload and emotional demands) and an individual's pleasure and comfort in performing job tasks (Bakker et al., 2010). Employees will only feel attached to their work, enjoy their tasks, and be committed to the organization if high job demands are balanced with high resources (Bakker et al., 2010). Job demands can lead to negative work health conditions, such as avoidance and

neglect, which, in turn, require difficult recovery (Upadyaya et al., 2016) . This aligns with the research findings indicating that the spread of the Covid-19 pandemic has caused significant changes, especially in terms of workload and psychological pressure (Zhang et al., 2021). Consequently, high stress and workload from the situation negatively affect an individual's level of job engagement.

H₁: Workload has a positive influence on burnout

H₂: Workload has a negative influence on job engagement

Psychological Capital and Burnout and Job Engagement

The concept of psychological capital refers to an individual's psychological state when they possess self-confidence (self-efficacy) in completing job demands, can cultivate optimism in the workplace, exhibit perseverance in achieving goals, and can endure challenges and difficulties (Luthans et al., 2007). In simple terms, individuals with psychological capital are characterized by high self-confidence, optimism, hope, and resilience. The psychological assets owned by employees are when they can bring their positive psychological feelings to the workplace (Linley et al., 2009).

If workload is part of job demands in the JD-R theory concept, then psychological capital is considered a personal resource that, together with job resources, can act as a counterbalance in managing daily job demands (Bakker & Demerouti, 2014). Thus, it has an inverse relationship with job demands and can be considered a preventive factor against the onset of workplace burnout (López-Núñez et al., 2020). Despite reducing burnout effects, it can enhance the physical and mental well-being of employees (López-Núñez et al., 2020).

Therefore, possessing psychological capital can also add value not only to the individual but also to the organization. Ownership of psychological capital can build better self-awareness in the workplace (Linley et al., 2009). This is further supported by the research findings indicating that psychological capital significantly influences burnout (Kotzé, 2022).

Returning to the framework of thinking in the JD-R theory model, working conditions can be classified into two general categories: job demands and job resources (Demerouti et al., 2001). If workload was previously discussed as a form of job demand, then, conversely, there are job resources as a form of personal growth, learning, and personal development (Demerouti et al., 2001). As explained in the previous JD-R model, job resources can stimulate the development of personal resources (Bakker & Demerouti, 2007). The JD-R model clearly illustrates that job engagement is the result of the complex interaction between job resources, personal resources, and job demands. However, to predict job engagement, both job demands, job resources, and personal resources need to be considered individually as separate variables (Wang et al., 2017).

Personal resources are interpreted as a positive self-evaluation of an individual's resilience and ability to control the environment successfully, for example, through the possession of psychological capital, which has empirically been proven to predict job engagement (Luthans & Youssef, 2004). Psychological capital is characterized by high self-confidence, optimism, hope, and resilience (Linley et al., 2009). Meanwhile, job engagement is a positive and active work state with potential long-term development. The manifestation of psychological capital is further interpreted when employees feel confident in taking and making the efforts required to complete their tasks, have optimism about achievable success, persistently strive to achieve job goals, and can withstand difficulties (Tsaour et al., 2019). These four attributes are positive workplace attitudes that can build engagement with the work environment (Tsaour et al., 2019).

Psychological capital statistically has a significant influence on job engagement (Kotzé, 2022). In a recent study, it is also stated that psychological capital directly has a positive impact

on job engagement (Rozkwitalska et al., 2022). Workers with high self-efficacy can set their own challenging goals and are continually motivated to achieve them, while those with high resilience can show quick recovery in achieving work goals (Rozkwitalska et al., 2022). Workers with high hopes can endure achieving work goals, and those with high optimism have positive expectations about current and future success. They learn and are goal-oriented to develop skills, gain knowledge, work towards challenging tasks, and show high levels of engagement (Rozkwitalska et al., 2022).

H3: Psychological capital has a negative influence on burnout

H4: Psychological capital has a positive influence on job engagement

Basic Need Satisfaction (Autonomy, Relatedness, Competence) and Burnout and Job Engagement

A key element of job resources within the JD-R framework is the fulfillment of employees' basic psychological needs to address job demands (Bakker & Demerouti, 2007). The satisfaction of these needs, encompassing autonomy, relatedness, and competence, is examined through the lens of the self-determination theory.

The self-determination theory posits that an individual's perceived social environment can either support or hinder basic psychological needs, predicting positive or negative psychological experiences (Deci & Ryan, 2000). When these basic psychological needs are unmet, individuals may feel controlled by work pressures, leading to increased job-related stress and frustration (Toyama et al., 2022).

Autonomy, a crucial aspect of basic psychological needs, empowers individuals to express their values and opinions in the workplace, enabling them to regulate their actions based on perceived needs and capacities (Deci & Ryan, 2000). Autonomy positively influences well-being and reduces burnout levels, allowing individuals to better align their actions with work-related goals. In addition to autonomy, the need for relatedness involves individuals' inclination to feel connected with others in the workplace (Van den Broeck et al., 2010). This connection fosters a healthy concern for building well-being in daily work life, acting as a direct buffer against fatigue and burnout.

Moreover, the satisfaction of the need for competence signifies the extent to which individuals believe their actions are effective in achieving goals (Deci & Ryan, 2000). Competence, as a driver of job attachment, reduces stress and burnout by showcasing individuals' actual abilities in completing job tasks. The study aligns with research emphasizing the negative relationship between job resources and burnout (Russell et al., 2020) and the inverse association between satisfaction of basic psychological needs and burnout (Toyama et al., 2022).

The self-determination theory identifies autonomy, relatedness, and competence as three basic psychological needs. The fulfillment of these needs determines individuals' capacity to manage self-interaction and workplace dynamics. Satisfaction of these basic needs is crucial, as only individuals who are satisfied and fulfilled in their basic needs are likely to benefit psychologically and positively impact their environment. Furthermore, job resources, as drivers of growth, are crucial for job engagement, and the impact of job resources on job attachment can be explained through the satisfaction of these basic needs within the JD-R framework (Van Den Broeck et al., 2008). Job attachment, characterized by active goal-oriented interaction, flexibility, and constructive engagement, is instrumental in improving performance outcomes.

In summary, this study provides insights into the interplay of job demands and resources, with a focus on autonomy, relatedness, and competence as essential components of job resources within the JD-R framework. Understanding and addressing these factors can contribute to creating

a work environment that fosters employee well-being, job engagement, and performance outcomes.

H₅: Autonomy has a negative influence on burnout

H₆: Autonomy has a positive influence on job engagement

H₇: Relatedness has a negative influence on burnout

H₈: Relatedness has a positive influence on job engagement

H₉: Competence has a negative influence on burnout

H₁₀: Competence has a positive influence on job engagement

Burnout and Job Engagement

There are two primary source categories serve as predictors for the creation of well-being: job demands and job resources. Job demands involve physiological or psychological costs in completing tasks, while job resources encompass physical, psychological, and social features to aid in achieving work-related goals (Bakker & Demerouti, 2014). They also elaborate that job demands are related to perceived burnout, whereas job resources are associated with an individual's level of job engagement (Bakker & Demerouti, 2014).

The concept of burnout is defined as a condition of emotional exhaustion and cynicism frequently experienced by working individuals (Maslach & Jackson, 1981). In contrast, the concept of job engagement pertains to the psychological state when employees strive to exert maximum effort for organizational success by adhering to high work standards, potentially exceeding prescribed norms (Schaufeli & Bakker, 2004). Job engagement is the opposite of burnout, occurring when energy transforms into exhaustion, involvement shifts to cynicism, and efficacy turns into ineffectiveness (Schaufeli & Bakker, 2004). Job engagement itself is reinforced by challenging resources and demands, leading to positive consequences such as enhanced job performance, while burnout is a state of fatigue resulting from activity and uncertainty, inadequate resources, and high job demands (Ariani, 2019). Employees with high job engagement tend to avoid burnout and are generally more satisfied with their organizations (Russell et al., 2020).

It has been explained that job engagement can be viewed through the burnout-antithesis approach (Maslach & Leiter, 2008). This approach, rooted in occupational health psychology, suggests that job engagement is a positive antithesis to exhaustion (burnout). Job engagement and burnout represent positive and negative endpoints on a continuum of the relationship between job demands and job resources. The implication is that individuals with high job engagement tend to have low burnout, and vice versa (Maslach & Leiter, 2008). Building on these insights, the study then formulates the eleventh hypothesis, delving into the intricate relationship between job demands, job resources, burnout, and job engagement within the JD-R model.

H₁₁: Burnout has a negative influence on job engagement

2. Research Methods

The study will primarily use quantifiable data related to the variables of work conditions to be examined. The research approach employed in this study is descriptive research since there is a clear idea about the research problem. Next, relevant information is collected to obtain clues to solve the problem and prove that the solution taken by the researcher is correct. The research strategy adopted is a cross-sectional research strategy, which involves collecting data in a relatively standard form from a group of people at one time through a structured questionnaire (Anderson et al., 2020).

The designated population group consists of employees who work as ASN at the Ministry of Finance. The samples used includes employees in BKF. The technique used is proportionate stratified sampling, with a proportion of 30% of the total number of employees in each level II unit in BKF to ensure equal and representative representation. The amount of data used in this research was obtained from 201 respondents.

The main data used in this study are quantitative primary data collected through structured questions in a self-administered questionnaire, directly filled out by the targeted respondents. The questionnaire was digitally prepared using Google Forms, with Likert scale options ranging from 1 to 7. The total number of indicators or items in this study is 60. Workload is measured using 6 items from the NASA Task Load Index (TLX) questionnaire (Hart & Staveland, 1988); psychological capital is measured using 25 items from the PsyCap Questionnaire (Luthans et al., 2007); autonomy, relatedness, and competence are each measured using 6 items of questions (Singh et al., 2016); burnout is measured using 9 items of questions (Schaufeli et al., 2002); and job engagement is measured using 9 items of questions from the Utrecht Work Engagement Scale (Schaufeli et al., 2006). The data obtained are then processed using the Structural Equation Modelling (SEM) method using the AMOS 24 data processing software. Confirmatory Factor Analysis (CFA) is also used as a tool to test the multidimensionality of a theoretical construct.

3. Results and Discussions

201 respondents were deemed eligible to become the sample and were included in this study. The respondents were categorized based on several categories, including gender, age, length of service, original work unit, job level, and highest level of education.

Table 1. Distribution of Research Respondents' Frequencies

Profile	Number	Percentage
Gender:		
Male	124	61,7%
Female	77	38,3%
Age (Years):		
<25	11	5,5%
25–35	140	69,7%
35–55	42	20,9%
>45	8	4,0%
Length of Employment (Years):		
<5	31	15,4%
5–10	101	50,2%
10–15	45	22,4%
>15	24	11,9%
Work Unit:		
Secretariat of the Agency	45	22,4%
Center for Revenue Policy	31	15,4%
Center for State Revenue and Expenditure Policy	32	15,9%
Center for Macroeconomic Policy	24	11,9%
Center for Financial Sector Policy	24	11,9%
Center for Climate Change and Multilateral Financing Policy	24	11,9%
Center for Regional and Bilateral Policy	21	10,4%
Position:		
Staff	130	64,7%
Functional	34	16,9%
Supervisor (Echelon IV)	33	16,4%
Administrator (Echelon III)	3	2,0%

Profile	Number	Percentage
Education:		
High School	1	0,5%
Diploma 1 (D-1)	11	5,5%
Diploma 3 (D-3)	34	16,9%
Bachelor's Degree (S-1/D-4)	97	48,3%
Master's Degree (S-2)	54	26,9%
Doctoral Degree (S-3)	8	4,5%

Source: processed data

Based on Table 1, it is known that the gender was predominantly male (61.7%), the age was dominated by employees aged 25 to 35 years (69.7%), the length of work was predominantly employees who had been working for 5 to 10 years (50.2%), the origin work unit was dominated by employees from the Secretariat of the Agency (22.4%), the job level was dominated by executives (64.7%), and the educational level was dominated by employees with an S-1/D-4 degree (48.3%).

Furthermore, based on the descriptive analysis in Table 2, it is known that according to the perception of BKF employees, most of them felt that they had a high level of workload, psychological capital, relatedness, and competence, as well as a moderate level of autonomy, burnout, and job engagement.

Table 2. Descriptive Analysis of Research Variables

Variable	Grand Mean	Explanation
Workload	5,26	High
Psychological Capital	5,34	High
Autonomy	4,92	Moderate
Relatedness	5,39	High
Competence	5,86	High
Burnout	3,81	Moderate
Job Engagement	4,86	Moderate

Source: processed data

Next, to conduct hypothesis testing, the t-value can be used with a significance level of 0.05. The t-value in AMOS represents the Critical Ratio (C.R.) as shown in the output of Regression Weights in Table 3 below. Regarding the previously formulated hypotheses that already have directions, the hypothesis testing will be conducted in a one-tailed manner with a critical value of 1.645 for acceptance.

Table 3. Hypothesis Testing Results

Hypothesis	Influence	Estimate	S.E.	C.R.	P
H ₁	Workload → Burnout	0,227	0,112	2,021	0,043
H ₂	Workload → Job Engagement	0,083	0,087	0,961	0,337
H ₃	Psychological Capital → Burnout	-0,441	0,245	-1,801	0,072
H ₄	Psychological Capital → Job Engagement	0,860	0,205	4,189	***
H ₅	Autonomy → Burnout	-0,206	0,105	-1,969	0,049
H ₆	Autonomy → Job Engagement	0,104	0,079	1,322	0,186
H ₇	Relatedness → Burnout	-0,242	0,089	-2,711	0,007
H ₈	Relatedness → Job Engagement	0,160	0,069	2,313	0,021
H ₉	Competence → Burnout	0,095	0,143	0,667	0,505
H ₁₀	Competence → Job Engagement	-0,184	0,111	-1,661	0,097
H ₁₁	Burnout → Job Engagement	-0,484	0,106	-4,552	***

Source: processed data

Based on the table above, hypotheses H₁, H₃, H₄, H₅, H₇, H₈ and H₁₁ were accepted, while hypotheses H₂, H₆, H₉ and H₁₀ were rejected. Specifically, for H₁₀, based on the hypothesis testing results, it was found that competence had a positive influence on work engagement. However, the significant Critical Ratio (C.R.) value (>1.645) indicated a negative direction of the relationship at -1.616. Therefore, the tenth hypothesis in this study was rejected. This finding contradicted the formulated initial hypothesis. It occurred because the frequency distribution results showed that most respondents were highly educated, with a high competence level, while the level of work engagement was moderate. The assumption is that employees might feel overqualified, but their work environment is less conducive and fails to meet their competence expectations. Thus, the higher the perceived competence, the lower the work engagement. Furthermore, mediation analysis is also conducted using the bootstrapping technique, and the results can be seen in Table 4.

Table 4. Mediation Testing Results

Relationship	Direct Effect	Indirect Effect	Conf. Interval		P*	Conclusion
			Low	High		
Workload → Burnout → Job Engagement	0,083 (C.R. = 0,961)	-0,110	-0,350	-0,022	0,012	Full Mediation
Psychological Capital → Burnout → Job Engagement	0,860 (C.R. = 4,189)	0,214	-0,011	0,650	0,060	Partial Mediation
Autonomy → Burnout → Job Engagement	0,104 (C.R. = 1,322)	0,100	-0,018	0,269	0,087	Full Mediation
Relatedness → Burnout → Job Engagement	0,160 (C.R. = 2,313)	0,117	0,024	0,298	0,010	Partial Mediation
Competence → Burnout → Job Engagement	-0,184 (C.R. = -1,661)	-0,046	-0,257	0,101	0,490	No Mediation

*one-tailed test, P significant < 0.10

Source: processed data

It is known that burnout plays a mediating role in the relationship between workload, psychological capital, autonomy, and relatedness with job engagement. However, burnout is not able to mediate the relationship between competence and job engagement. One-Way ANOVA test was conducted to explore the possibility of different perceptions among employees from other work units for variables where the hypothesis was rejected, the results can be seen in Table 5.

Table 5. Differential Testing Results

Variable	Sig. ANOVA	Explanation
Workload	0,747	Not Significant
Psychological Capital	0,271	Not Significant
Autonomy	0,594	Not Significant
Relatedness	0,003	Significant
Competence	0,002	Significant

Source: processed data

There were significant differences in perceptions among employees in each work unit regarding burnout and job engagement. This is likely because each work unit has different work climates, job processes, leadership, and other factors. This assumption is based on the findings of the research which suggest that the psychological climate in different work units can influence

employees' emotional exhaustion, depersonalization, personal achievement, and perceived psychological well-being (Shuck & Rocco, 2013). When employees perceive that their work unit has a negative work climate, they are more likely to experience exhaustion and moments of depersonalization in their work (Fredrickson, 1998).

Out of the 11 hypotheses formulated in this research, only 7 hypotheses were accepted, while the other 4 were rejected. The rejected hypotheses in this study were the negative influence of competence on burnout, the negative influence of job demands on job engagement, the positive impact of autonomy on job engagement, and the positive influence of competence on job engagement. The difference test conducted to identify the possibility of significant differences in respondents' perceptions of the variables revealed that there are indeed significant differences in perceptions among respondents in each work unit regarding their level of burnout and job engagement. This difference may be because each work unit has different work climates, job processes, leadership, and other factors. Therefore, employees' acceptance and views of these factors may also influence the perception of job engagement among employees in each work unit. The differences in task characteristics and functions certainly involve dealing with different stakeholders and different job demands. These factors are predicted to contribute to the potentially significant differences in employees' perceptions of burnout and job engagement.

Psychological capital in this study is the factor that has the greatest influence on burnout and job engagement according to employees' perceptions. This result is in line with the views that burnout or psychological stressors can attract employees' curiosity and competence, leading to the possession of job resources and high job engagement (Bakker & Demerouti, 2014). The results also indicate a high level of job resources support, as shown by the high perception of satisfaction with basic needs. Employees realize that these resources can be utilized to support them in facing various job demands. Additionally, the motivation factors of working as civil servants, which are perceived as more secure compared to other sectors, also contribute to employees' job engagement (Profiroiu et al., 2021).

Based on the assessment of employees' perceived level of job engagement, it was found that the dedication dimension has the highest average perception compared to vigor and absorption. This indicates that employees tend to be dedicated to their work as civil servants. This could be influenced by factors such as sufficient remuneration, job security, and ample opportunities for development (Profiroiu et al., 2021). The research results are in line with the existing conditions and facts that the Ministry of Finance is one of the five government institutions with the highest allowances in Indonesia (Rachmahyanti, 2022), hence there is often an anecdote that the Ministry of Finance is one of the "Kemensultan" (a portmanteau of Kementerian Keuangan and Sultan) in Indonesia. Additionally, the Ministry of Finance's achievements in public service evaluations, as well as the leadership figures (Minister of Finance), can also contribute to increasing the pride and enthusiasm of the Ministry of Finance's employees.

When compared to other units, BKF is considered the think tank of the Ministry of Finance. It is well-known among the internal employees of the Ministry of Finance as a unit that deeply cares about developing competence and enhancing the skills of its staff. Every year, BKF provides employees with the opportunity to propose self-initiated education and training programs that can support organizational performance, a policy that is not available in other units. As a result, it can be observed that a significant proportion of employees have higher education qualifications: 5% hold a doctoral degree (S-3), 37% have a master's degree (S-2), and 39% have a bachelor's degree (S-1). This broad development opportunity can lead to a perception of high dedication among the employees (Profiroiu et al., 2021).

The indicator regarding work enthusiasm among employees in the dimension of vigor is the indicator that has the greatest influence with the highest loading factor value. This means that employees essentially have the enthusiasm to complete their daily tasks well. The combination of this high loading factor value for work enthusiasm and the perception of high dedication among employees is predicted to support the achievement of optimal performance, both at the individual employee level and for the Ministry of Finance as a whole.

Regarding the test of competence influence, especially the influence of competence on job engagement, there is an anomaly in the formulated hypothesis. The result shows that competence has a negative impact on job engagement. This is intriguing because the data suggests that when employees have high competence, they feel less attached to the organization. It is essential for the organization to understand and implement good employee retention strategies through talent pool and succession planning efforts. It is also assumed that some respondents may feel competent but do not receive added value while working in BKF. This could be because a significant portion of the respondents have higher education qualifications, with 48.3% having a bachelor's degree (S-1/D-4) and 26.9% having a master's degree (S-2), yet most of them still hold staff level positions. The perception of competence due to overqualified employees in the workplace can negatively impact their job engagement. Employees will only invest in engagement when they feel they are receiving added value and making a difference (Breugh, 2021).

Based on the analysis of burnout as a mediating factor, it is found that burnout can mediate the relationship between workload and job engagement, the relationship between psychological capital and job engagement, autonomy, and job engagement, as well as relatedness and job engagement. However, it is noted that the mediating role of burnout in the relationship between competence and job engagement has not been tested.

The overall result of the research is that the high workload demands have essentially increased burnout experienced by the employees. However, this direct influence is not greater than the influence of psychological capital, autonomy, and relatedness possessed by the employees. It means that psychological capital as a personal resource along with autonomy and relatedness as job resources have acted as buffers against the negative effects of workload on the occurrence of burnout. This is supported by the data indicating that the average perception of burnout among employees is moderate.

Burnout itself can affect the level of job engagement among employees in the workplace. However, because employees have job resources and personal resources, the influence of burnout becomes less apparent. This is evident from the analysis of the mediating role, for example, in the direct relationship between autonomy and job engagement, which is not significant. Still, when mediated by burnout, the indirect relationship becomes significant. This means that burnout's impact on job engagement can be mitigated by the presence of autonomy, making autonomy indirectly influence job engagement. Additionally, in its direct relationship, psychological capital as a personal resource, and relatedness as a job resource, have a stronger positive influence on job engagement compared to the direct negative.

4. Conclusions

Workload is proven to have a positive influence on burnout, but has no proven negative influence on job engagement. Autonomy and relatedness are proven to have a negative influence on burnout, while competence does not have a proven negative influence on burnout. Relatedness itself is proven to have a positive influence on job engagement, while autonomy and competence do not have a proven positive influence on job engagement. Psychological capital is proven to have a negative influence on burnout and a positive influence on job engagement. Burnout can

mediate the relationship between workload, psychological capital, autonomy, and relatedness to job engagement. However, burnout is unable to mediate the relationship between competence and job engagement. Therefore, the high loading factor value of the indicators on the autonomy variable should be a concern, even though the perception score is below average. Employees should be provided with a broader mechanism to have more authority in decision-making, even with hierarchical, structural, and political policy limitations. Strengthening the use of functional positions could be an alternative to making employees feel they have autonomy in problem-solving actions, aligning with their problem-solving analysis. Regarding the finding that competence has no influence on burnout and even has a negative influence on job engagement, the organization needs to address this by being prepared to focus on employee development, both in terms of competence and career, to avoid clashes in expectations due to feelings of being overqualified. Efforts such as implementing a good talent pool and succession planning can be made to accommodate this aspect. A work climate that provides the same level of comfort in each unit also needs to be created to avoid differences in perceptions of job engagement between employees. Aspects to consider may include providing supportive work facilities, coworker and supervisor support, equitable workload allocation, and others. This research can be further expanded to provide managerial recommendations for the organization, such as analyzing other factors within and beyond the JD-R theory framework. The limitation of the research is that the analysis was only carried out at one level I echelon under the Ministry of Finance, with the sample representing only 30% of employees in each level II echelon. Consequently, the findings may not be entirely generalizable to the entire Ministry of Finance population. The focus on achieving 30% representation leads to uneven demographic distribution, potentially biasing responses. Variables are also measured based on employee perceptions, creating significant differences in perspective. The study integrates findings from different contexts, and there might be unaccounted factors influencing the observed variables. Data collection was carried out during the Covid-19 pandemic when most employees were working from home, thereby limiting control over the distribution of self-administered questionnaires online. Thus, future research should expand the exploration of factors in the JD-R framework, including a more comprehensive set of variables, a more representative and balanced sample, and the use of mixed research methods approaches, including unstructured interviews.

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