

14th ISCA 2024

The Impact of Job Engagement on Burnout with Extraversion as a Moderator

Erwin Pandu Wardana ^{1*}, Ratno Purnomo²

^{1*} Universitas Jenderal Soedirman, erwin.panduw@gmail.com, Indonesia

² Universitas Jenderal Soedirman, ano.purnomo@gmail.com, Indonesia

ABSTRACT

Research on job burnout continues to evolve across various disciplines. This study aimed to examine the influence of job engagement on burnout among remote workers, with extraversion as a moderator, using the Job Demand-Resource theory. A total of 43 employees completed a questionnaire, which was then analyzed using multiple regression. The results showed that job engagement had a significant negative impact on burnout, meaning that the higher the level of job engagement, the lower the level of burnout experienced. However, extraverted personality did not moderate the negative influence of job engagement on burnout. This research contributes theoretically to the understanding that job engagement can reduce burnout. Therefore, practically, leaders are advised to increase employee engagement, especially for those working remotely.

Keywords: job engagement, burnout, ekstraversion, remote work.

1. Introduction

The adoption of remote work, which has become more widespread due to technological advancements and the COVID-19 pandemic, offers various benefits but also poses risks, such as burnout. Remote work allows companies to reduce costs and access a wider talent pool, but the sudden shift to this arrangement can increase stress levels, especially among employees unaccustomed to working remotely.

Burnout, characterized by physical and mental exhaustion, is often caused by an imbalance between work demands and personal capacity. Factors like workload, work-life balance, and social support play significant roles in triggering burnout. Prior research highlights the negative relationship between job engagement and burnout, suggesting that engaged employees tend to experience lower burnout levels. In remote work contexts, job engagement positively influences job satisfaction and reduces burnout risk.

The research shows a negative relationship between job engagement and burnout; however, there are inconsistent results. Some studies indicate a positive correlation or that job engagement does not fully reduce burnout (Codruta, 2022; Bamidele, 2023; Jinqun, 2023). Personality factors, such as extraversion, also play a role, as extraverted individuals tend to have better stress coping mechanisms and higher engagement at work (María et al., 2019; Domingos, 2022). The

characteristics of extraversion relate to job engagement, as extraverted individuals are generally more energetic, friendly, and assertive, which enhances workplace involvement. By incorporating the aspect of extraversion into the analysis, the relationship between job engagement and burnout is expected to be observed more clearly.

To date, research on burnout has predominantly been conducted in large companies, while studies in small and medium-sized enterprises (SMEs) remain limited. This research was conducted on employees of PT Kombas Digital Internasional, a small to medium-sized digital marketing company in Banyumas Regency that implements a remote work system. It is hoped that this study can contribute both theoretically and practically to reducing the risk of burnout among remote workers.

2. Literature Review and Hypothesis Development

2.1 Job Demand-Resources Theory

The Job Demands-Resources (JD-R) theory is an organizational psychology concept that explains how job demands and resources affect employee satisfaction and performance. Developed by Bakker and Demerouti in 2007, it serves as a framework for understanding work experiences like burnout, motivation, and productivity. The JD-R theory posits that employee engagement—characterized by vigor, dedication, and absorption—arises from the interaction of job demands, job resources, and personal resources. Job demands include physical, psychological, or social factors requiring extra effort, potentially increasing stress and burnout (Hossan, 2023). Examples are heavy workloads, time pressure, and emotional demands.

Conversely, job resources enhance employee satisfaction and performance, including social support, feedback, autonomy, and learning opportunities. Personal resources, such as self-efficacy, optimism, and resilience, also drive satisfaction and performance. The theory suggests that adequate job and personal resources can mitigate the negative effects of job demands and enhance employee engagement. Ultimately, the balance between job demands and resources significantly impacts employee satisfaction. When demands exceed available resources, employees may feel overwhelmed, leading to burnout.

2.2 Burnout

The term "burnout" was first introduced by Herbert Freudenberger in 1974, describing it as exhaustion and frustration from prolonged or excessive work. Christina Maslach later expanded on this concept, identifying three core components: emotional exhaustion, depersonalization, and reduced personal accomplishment. These components are assessed using the Maslach Burnout Inventory (MBI), a widely utilized tool in burnout research. The World Health Organization (WHO) recognizes burnout as a work-related phenomenon characterized by energy depletion, increased mental distance from one's job, feelings of negativity or cynicism, and reduced professional efficacy, though it is not classified as a medical condition.

Burnout is a subjective experience influenced by individual professional hopes and goals, which can vary across generations and cultures. In the ICD-11, burnout is classified as a workplace phenomenon distinct from other mental health conditions, emphasizing the need for better

workplace organization. It results from a combination of personal and workplace factors, including high job demands, insufficient resources, and emotional exhaustion, particularly in professions requiring significant interpersonal interaction, such as healthcare and hospitality.

The consequences of burnout are substantial, impacting individual well-being, professional performance, and organizational productivity. It is often linked to mental health issues like depression and anxiety and can lead to decreased job satisfaction and increased employee turnover.

2.3 Job Engagement

Job engagement is defined as an employee's willingness to invest physical, emotional, and cognitive energy into work in a full and simultaneous manner (Ameer, 2017). Engagement is understood as an organization member's voluntary participation in work, by being physically, cognitively, and emotionally present during work (Veena, 2011). Engaged employees tend to be more productive because they can handle work demands effectively and create personal resources, which in turn can improve performance and reduce absenteeism (Oudkerk, 2016).

Job resources, such as support, autonomy, and career development opportunities, play a role in increasing job engagement. Increasing these job resources can be a strategy to increase employee engagement and thus minimize burnout (Yunina & Larassaty, 2024). There is a negative relationship between high job engagement and lower levels of burnout. The return of employees to physical workplaces after the COVID-19 pandemic has been linked to increased job engagement and decreased levels of burnout. A supportive work environment can increase employee engagement, thus reducing the risk of burnout (Joel, 2024). From the explanation above, the following hypothesis can be drawn:

H1: Job engagement has a negative impact on burnout.

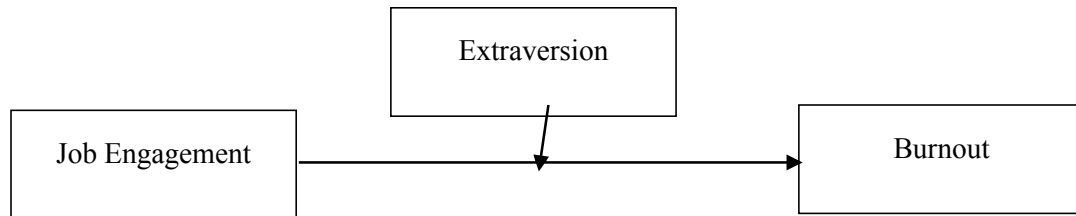
2.4 Extraversion

The personality dimension of extraversion reflects an individual's interest in interpersonal relationships, making them sociable and affectionate toward others (McCrae & Costa, 2003). This trait is characterized by a tendency to socialize frequently, seek new experiences, and be more active. Extraverts are typically optimistic, friendly, and enjoy being around others more than introverts. In contrast, individuals with low extraversion levels tend to be quieter and prefer solitude. Those with high extraversion often excel in roles requiring intense social interaction, like sales, due to their strong abilities in building relationships, influencing others, and coping with rejection (Cavaliere, 2021).

However, extraverts may encounter challenges in remote work environments. The absence of physical presence can lead to feelings of isolation and decreased job satisfaction (Mahand, 2023). Nevertheless, communication technology can mitigate the effects of limited social interaction by enabling virtual meetings and collaboration. Meymandpour and Bagheri (2017) found that teleworking employees with high extraversion scores were more likely to avoid burnout. Extraversion is significantly related to job engagement, which encompasses an individual's emotional, cognitive, and physical involvement in their work. Those with high job engagement

typically feel more motivated, involved, and satisfied with their jobs. Extraverts, who build extensive social networks, benefit from strong support systems that buffer against work-related stress, thereby reducing burnout risk. Thus, the following hypothesis can be proposed:

H2: Extraversion moderates the negative impact between job engagement and burnout.



3. Research Methodology

3.1 Data Collection

This research employs a quantitative approach, a method used to measure and analyze numerical relationships between variables, with the aim of determining the extent to which one variable influences another (Sugiyono, 2022). A survey was conducted by distributing questionnaires to employees who work remotely and are located in Banyumas Regency. Respondents were selected using purposive sampling, a method of selecting respondents based on specific knowledge or experience about a phenomenon. This method aims to obtain respondents who can provide rich, relevant, and diverse data (Chittaranjan, 2021).

The selected respondents were employees who worked remotely and had a minimum of one month of work experience. They were employees of the digital marketing company PT Kombas Digital Internasional. Of the links distributed, 43 employees completed the questionnaire.

3.2 Measures

To measure burnout, the Maslach Burnout Inventory-General Survey (MBI-GS) was used, consisting of 9 items with a 5-point Likert scale (1-5). This measurement was adapted from Wang's research (2024), which measured the three main dimensions of burnout: emotional exhaustion, depersonalization, and reduced personal accomplishment.

Job engagement was measured using the short version of the Utrecht Work Engagement Scale (UWES) developed by Schaufeli (2004). The UWES consists of 3 items with a 6-point Likert scale (1-6) that measures three aspects of engagement: vigor, dedication, and absorption.

The extraversion variable was measured using two items from the Big Five Inventory-10 (BFI-10) developed by John (2007). The measurement items used a 5-point Likert scale (1-5) and specifically measured the extraversion domain.

4. Results

4.1 Respondent Profile

Table 1 Respondent Profile

Profile	Frequency	Percentage
Gender		
Woman	28	65.11%
Man	15	34.88%
Age		
< 20 Years	1	2.39%
20-25 Years	23	53.49%
> 25 Years	19	44.19%
Education		
High School / Equivalent	16	35.3%
Diploma	7	7%
Bachelor	20	47.6%
Length of work		
1-3 Months	14	25.58%
3-6 Months	14	41.86%

The data were analyzed using SPSS version 25. Table 1 presents the demographic profile of the respondents, detailing gender, age, education level, and length of employment. The majority of respondents were female (65.11%), aged between 20-25 years (53.49%), held a bachelor's degree (47.6%), and had been employed for 3-6 months (41.86%). The overrepresentation of females is linked to the job's nature, which emphasizes meticulousness and communication skills and is typically not field-based. This type of work is often performed by individuals with bachelor's degrees due to their general interest in the digital business sector.

4.2 Classical Assumption Test

5.

Table 2 Classical Assumption Test

Test	Description	Mark
Normality	Kolomogorov -Smirnov Significance Asymptotic	0,200
Multicollinearity	Variance Inflation Factor	
	Engagement	0,146
	Extraversion	0,146
	Tolerance	
Heteroscedasticity	Engagement	6,845
	Extraversion	6,845
	Glesjer Test Engagement	0,745

Extraversion	0,240
--------------	-------

Table 2 summarizes the results of the classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. The autocorrelation test was not conducted because the data used was not secondary data. The Kolmogorov-Smirnov normality test yielded an asymptotic significance value of 0.200, which is greater than 0.05, indicating that the data is normally distributed. A VIF value of 0.146 (above 0.05) and a tolerance value of 6.845 (below 10) indicate the absence of multicollinearity. The Glejser test also showed no heteroscedasticity issues, with significance values above 0.05: 0.745 for engagement and 0.240 for extraversion. All classical assumption rules have been met, so the data is suitable for regression analysis.

5.1 Regression Test

Table 3 Regression Analysis of the Impact of Job Engagement and Extraversion on Burnout

Test	Description	Mark
Model Summary	R Square	0,824
	Standard Error	0,975
Analysis of Variance	F	93,627
	Significance	0,000
Coefficient Regression	Constants	32,074
	Job Engagement	
	Unstandardized. Coeff. B	-0,399
	t	-2,185
	Sig	0,035
	Extraversion	
	Unstandardized. Coeff. B	-1,044
	t	-3,144
	Sig	0,003
	Standard Error	0,930

The hypothesis testing using regression is shown in Table 3, where the variables engagement and extraversion explain 82.4% of the variation in burnout ($R^2 = 0.824$). The standard error of the estimate is 0.975, with an F-statistic of 93.627 and a significance level of 0.000, indicating that the regression model can provide good predictions.

Table 4 Moderation Analysis of the Effect of Engagement on Burnout

Test	Description	Mark
Model Summary	R Square	0,837
	Standard Error	0,951
Analysis of Variance	F	66,610
	Significance	0,000
Coefficient Regression	Constants	27,119
	Job Engagement	

Unstandardized. Coeff. B	0,026
t	0,085
Sig	0,933
Extraversion	
Unstandardized. Coeff. B	-0,262
t	-0,475
Sig	0,638
Moderation Extraversion	
Unstandardized. Coeff. B	-0,065
t	-1,743
Sig	0,638
Standard Error	2,985

Table 4 shows the influence of engagement with extraversion as a moderator on burnout, explaining 83.7% of the variation in burnout ($R^2 = 0.837$) with a standard error of 0.951. The F-test value of 27.119 with a significance of 0.000 indicates that this moderation model can be used for making predictions.

6. Discussion

5.1. *The Effect of Job Engagement on Burnout*

Hypothesis 1 states that job engagement has a negative impact on burnout. Based on the results in Table 4, there is a negative and significant relationship between engagement and burnout, with a t-value of -2.185 and a significance level of 0.035. This means that the higher a person's job engagement, the lower the level of burnout they experience. Thus, Hypothesis 1 is supported.

This finding is consistent with previous research, such as that conducted by Qinhan et al. (2023), who found that teachers with high job engagement and psychological capital experienced lower levels of burnout. This confirms that job engagement can be a protective factor against burnout, especially in professions with high job demands. Research by Titirat (2023) also shows that employees with high levels of job engagement have a lower risk of burnout, as their emotional, cognitive, and behavioral involvement in their work reduces stress and burnout.

5.2 *Moderation of Extraversion*

Hypothesis 2 stated that extraversion would moderate the negative influence between job engagement and burnout. However, Table 4 shows that extraversion did not have a significant moderating effect, with a significance value of 0.638 (greater than 0.05) and a t-value of -1.743. Therefore, Hypothesis 2 is not supported.

This finding is in line with Farivar's (2021) research, which indicated that the influence of extraversion on burnout can vary depending on job demands and intrinsic motivation. Extroverted individuals are indeed more tolerant of stress, especially in jobs that require social interaction. However, under high job demands, stress tolerance can decrease, particularly if intrinsic

motivation is low. Thus, extroverts with strong intrinsic motivation are better able to withstand stress, while those with low motivation are more susceptible to burnout.

Although extraversion was not significant as a moderator, when tested as an independent variable, extraversion had a significant negative influence on burnout. This means that extraversion serves more as an independent variable that reduces burnout rather than as a moderator in the relationship between job engagement and burnout, which can be classified as a predictor moderator.

7. Conclusion

This study contributes to the Job Demands-Resources theory by showing that job engagement contributes to reducing burnout. Additionally, extraversion personality does not moderate the negative relationship between job engagement and burnout. Psychological resources, such as job engagement, can play a role in reducing the risk of burnout. Furthermore, research conducted by Christina et al. (2019) showed an inverted U-shaped relationship between engagement and burnout. This indicates that an appropriate level of engagement can reduce burnout, but excessive engagement, especially in the context of jobs with high performance demands, can actually increase the risk of burnout.

Although this study has attempted to obtain a representative sample, further research with a wider range of respondents is needed to generalize the research findings. Analysis in other sectors and industries can provide a deeper understanding of the factors that influence burnout among remote workers.

The practical implications of this study are the findings that engagement has a positive impact on reducing burnout with adequate support. Leaders need to create work situations that provide more opportunities for subordinates to engage in their work, such as listening to employee aspirations in completing tasks, providing trust to make relevant decisions, delegating tasks according to their abilities, and providing fair compensation.

References

- Ameer, A., Basit., Mohammad, A., H., Chauhan. (2017). Psychometric Properties of the Job Engagement Scale: A Cross-Country Analysis. *Journal of Management and Research*, 4(1):1-18. doi: 10.29145/JMR/41/040101
- Andreas, Hillert. (2024). [Burnout: Historical Background, Concepts, Methodological Problems, Prevention And Different Perspectives On A Striking Phenomenon].. *Fortschritte Der Neurologie Psychiatrie*, 92(5):194-208. doi: 10.1055/a-2256-4439
- Bamidele, Michael, Efuwape., Idowu, Dare, Aderinto. (2023). 4. Psychological Effects of Job Burnout on Technical Education Lecturer's Job Engagement and Performance in Nigeria Universities. doi: 10.59231/edumania/8994
- Cathy, A., A., Mayer. (2022). Burnout Defined. Summary of proceedings, 107-119. doi: 10.31046/proceedings.2022.3129
- Cavaliere, L. P. L., Poddar, A., Poddar, S., Patel, V. B., Kuragayala, P., Chakravarthi, M. K., ... & Rajest, S. S. (2021). The Impact of Employees' Personality on the Organizational

- Performance: Studying the Five Dimensions of Personality. Turkish Online Journal of Qualitative Inquiry, 12(7).
- Chittaranjan, Andrade. (2021). 1. The Inconvenient Truth About Convenience and Purposive Samples.. Indian Journal of Psychological Medicine, doi: 10.1177/0253717620977000
- Christina, G., L., Nerstad., Sut, I, Wong., Astrid, M., Richardsen. (2019). Can Engagement Go Awry and Lead to Burnout? The Moderating Role of the Perceived Motivational Climate. International Journal of Environmental Research and Public Health, 16(11):1979-. doi: 10.3390/IJERPH16111979
- Christina, Maslach., Stefano, Guidarini. (2023). 3. Burnout. doi: 10.1016/b978-0-323-91497-0.00128-4
- Claudiu, Chiru. (2017). Teleworking: Evolution and Trends in Usa, Eu and Romania. Economics, Management, and Financial Markets, 12(2):222-.
- Codruta, Osoian., Anamaria, Petre. (2022). 8. Employee Engagement and Job Burnout in the Context of Teleworking. Studia Universitatis Babeş-Bolyai, doi: 10.2478/subboec-2022-0012
- Farivar, S., & Esmaeelinezhad, O. (2021). Can configurations of motivation and extraversion attenuate job demands-job burnout bond?. *International Journal of Organizational Analysis*, 29(5), 1225-1239.
- Firman, Subarkah., Yusuf, Iskandar. (2024). 3. A Bibliometric Review of Factors Causing Burn Out. Buletin Poltanesa, doi: 10.51967/tanasa.v25i1.3041
- Gracy, Pelacani. (2023). "Burnout". 31-34. doi: 10.1007/978-3-031-27979-9_8
- Hossan, D., Dato'Mansor, Z., & Jaharuddin, N. S. (2023) Revisiting of Job Demands-Resources Theory in Malaysia.
- Jinquan, Zhou., Wenjin, He. (2023). 9. How Employee Job Burnout, Work Engagement, and Turnover Intention Relate to Career Plateau during the Epidemic. Advances in the Social Sciences, doi: 10.3390/socsci12070394
- Joel, Brockner., Marius, van, Dijke. (2024). Work engagement and burnout in anticipation of physically returning to work: The interactive effect of imminence of return and self-affirmation. Journal of Experimental Social Psychology, 110:104527-104527. doi: 10.1016/j.jesp.2023.104527
- Kathleen, M., Bakarich., A., S., Marcy., Patrick, E., O'Brien. (2022). Has the fever left a burn? A study of the impact of COVID-19 remote working arrangements on public accountants' burnout. Accounting Research Journal, doi: 10.1108/arj-09-2021-0249
- Leodoro, J., Labrague. (2023). 5. The impact of job burnout on nurses' caring behaviors: Exploring the mediating role of work engagement and job motivation. International Nursing Review, doi: 10.1111/inr.12899
- Mahand, T., & Caldwell, C. (2023). Quiet quitting—causes and opportunities. Business and Management Research, 12(1), 9-19.
- María, del, Carmen, Pérez-Fuentes., María, del, Mar, Molero, Jurado., África, Martos, Martínez., José, Jesús, Gázquez, Linares., José, Jesús, Gázquez, Linares. (2019). 2. Burnout and Engagement: Personality Profiles in Nursing Professionals. doi: 10.20944/PREPRINTS201901.0277.V1
- McCrae, R. R. (2003). Personality in adulthood: A five-factor theory perspective. Guilford Press.
- Meymandpour, R., & Bagheri, Z. (2017). A study of personality traits, viz., extraversion and introversion on telecommuters burnout. Telecom Bus. Rev, 10(1), 1.

- Oudkerk, Pool. (2016). To which extent does Job crafting mediate or (negatively or positively) moderate the relationship between Human Resource Management and Work engagement.
- Perestrelo, Passos., M., J., Amorim., F., Araújo. (2023). Burnout: a reality among physicians and other health professionals. *European Psychiatry*, 66:S959-S959. doi: 10.1192/j.eurpsy.2023.2036
- Phil, Lord. (2020). The social perils and promise of remote work. 4:63-67.
- Qinhan, Zhang., Weijian, Li., Jianwei, Gao., Binghai, Sun., Shuwei, Lin. (2023). Teachers' professional identity and job burnout: The mediating roles of work engagement and psychological capital. doi: 10.1002/pits.23039
- Rammstedt, B., & John, O. P. (2007). Big five inventory-10. *European Journal of Psychological Assessment*.
- Sarah, A, Bolbol., Marwa, M, Zalat. (2022). Telework benefits and associated health problems during the long COVID-19 era.. *Work-a Journal of Prevention Assessment & Rehabilitation*, 71(2):371-378. doi: 10.3233/wor-210691
- Schaufeli, W., & B. Bakker, A. (2004). Bevolgenheid: een begrip gemeten. *Gedrag & Organisatie*, 17(2).
- Shailashree. (2016). Study on Employee Engagement Among Workers at RUBCO in Enhancing an Innovative Organisational Culture.. *Social Science Research Network*,
- Sugiyono, S., & Lestari, P. (2021). Metode penelitian komunikasi (Kuantitatif, kualitatif, dan cara mudah menulis artikel pada jurnal internasional).
- Sultan, M, Mosleh., Mohammed, Ali, Kasasbeha., Yousef, M., Aljawarneh., Intima, Alrimawi., Ahmad, Saifan. (2022). The impact of online teaching on stress and burnout of academics during the transition to remote teaching from home. *BMC Medical Education*, 22(1) doi: 10.1186/s12909-022-03496-3
- Titirat, Tanpaisal. (2023). 7. Psychological Capital, Work Engagement, and Job Burnout of Employees in a Printed Media Company in Bangkok. *Warasan Wichakan Sinlapasat Prayuk*, doi: 10.14416/j.faa.2023.19.004
- Veena, Anand., C., Vijaya, Banu. (2011). Employee Engagement: A Research Study with Special Reference to Rane Engine Valve Ltd. (Plant - I), Chennai, India. *Journal of Marketing Management*, 2(2):117-.
- Wang, A., Duan, Y., Norton, P. G., Leiter, M. P., & Estabrooks, C. A. (2024). Validation of the Maslach Burnout Inventory-General Survey 9-item short version: psychometric properties and measurement invariance across age, gender, and continent. *Frontiers in Psychology*, 15, 1439470.
- Yulfanani, Alfajar., Roziana, Ainul, Hidayati. (2022). 6. Dampak Kelelahan Mental (Burnout) Terhadap Kinerja Karyawan Retail Besi dan Baja. *Jurnal Mahasiswa Manajemen*, doi: 10.30587/mahasiswamanajemen.v3i01.4050
- Yulfanani, Roziana. (2022). 7. Dampak Kelelahan Mental (Burnout) Terhadap Kinerja Karyawan PT. Duta Merpati Indonesia. *Jurnal Ekonomi dan Teknik*, doi: 10.54543/etnik.v1i4.42
- Yunina, D. S., & Larassaty, A. L. (2024). PENGARUH JOB RESOURCES TERHADAP WORK ENGAGEMENT MELALUI BURNOUT. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi)*, 11(1), 314-329.