

# Optimizing Work Engagement to Reduce Burnout: The Influence of Job Crafting and Organizational Culture in the Workplace

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## Optimizing Work Engagement to Reduce Burnout: The Influence of Job Crafting and Organizational Culture in the Workplace

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<b>Keyword :</b> Burnout, Work Engagement, Job Crafting, Organizational Culture, Employee	<b>Abstract</b> Burnout is the result of long-term, poorly managed stress, which eventually leads to physical exhaustion. In corporate environment, burnout is a serious problem that needs special attention because it not only impacts the health and well-being of employees, but also directly affects productivity, performance, and the sustainability of company operations. Employees who apply job crafting by proactively adjusting tasks, work relationships, and perspectives on work to align with their abilities and resources are less likely to experience burnout, because they can create a work environment that is more meaningful and suits their personal needs. A positive and supportive organizational culture plays an important role in reducing employee burnout. Work engagement also found to be able to decrease burn out. However, the mechanism of their influences on burn out still needs to be understood. This study aims to analyze the relationship between job crafting, organizational culture and burn out through work engagement as a mediator. The research subjects involved 106 employees from two state-owned companies, namely PT X in Sidoarjo and PT Z in Surabaya, Indonesia. A path analysis conducted using <i>JASP for Windows</i> . The results show that work engagement mediates the relationship between job crafting, organizational culture, and burnout. In conclusion, employees who are active in job crafting and have a positive view of the company culture and values tend to have higher work engagement, which in turn make employees less likely to experience burnout. This study findings provide new understanding on how company can prevent employees burn out.		
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### INTRODUCTION

Mental health, which is the result of complex interactions between individuals, social, and their environment (Green, 1991), has become an issue that is quite often encountered in various areas of life (Maringka & Kusnawi, 2021). Especially the issue of mental health in the workplace, considering that almost one-third of an individual's time is basically spent more as a worker, thus affecting the social and personal life of individuals (Maryatmi, 2021). On the other hand, although issues related to employee mental health often occur, they are often ignored in the workplace (Meidina & Laura, 2022). In fact, it is undeniable that low mental health in individuals in the workplace, can have an impact on their performance both directly and indirectly. Especially low mental health in the form of mental stress due to high job demands but not balanced with the individual's positive ability to respond to stress so that individuals tend to experience burnout (Collett et al., 2024).

Burnout, which is a manifestation of long-term stress that is not handled properly, can cause stress that leads to physical fatigue (Maslach et al, 2001). Maslach & Leiter (2008) defined burnout as individual's reaction to a situation due to a lack of energy (physical, emotional, or mental fatigue), motivation, and initiative, as well as changes in attitudes and behaviors in the face of demands, and self-esteem. Therefore, burnout can occur in every human being regardless of age, education, occupation, social status and gender, so it is one of the important issues that must be considered because it can affect a person's life (Eliyana, 2016).

The results of a survey conducted by Infinite Potential (2023) on 7,098 respondents in 40 different countries show that the level of employee burnout globally has increased significantly in 2020-2022. This is also reinforced by research conducted by Future Forum (2022) to 21,009 respondents in 6 countries showing that there was an increase in burnout by 2% in December 2022 to 42% which was previously 40% in August 2022. Marshall et al (2020) even mentioned that 133 workers of manufacturing companies in South Africa were also recorded as 33% of them experiencing burnout with a high tendency to turnover. On the other hand, Jalili et al (2021) stated that burnout did not only occur in factory employees, but also health workers. Out of 645 people, 308 (50.1%) health workers in Iran tended to experience a high level of emotional fatigue, 81 people (13.2%) experienced a high level of depersonalization and there were even 526 people (85.5%) health workers who were studied to be detected to have low self-achievement.

Several studies in Indonesia also mention that burnout occurs in 90% of general employees in Surabaya as a result of work stress experienced (Marisa, 2021). Just like Wirati et al (2020) on executive nurses at Wangaya Denpasar Hospital totalling 165 people found that as many as 85 people (51%) experienced burnout with moderate levels and as many as 21 people (12.7%) experienced burnout with high levels. Similar findings in a study by Salim et al (2020) on employees of PT CDM Semarang equalling 63 people and showed 33 employees who experienced burnout. This can be seen from the dimensions of burnout: fatigue (physical, mental and emotional) shows that 17 out of 33 people (52%) experience physical fatigue, 8 people out of 33 people (24%) have a cynical or depersonalized nature and in the dimension of low achievement of self-achievement, showing that there are 8 people out of 33 people (24%).

Problems arising from burnout have a high level of complexity, covering various physical, mental and emotional aspects that affect the performance and overall well-being of workers. Not only does this impact individual productivity, but it can also affect team dynamics and the achievement of organizational goals. Therefore, it is important for workers to recognize potentially detrimental job characteristics such as excessive workload, persistent time pressure, or lack of support from colleagues or superiors.

Some previous studies mention that burnout will not occur if employees have job crafting (Petrou et al 2015; Singh & Singh, 2018; Pijker, 2022; Yang, 2023). As explained by Wrzesniewski & Dutton (2001), employees who are able to realize their own well-being in the workplace are when they do job crafting, which is an individual's effort to proactively organize their work to meet their needs, and skills so that their work motivation increases. Through job crafting, workers can structure their tasks, environment or mindset

so that more meaningful working conditions are formed for themselves, others or the company, which according to Lyons (2008) can help improve employee performance in the company.

Job crafting is an overview of employees' ability to take advantage of job adjustment opportunities so that employees can actively manage tasks and interactions with others (Berg et al, 2008). It was mentioned in the research of Apriyanti et al (2021), that job crafting is effective in reducing burnout, although according to Pijpker (2022), job crafting has several dimensions that do not predict burnout significantly such as the dimensions of relaxation, autonomy, mastery, and meaning. But actually, with job crafting skills, employees have a strong desire to make changes in finding resources and facing challenges to face jobs that will always change every day. As mentioned by Petrou et al. (2015), employees with job crafting will have strategies to face the company's demands and adjust themselves in facing job challenges. Employees can start implementing job crafting by analyzing their needs at work as a provision to rearrange their work to make their work more meaningful and improve personal performance in order to ultimately improve organizational performance as well.

In addition to job crafting, burnout can also be influenced by organizational culture (Burns et al., 2021; Ginossar et al., 2014; Pujiati et al., 2018; Zamini et al, 2011), which according to Denison (2009) is defined as a set of values, beliefs, and operating principles as the basis for an organization's management system and a set of management practices and behaviors that help and strengthen the basic principles of management. Organizational culture is an invisible social force but can move individuals in organizations that carry out work activities (Sutrisno, 2010). According to Denison (2009), organizational culture affects the effectiveness of the company, because it is related to engagement, consistency, adaptation and clarity of the company's vision and mission.

According to Arnawan & Suana (2019), different organizational cultures in each company can color the behavior of members of the organization as a whole. As mentioned by Ahgar (2006) organizational culture is a collection of beliefs and universal values shared by the members of an organization. However, there are significant differences between top management and lower-level employees in interpreting and applying these values. Top management tends to focus on vision, mission, and ideal goals, while employees are more influenced by the realities of work and everyday pragmatic norms. If the values and beliefs of management align with the norms of employees, the organization will have a strong culture, creating cohesion and enhancing cooperation. Conversely, a gap between the two can trigger cultural conflicts that weaken the organization. A strong organizational culture demonstrates a shared understanding and commitment to core values, which form the foundation for the organization's sustainability and success (Zamini, 2011). The same thing happens in State-Owned Enterprises (SOEs), which have a role as an engine of economic growth, an accelerator of social welfare, a provider of employment and a provider of talent, need to carry out transformations, one of which is carried out through the establishment of the Core Values of SOEs Human Resources as the glue of identity and work culture that supports continuous performance improvement. Previous research conducted by Putrihadiningrum et al. (2021) showed a negative relationship between organizational culture and burnout. A well-established and ingrained culture illustrates how people

should behave, which will help employees achieve goals and, in turn, ensure greater job satisfaction when an employee feels a leader will assist them in accomplishing a goal (Tsai, 2011).

Meanwhile, other studies show that job crafting have a positive relationship with work engagement (Wardani et al., 2023) and organizational culture has positive impact on work engagement (Prahara, 2020). Work engagement has a negative relationship with burnout (Damayanti, 2019). When employees engage in job crafting, they use it as an effective coping strategy for those experiencing boredom and burnout to make their work more interesting, meaningful, or satisfying. The more employees increase job challenges and job resources, the less likely they are to work counterproductively (Hooff & Hooff, 2014). Furthermore, employees with work engagement can prioritize activities and emphasize health and rest to work more productively (Ramadhani et al., 2023). When individuals have high work engagement, they tend to work happily and with high concentration, which can reduce the negative effects of burnout (Schaufeli et al., 2002).

Work engagement that Schaufeli et al (2002) defined as a state where the mind is in a positive state, fully related to work which is characterized by vigor, dedication and absorption, is a condition when employees in a company do their duties, express themselves physically, cognitively and emotionally during work. Work engagement is needed to encourage employee motivation (May et al, 2004). Meyer (2012) asserts that employees who have strong work engagement towards work will find it easier to manage their work tasks and pressures. This means that employees who have high work engagement will work more productively than employees who have low work engagement.

Sonnentag (2017) found that work engagement is a state that varies between individuals, time and work tasks, while burnout is a chronic experience that is unable to fluctuate as quickly as work engagement. Therefore Byrne et al (2016) stated that work engagement and burnout are separate but related constructs. Previous research by Damayanti (2019) mentioned that work engagement has a negative relationship with burnout. Those with strong work engagement typically exhibit greater emotional stability at work compared to their less engaged peers which positively impacts their resilience at work. Even every problem that occurs in the workplace is considered a challenge and tries to find other ways to do it well. As a result, employees with greater resilience are less likely to experience burnout. As said Schaufeli et al (2002) that employees who have high work engagement will work happily and work with high concentration so that these can reduce the negative effects of burnout.

Given the impact of burn out to employees physical-mental health and productivity as well as the magnitude of burnout experienced by employees in Indonesia, a deeper understanding of factors that reduce burnout and the relationship between these factors with burn out is needed. Therefore, the current study derives some hypotheses to be examined as presented in figure 1. The first hypothesis (H1) is work engagement have negative relationship with employee burnout. The second hypothesis (H2) is job crafting have negative relationship with employee burnout. The third hypothesis (H3) is organizational culture has a negative relationship with employee burnout. The fourth hypothesis (H4), is job crafting have a positive relationship with work engagement and the fifth hypothesis (H5) is organizational culture has a positive

relationship with work engagement. The sixth hypothesis (H6) is that work engagement mediates the relationship between job crafting and burnout. The seventh hypothesis (H7) is that work engagement mediates the relationship between organizational culture and burnout.

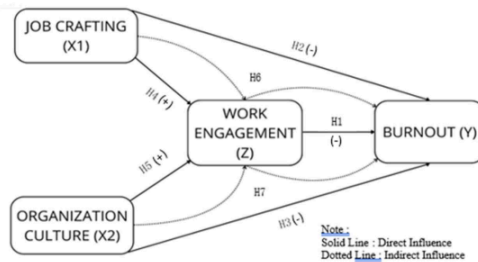


Figure 1. The Hypothesized Mediation Model

Based on the studies of job crafting and organizational culture, burnout and work engagement mentioned above, the present study aims to explore the role of work engagement in the relationship between job crafting and organizational culture in reducing or increasing burnout.

## METHOD

Respondents of this study were employees of state-owned companies in PT. X and PT. Z with a total population of 279. The sample determined using the help of G-power software, with a size effect of 43%, statistical power of 95% and a probability error of 5% obtained from several previous studies. Based on these criteria, the total sample obtained is 106 people and the sampling technique in this study used accidental sampling. The following table 1 describes of the research sample, based on place of work, age, gender and length of service

Table 1. Demographics of Research Subjects

No	Demographic Profile	Description	Frequency	Percentage
1	Workplace	PT. X	63	59,43
		PT. Z	43	40,5
		<b>Total</b>	<b>106</b>	<b>100</b>
2	Gender	Men	72	67,9
		Women	34	32
		<b>Total</b>	<b>106</b>	<b>100</b>
3	Age	20 to 25 years	2	1,8
		26 to 30 years	13	12,2
		31 to 35 years	38	35,8
		36 to 40 years	23	21,6

		41 to 45 years	12	11,3
		46 to 50 years	14	13,2
		51 to 55 years	4	3,7
		<b>Total</b>	<b>106</b>	<b>100</b>
4	Tenure	1 to 2 years	6	5,6
		3 to 5 years	9	8,4
		6 to 10 years	48	45
		More than 10 years	43	40,5
		<b>Total</b>	<b>106</b>	<b>100</b>

Source : Microsoft Excell Office 16

This study uses a quantitative approach with a path analysis design with mediating variables, that is a statistical analysis used to determine whether the relationship between two variables (independent variables and dependent variables) is influenced by a third variable called the mediator variable. In this context, the mediator variable functions as an intermediary that explains how or why the independent variable can affect the dependent variable (Baron & Kenny, 1986). The data collection in this study used Job Crafting, Work Engagement scale, Organizational Culture scale, and Burnout scale, all four of which were compiled based on the Likert scale model with five choices, namely SS (Strongly Agree), S (Agree), N (Neutral), TS (Disagree) and STS (Strongly Disagree).

This study uses the corrected item total correlation validity test which can be seen in the statistical table with the condition that the validity coefficient value is  $\geq 0.3$ . The item validity test in this study uses the total item coefficient technique or the item's differentiation index. If the correlation coefficient is less than 0.30, then the item is not in accordance with the measuring instrument and the differentiation is said to be unsuitable. However, if it is found that many items do not pass and there are not enough items needed, then the criteria limit can be lowered to 0.25 (Azwar, 2017). Measurement criteria based on Azwar's (2017) opinion, which is the Cronbach alpha test limit value of 0.6. The value of less than 0.6 will be considered unreliable and if the value is more than 0.6 and close to 1.00 it can be said to be reliable. The burnout scale used in data collection was developed by researchers based on a theory from Maslach et al (2001) which stated that burnout has three dimensions, namely: fatigue, depersonalization, and decreased personal achievement. The results of the Burnout scale reliability test showed that the Alfa Cronbach reliability coefficient was 0.941 out of 43 valid items with a discrimination coefficient from 0.320 to 0.754. The scale of work engagement developed by researchers is based on Schaufeli & Bakker's (2004) theoretical definition that work engagement has three dimensions, namely: enthusiasm, dedication and absorption. The results of the reliability test of the work engagement scale showed that the Alfa Cronbach reliability coefficient was 0.967 out of 53 valid items with a discrimination coefficient from 0.317 to 0.803. The scale of job crafting was developed by researchers based on the theory of Tims et al (2012) which stated that job crafting has three dimensions, namely: increasing job resources, decreasing inhibiting job demands and increasing challenging job demands. The results of the reliability test showed that the reliability coefficient of the Cronbach alpha was 0.932 out of 26 valid items with a discrimination coefficient from 0.319 to 0.828. The scale of organizational culture is created by researchers based on aspects developed through the AKHLAK organizational culture compiled by Wijaya et al., (2022), namely: trustworthy, competent, harmonious, loyal,

adaptive, and collaborative. The results of the reliability test showed that the reliability coefficient of Cronbach's alpha was 0.969 out of 44 valid items with a discrimination coefficient from 0.372 to 0.850.

The analysis technique in this study uses a mediation pathway analysis model, that is, an analysis technique that allows testing a series of relationships simultaneously (Baron & Kenny, 1986). Before conducting the data analysis test, a prerequisite test consisting of a normality test, a linearity test, a multicollinearity test and a heteroscedasticity test were first carried out. The results of the normality test using the results of residual data showed that the Kolomogorov-Smirnov Z coefficient = 0.081 at  $p = 0.082$  ( $p > 0.05$ ), so that the Burnout variable data analyzed was normally distributed. The results of the linearity test of the work engagement variable showed that the linearity coefficient  $F = 130.505$  at  $p = 0.000$ , and the linearity coefficient  $F = 68.200$  at  $p = 0.000$  for the job crafting variable, while the linearity of the distribution of the score of the organizational culture variable was shown from the coefficient  $F = 43.311$  at  $p = 0.000$  which ( $p < 0.00$ ). Based on these results, it can be concluded that the variables of work engagement, job crafting and organizational culture have a linear relationship. The results of the multicollinearity test between work engagement, work crafts and organizational culture showed tolerance scores 0.368, 0.248, and 0.281 ( $> 0.10$ ) with VIF values 2.719, 4.025, and 3.564 ( $< 10.00$ ), which means that there was no multicollinearity between the variables of work engagement, work crafts and organizational culture.

## RESULTS AND DISCUSSION

This research examines the effect of job crafting (X1) and organizational culture (X2) on burnout (Y), with work engagement (Z) acting as the mediating variable. The results showed that work engagement mediates the influence of job crafting and organizational culture on burnout, thus indirectly contributing to reducing the level of burnout in employees (Figure 2).

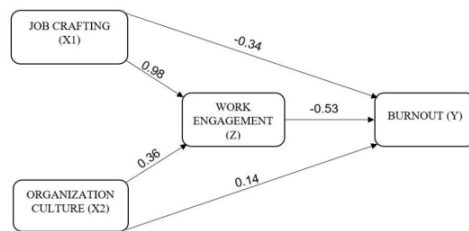


Figure 2. Work Engagement as a Mediator in the Relationship between Job Crafting and Organization Culture With Burnout

Table 2. presents an analysis that shows work engagement acts as a significant mediator in the relationship between job crafting and burnout, with a path coefficient value of -0.525 and a significance level (sig) of 0.000. The results of this study indicate that the sixth hypothesis which says work engagement mediates the relationship between job crafting with burnout is accepted. This means when employees are

actively involved in job crafting, they will reshape their roles and responsibilities to better suit their skills and interests so that they are more engaged with their work and therefore, minimise the occurrence of burnout.

**Table 2. Indirect Effect Analysis Results**

	Path Coefficient	Standard Error	z-value	P	Description
H6 X1→Z→Y	-0.525	0.135	-3.881	0.000	Accepted
H7 X2→Z→Y	-0.193	0.073	-2.659	0.000	Accepted

Source: JASP Output 0.18.2.0 for Windows. Note: X1=Job Crafting, X2=Organization Culture, Y=Burnout, Z = Work Engagement

In addition, the data also show that work engagement mediates the relationship between organizational culture and burnout, with a path coefficient value of -0.1.93 and a p-value of 0.000. The results of this study indicate that the seventh hypothesis which says work engagement mediates the relationship between organizational culture with burnout is accepted. This finding indicates that work engagement mediates the relationship between organizational culture and burnout, so in this case work engagement is an important factor in fostering a healthy work environment. This finding reinforces the idea that a positive organizational culture characterized by shared values, support, and a sense of belonging can significantly increase employee engagement. When employees feel connected to their organizational culture, they are more likely to be engaged in their work, which then reduces their susceptibility to burnout.

The role of work engagement is mediating the relationship between job crafting and organizational culture with burnout. When employees have high job crafting and organizational culture is congruence with their values, it will make employee work engagement higher. When employees are able to increase job resources to the maximum they will voluntarily devote energy and mental strength during their work, so this will make them not easily feel physically tired. In addition, employees who have high work engagement will tend to have good emotional stability at work (Damayanti, 2019).

The results of this study support research conducted by Jayanti (2022) that employees who have a high level of job crafting tend to be more involved in their work, because basically the employee has the potential to balance the demands of work with his or her personal and work resources (Bakker & Leiter, 2012). When employees are able to implement job crafting, they will actively redesign their work so that it can be adjusted to their interests in the field of work and negotiate about the content of the job (task crafting). Employees who do job crafting at work will be able to improvise in their interactions with colleagues (relational crafting), and establish the significance of their work to them (cognitive crafting) (Parker & Ohly, 2008). Therefore, when employees are able to do job crafting in terms of their tasks, cognition and relationships at work, then the employee will have a high level of work engagement. This study results is also in line with Tims's et al (2012) study. Job crafting, which is generally carried out by employees with the JD-R (job demand-resources) model, is carried out by making changes in their work to balance job demands and job resources with their needs and abilities. Job crafting carried out by employees by

rearranging their work makes employees more able to achieve job satisfaction, increase work engagement, resilience, and develop more in the workplace.

Organizational culture and work engagement have a fairly close relationship. This happens because when the organizational culture in the company is strong, it will be able to increase the level of employee work engagement in the company (Puspitasari & Budiani, 2022). As a study conducted by Dalain (2023) shows that a positive organizational culture contributes significantly to increased employee engagement. A supportive and inclusive culture creates a work environment that encourages employees to be actively engaged in their work. Conversely, a weak organizational culture of a company can be an indication of low employee engagement in the company. This can happen because organizational culture is an invisible social force that can directly or indirectly affect the activities of people in a company. Indirectly, every employee in the company will learn the culture in his company (Sutrisno, 2010).

Table 3 -showed a significant negative relationship between work engagement and burnout, with a path coefficient value of  $= -0.533$  and  $p = 000$  ( $p < 0.05$ ), meaning the third hypothesis is accepted. This means that the higher the level of work engagement of an employee, the lower the level of burnout they experience. In other words, employees who feel engaged and passionate about their work tend to experience less emotional exhaustion, depersonalization, and decreased job performance, which are key features of burnout.

**Table 3. Results of Direct Effect Data Analysis**

	Path Coefficient	Standard Error	z-value	P	Description
H1 Z →Y	-0.533	0.082	-6.526	0.000	Accepted
H2 X1→Y	-0.339	0.189	-1.791	0.073	Rejected
H3 X2→Y	0.143	0.109	1.314	0.189	Rejected
H4 X1→Z	0.984	0.204	4.827	0.000	Accepted
H5 X2→Z	0.362	0.124	2.911	0.004	Accepted

*Source: JASP Output 0.18.2.0 for Windows*

Acceptance of this first hypothesis indicates that work engagement serves as a protective factor against burnout. This study result confirms Meyer 's (2012) statement. When employees feel connected to their work, have clear goals, and feel support from the work environment, then employees will be better able to cope with stress and challenges that arise. This also shows the importance of creating a supportive and motivating work environment, where employees can feel valued and actively engaged. Employees who have strong work engagement with the organization, tasks and work environment will find it easier to manage work relationships, manage stress on work pressure. By increasing work engagement, organizations can not only improve employee productivity and performance, but can also reduce the risk of burnout, which will ultimately contribute to overall employee well-being and organizational sustainability. Employees who have high work engagement are by definition active and energetic individuals, and are expected to be in good mental and physical condition (Langelaan, 2007). So, they will be more motivated to contribute more to their work. This feeling of full energy will help employees to reduce feelings of emptiness and fatigue to prevent burnout.

Table 3 illustrates that there is no significant direct relationship between job crafting and burnout with a path coefficient value = -0.339 and  $p = 0.073$  ( $p > 0.05$ ), meaning the second hypothesis that job crafting has a negative relationship with burnout is rejected. The same table shows that there is no significant direct relationship between organizational culture and burnout, with a path coefficient value = 0.143 and  $p = 0.189$  ( $p > 0.05$ ), so the third hypothesis that organizational culture has a negative relationship with burnout is rejected. This means that although there is a tendency for job crafting to reduce the level of burnout, the relationship is not strong enough to be considered statistically significant. In other words, changes made by employees in the way they organize and design their work (job crafting) do not directly contribute to a decrease in burnout experienced. The rejection of the fourth hypothesis and acceptance of the first hypothesis of this study makes it clear that job crafting as a strategy for employees to customize their work by actively changing their tasks and interactions with others at work does not necessarily make employees less burnt out when employees do not have strong work engagement.

The rejection of hypothesis 4 contradicts research conducted by Singh & Singh (2018) that shows job crafting has a negative relationship to burnout. This indicates that individual efforts in modifying or adjusting work independently may not directly affect the onset of burnout. Job crafting, which is characterized by employees' proactive behavior in rearranging their work to make it more enjoyable, will only be effective in reducing burnout risk if employees have a high level of engagement with their work. Although job crafting can serve as a coping mechanism to help employees balance job demands with available resources, as expressed by Singh & Singh (2018), employees can still create the freedom to define, change, or modify their jobs. Thus, the ability to engage in job crafting becomes more meaningful when employees feel engaged and committed to their work, allowing them to better cope with the demands of the job.

This finding is in contrast to much of the previous literature which suggests that job crafting can act as a positive coping mechanism against job stress (Tims, Bakker, & Derks, 2013). To explain this result, there are several psychological and contextual dynamics that may contribute to the insignificant relationship between job crafting and burnout.

First, the form of job crafting that employees do may be superficial or not touch the real root of job stress. Wrzesniewski and Dutton (2001) stated that job crafting can involve changes in tasks, relationships, or perceptions of work. However, if the changes made are limited to insubstantial aspects (for example, simply rearranging work schedules or choosing comfortable coworkers), then these interventions are not strong enough to reduce the main sources of burnout such as excessive workload or ambiguous role pressures (Bakker, Demerouti, & Sanz-Vergel, 2014).

Second, the organizational context also affects the effectiveness of job crafting. In a highly structural or bureaucratic work environment, the space for job crafting can be very limited. Tims et al. (2015) emphasized the importance of organizational support for job crafting to be successful. When organizational

culture does not support individual initiative or even curbs it, it is likely that job crafting will not have a real impact on employees' psychological well-being.

Third, burnout itself can inhibit employees' ability to actively engage in job crafting. Burnout is characterized by emotional exhaustion, decreased efficacy, and cynicism (Maslach, Schaufeli, & Leiter, 2001). In this psychological state, employees' ability and willingness to proactively change their jobs is very low. This means that individuals who have experienced burnout tend not to have enough energy or psychological resources to engage in job crafting activities, so this intervention becomes ineffective or even not done at all (Demerouti et al., 2021).

Furthermore, expectations that do not match reality can also cause job crafting to worsen burnout conditions. When employees try to do crafting but do not get the expected results or even get resistance from the work environment, this can lead to frustration and cognitive dissonance. This has the potential to strengthen feelings of helplessness and exacerbate burnout (Petrou, Demerouti, & Schaufeli, 2018).

Results from previous research provide important insights into the interaction between organizational culture and burnout among employees. As in the research conducted by Rollins et al. (2022), a well-implemented organizational culture will be able to increase employee innovation and flexibility, which will help employees be more empowered and engaged in their work, thus reducing the risk of burnout. On the other hand, Zamini (2011) states that certain elements of organizational culture can contribute to higher levels of burnout among employees, so special attention needs to be paid to the culture that exists in the workplace. However, it is important to note that in this present study, the relationships identified were not statistically significant. This suggests that while there is an indication of a negative relationship, the strength of the relationship is not enough to be considered strong evidence. With the rejection of the fifth hypothesis, which states that "organizational culture has a significant negative influence on the level of burnout," possible explanations are as the followings.

First, organizational culture is a collective phenomenon, but it is not always felt personally and relevant by each individual in their daily work. When the cultural values run by the organization only become slogans or formalities without real implementation at the operational level, employees tend not to feel the existence of the culture psychologically (Schein, 2010). Thus, organizational culture is not strong enough to influence individual psychological conditions, including burnout.

Second, burnout tends to be influenced by proximal factors or those that are closer directly to employees' daily work experiences, such as task pressure, role conflict, role vagueness, and lack of control and job autonomy (Maslach et al., 2001). While organizational culture is macro and long-term, burnout can be triggered by ongoing micro experiences, such as interactions with immediate supervisors or unrealistic work expectations. Therefore, the influence of organizational culture is less significant than these factors.

Third, in some cases, a seemingly positive organizational culture such as one that emphasizes high performance, innovation and collaboration can lead to hidden pressures, especially if it is not matched by adequate psychological resources. Employees may feel the need to excel, innovate and socialize without pause. This can create internal pressures that contribute to burnout, even if the organizational culture itself

is considered "positive" (Van den Broeck et al., 2011). Thus, not all organizational cultures automatically reduce burnout; in some circumstances, they may even increase psychological burden. In fact poor organizational culture and not being perceived positively by employees, is a predictor of burnout (Mehr, 2021).

Forth, it is possible that there is a difference between the organizational culture declared by management and that actually experienced by employees. The formal culture can be highly idealistic, but the real culture of the workplace can be rife with conflict, power domination, or injustice. When employees realize the gap between the claimed culture and the day-to-day reality, this can lead to distrust and disengagement, which in turn leads to burnout - not because of the culture directly, but because of conflicted perceptions and value mismatches (Argyris, 1999).

Fifth, in a psychological context, organizational culture serves more as a setting or work context, not as a direct factor causing stress or burnout. Some studies show that the effect of organizational culture on burnout is mediated by other factors, such as leadership, social support, and workload (Schaufeli & Taris, 2014). Therefore, if these mediators are not functioning optimally, then organizational culture will not directly impact burnout levels.

The current study reveals that for organizational culture to have an effect on burnout, there must be other factors at play. Work engagement which includes employees' level of involvement and commitment to their work appears to serve as a mediator. When employees feel engaged and motivated, they may be better able to cope with work related stress, thereby reducing the risk of burnout. Therefore, this research finding complements Schaufeli & Taris' work.

Table 3 also shows the results of the analysis test between job crafting and work engagement. The results obtained path coefficient = 0.984 and  $p = 0.000$  ( $p < 0.05$ ), it can be concluded that job crafting affects work engagement. The same table shows the relationship between organizational culture and work engagement, getting the results of path coefficient = 0.362 at  $p = 0.004$  ( $p < 0.05$ ), it can also be concluded that organizational culture affects work engagement.

The results of this study indicate that the sixth hypothesis stated that job crafting has a positive relationship to work engagement is accepted. This is in line with research conducted by Letona-Ibañez et al (2021) which found that job crafting is positively related to work engagement, especially through increasing job meaning. This research informs that changes in tasks or work interactions carried out by employees can increase understanding and meaning of work which in turn can increase work engagement in employees. Tims et al (2016) said in their research that employees who do job crafting, such as finding new resources, challenges and reducing job demands will show increased work engagement. The results also show that job crafting helps employees feel more involved with their work so that it will be able to increase employee motivation and performance.

This study also found that organizational culture has a positive relationship with work engagement in employees. So, the seventh hypothesis is accepted. This means that when employees understand and consider organizational culture support them at work, it will increase their work engagement. This

relationship is due to the alignment between organizational values and employee behavior that fosters a sense of belonging and commitment to the organization. The current study result is in line with the research of Song et al (2023) which says that cultural tightness in the organization and coupled with transformational leadership, positively predict employee work engagement. This relationship shows that a structured and supportive cultural environment can increase employee motivation and dedication to their work.

A supportive organizational culture creates a positive and energetic work environment, employees will feel supported by the company through fair policies, development opportunities, and recognition of hard work, so employees will feel more excited and motivated (Song et al., 2023). An organizational culture that is inclusive and values the contributions of each employee will increase a sense of belonging and engagement. When employees feel an important part of the organization and their work has meaning, they will be more dedicated (Song et al., 2023). An organizational culture that encourages collaboration, openness, and good communication makes employees feel more engaged and committed to their work. Flexibility in work increases work engagement by allowing employees to work in the most effective way. So in this finding, developing a positive organizational culture characterized by support, inclusiveness and freeing employees at work will be able to increase the level of work engagement in employees. This in turn will contribute to improved organizational performance and employee well-being.

## CONCLUSION

Based on the research analysis and hypotheses testing, it can be concluded that work engagement acts as a significant mediator in the relationship between job crafting and burnout, as well as between organizational culture and burnout. The results show that the role of work engagement is very important in strengthening the relationship between job crafting and burnout. As employees able to increase job resources to the maximum, they will voluntarily devote energy and mental strength during work so that it will make them not easily feel tired and prevent employees from experiencing burnout. In addition, a positive organizational culture, characterized by shared values and support, also increases work engagement, thereby reducing employees' susceptibility to burnout. This research reveals that to reduce burnout, it is important for organizations to empower employees in creating work and create a supportive organizational culture since the two impacts on employees work engagement. Thus, organizations need to pay attention to both aspects to engage employees to their work which in turn reducing employees burnout. creating a healthy and productive work environment. This study has limitations related to the range of state-owned companies involved, because only two companies participated in this study, resulting in a limited number of respondents who can be taken in this study. It is hoped that future research can involve more state-owned companies to get a more comprehensive picture. Subsequent researchers can also compare between state-owned and non-state-owned sectors or different industries (e.g., manufacturing vs. services) to see whether the role of work engagement as a mediator remains consistent in different contexts.

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