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The Influence of Burnout and Job Stress Through Job Satisfaction on Employee Engagement at PT. Kiki Ratu Intan Express Jambi

Vincent Nathaniel Thalib¹, Asikin Asikin², Arna Suryani³

¹Universitas Batanghari, Jambi, Indonesia, vincentnathaniel1811@yahoo.com

²Universitas Batanghari, Jambi, Indonesia, Arna_halim@yahoo.co.id

³Universitas Batanghari, Jambi, Indonesia, sudirmanidris8@gmail.com

Corresponding Author: Arna_halim@yahoo.co.id²

Abstract: This research is motivated by the declining number of employees at PT. Kiki Ratu Intan Express Jambi, which indicates low employee engagement, allegedly caused by burnout, job stress, and job satisfaction. The research gap in this study lies in the inconsistency of previous findings regarding the effect of burnout on job satisfaction, as well as the mediating role of job satisfaction in the relationship between burnout and job stress on employee engagement. This study aims to examine the effect of burnout and job stress on employee engagement, with job satisfaction as a mediating variable. The research method employs a quantitative approach with a saturated sample of 70 employees. Data analysis was conducted using SmartPLS. The results show that job stress and burnout significantly affect employee engagement, while job satisfaction mediates the effect of job stress on employee engagement but does not mediate the effect of burnout. The novelty of this research lies in the finding that burnout affects employee engagement directly without passing through job satisfaction, in contrast to job stress, whose effect is mediated by job satisfaction. The research model explains 79.4% of the variance in employee engagement. This study recommends stress management and burnout prevention as strategies to improve employee engagement.

Keyword: Burnout, Job Stress, Job Satisfaction, Employee Engagement.

INTRODUCTION

Increasingly competitive business demands require organizations not only to rely on technological advantages and financial resources, but also to optimize the management of human resources as a strategic corporate asset. In this context, employee engagement becomes one of the key factors determining organizational success, as it reflects the level of emotional attachment, dedication, and willingness of employees to contribute their best toward achieving organizational goals. Employees with high levels of engagement tend to demonstrate work enthusiasm, loyalty, productivity, and a willingness to remain within the organization, thereby enhancing the company's sustainable competitiveness (Sutrisno, 2021; Aditama & Wibowo, 2022).

The importance of employee engagement is increasingly felt in the logistics service industry, which faces high operational demands, service competition, and customer expectations regarding timeliness and service quality. The nature of work that demands speed, accuracy, and time flexibility has the potential to increase job stress and burnout if not balanced with adequate working conditions. In such situations, companies need to ensure that employees maintain job satisfaction so as to sustain their attachment to the organization. Various studies have shown that job satisfaction is one of the key determinants influencing the formation of employee engagement, as satisfaction with work fosters motivation, commitment, and positive work behaviors (Istiqomah & Harew, 2024).

This phenomenon is also observed at PT Kiki Ratu Intan Express Jambi, an expedition service company that has experienced increasing operational demands in line with growing shipping activities. Company data show a tendency toward increased workload, as indicated by a growing number of employees working beyond normal working hours, an increase in employees working overtime for more than ten hours per day, and high work activity on holidays. These conditions indicate rising work pressure that has the potential to affect employees' psychological well-being, reduce job satisfaction, and ultimately impact the level of employee engagement. Furthermore, a preliminary survey also revealed complaints regarding excessive workload, lack of social support, work-life imbalance, and dissatisfaction with several aspects of the job, particularly compensation and working relationships. Although most employees still demonstrate work enthusiasm, these conditions indicate a potential decline in employee engagement if not promptly anticipated by the company.

Theoretically, job stress and burnout are two factors often associated with decreased job satisfaction and employee engagement. Employees who experience prolonged work pressure tend to suffer from emotional exhaustion, decreased motivation, and reduced commitment to the organization. Conversely, job satisfaction is believed to serve as a psychological mechanism that strengthens the positive relationship between individuals and their work, thereby encouraging increased employee engagement. Thus, understanding the relationship between job stress, burnout, job satisfaction, and employee engagement is crucial to help organizations formulate more effective human resource management strategies (Supriadi & Setiadi, 2023; Fikri et al., 2024).

Although the relationships among these variables have been extensively studied, previous research findings remain inconsistent (empirical gap). Iman et al. (2025) found that burnout has a negative effect on job satisfaction, whereas Hidayat et al. (2024) reported that burnout does not have a significant effect on job satisfaction. On the other hand, Mardikaningsih & Sinambela (2022) concluded that burnout and job stress are able to decrease job satisfaction, while Pratama & Santoso (2025) found that job stress actually has a positive effect on job satisfaction, with job satisfaction serving as a mediating variable on employee performance. The inconsistency of these research findings indicates that the relationships among variables have not yet been fully and comprehensively explained and still require further testing in different organizational contexts.

In addition to the empirical gap, research on employee engagement in the logistics service industry, particularly expedition companies at the regional level, remains relatively limited compared to the manufacturing, healthcare, and education sectors. The nature of work that demands high mobility, long working hours, and customer service pressure makes the logistics sector have distinct dynamics, thus requiring its own specific inquiry. Therefore, research at PT Kiki Ratu Intan Express Jambi is relevant to provide empirical evidence on how burnout and job stress affect employee engagement both directly and through job satisfaction as a mediating variable. The results of this study are expected not only to enrich the human resource management literature but also to serve as a basis for the company in designing policies that can improve psychological well-being, job satisfaction, and employee engagement.

Based on the empirical phenomena occurring at PT Kiki Ratu Intan Express Jambi, the persisting inconsistencies in previous research findings, and the importance of building employee engagement as a key factor in organizational success, this study aims to analyze the effect of burnout and job stress on employee engagement through job satisfaction. This research is expected to provide a theoretical contribution in clarifying the relationships among variables, as well as to offer practical recommendations for the company in managing human resources more effectively.

METHOD

This study employs a quantitative approach with an explanatory research design aimed at examining the causal relationships between burnout, job stress, job satisfaction, and employee engagement. The quantitative approach was chosen because it is able to explain the relationships among variables through hypothesis testing based on numerical data, while the explanatory design is used to obtain empirical evidence regarding the direct and indirect effects among the variables under study (Indriantoro & Supomo, 2018; Ghozali, 2021). The research was conducted at PT Kiki Ratu Intan Express Jambi, a company engaged in expedition and logistics services, with the research objects including burnout and job stress as independent variables, job satisfaction as a mediating variable, and employee engagement as the dependent variable.

The research population consisted of all 70 employees of PT Kiki Ratu Intan Express Jambi. Given the relatively small population size, this study employed a saturated sampling technique (census sampling), in which all members of the population were used as the research sample, resulting in a total of 70 respondents. This technique was chosen to obtain a more comprehensive overview of employee conditions and to minimize sampling errors (Indriantoro & Supomo, 2018; Sembiring et al., 2024).

Data analysis was conducted in stages using descriptive statistics and Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. Descriptive statistics were used to provide an overview of the research data characteristics through mean values, standard deviations, maximum and minimum values. Subsequently, PLS-SEM analysis was employed to test the measurement model (outer model) and the structural model (inner model). The evaluation of the outer model was conducted through tests of convergent validity, discriminant validity, Composite Reliability, and Cronbach's Alpha, while the evaluation of the inner model was performed using the coefficient of determination (R^2), predictive relevance (Q^2), and hypothesis testing through the bootstrapping procedure with a significance level of 5% (Ghozali & Latan, 2015; Ghozali, 2021).

RESULT AND DISCUSSION

Respondent Characteristics

The characteristics of the respondents in this study can be seen in Table 1 below:

Table 1. Respondent Characteristics

Description	Sub Description	Frequency	Percentage
Gender	Male	43	61%
	Female	27	39%
Education	High School	55	78%
	D1	4	6%
	Bachelor's Degree	11	16%
Years of service	1 – 3 years	4	6%
	4 – 6 years	7	10%
	7 – 9 years	29	41%
	More than 10 years	30	43%
Amount		70 people	100%

Source: processed by Researcher (2026)

Descriptive Analysis

The following presents a description of the research data as in Table 2 below.

Table 2. Description of Research Data

Research Variables	N	Min.	Maks.	Mean	Std. Dev
<i>Burnout</i>	70	0,19	3,67	1,12	0,67
<i>Job stress</i>		0,00	4,00	1,47	1,30
<i>Job satisfaction</i>		2,92	4,31	3,56	0,25
<i>Employee engagement</i>		3,33	4,19	3,69	0,19
Number of respondents					

Source: processed by Researcher (2026)

Data Analysis Results

a. Measurement Model Analysis (Outer Model)

The outer model assessment in PLS-SEM analysis using SmartPLS 3.0 covers three main aspects: convergent validity, discriminant validity, and composite reliability. The test results show the following findings:

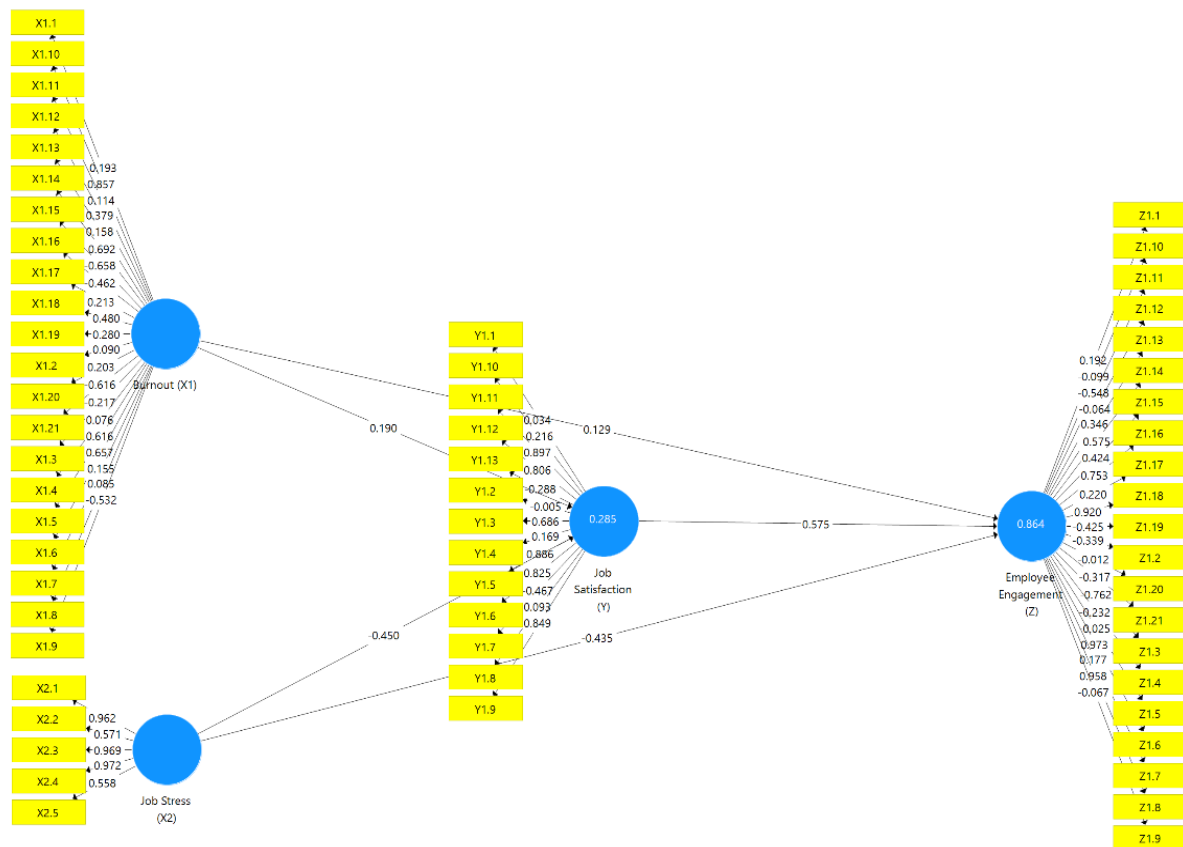


Figure 1. PLS Algorithm (1)

Based on Figure 1 above, it shows that there are indicators that have an outer loading value below 0.7, which means they have low validity, so these indicators must be eliminated and re-estimated until all indicators are declared valid.

The results of the convergent validity test after re-estimation are shown in the following figure and table.

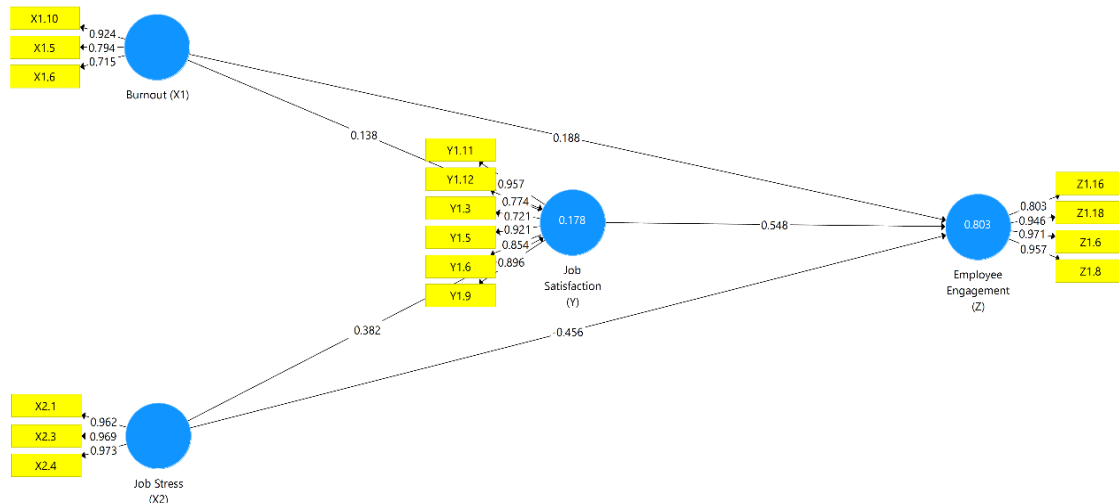


Figure 2. PLS Algorithm (2)

After re-estimation by eliminating (dropping) indicators with values below the standard, the results were obtained as shown in Figure 2 above. In these results, it appears that all indicators have met the rule of thumb, meaning that each indicator has a value above the specified standard of 0.7. Based on these results, it can be stated that all indicators measured to construct the model in this study are declared valid.

Furthermore, the Composite Reliability values for all four constructs were also above the threshold of 0.70, indicating that the indicators comprising each construct have a high level of reliability in measuring the latent variables under study. The higher Composite Reliability values compared to Cronbach's Alpha suggest that the measurement model has good stability and accuracy within the Partial Least Squares approach. Thus, it can be concluded that all constructs in this study have met the reliability criteria and are suitable for use in the structural analysis at the subsequent hypothesis testing stage.

b. Structural Model Analysis (Inner Model)

1. R-Square value (Coefficient of determination)

The coefficient of determination (R^2) is used to determine how well the model explains the variation in the dependent variable (Ghozali & Kusumadewi, 2023). The fundamental drawback of using the coefficient of determination (R^2) is its bias toward the number of independent variables included in the model. Each additional independent variable will inevitably increase the R^2 , regardless of whether that variable has a significant effect on the dependent variable. Therefore, many researchers recommend using the Adjusted R^2 value when evaluating which regression model is the best. The following are the results of the Adjusted R^2 test.

Table 3. R Square Value

	Adjusted R Square
Employee Engagement (Z)	0,794
Job Satisfaction (Y)	0,154

Source: SmartPLS 3.0 output (2026).

Table 3 shows that the Adjusted R Square coefficient of determination (0.794) or 79.4% of employee engagement can be explained by burnout, job stress, and job satisfaction. Job satisfaction itself can be explained by burnout and job stress by 0.154 or 15.4%.

2. Q Square

A model is considered to have relevant predictive value if the Q-square value is greater than 0 (> 0). The predictive-relevance value is obtained using the following formula. The predictive-relevance value is obtained using the formula:

$$Q^2 = 1 - (1 - R1 * R2)$$

$$Q^2 = 1 - (1 - 0,794 * 0,154)$$

$$Q^2 = 1 - (1 - 0,122)$$

$$Q^2 = 1 - 0,878$$

$$Q^2 = 0,122$$

The Q-square calculation in this study yielded a value of 0.122, or 12.2%. This Q-square value is greater than 0, which means that the model in this study is adequate to explain the endogenous variable, namely employee engagement. A Q-square value greater than 0 also indicates that the independent variables in this study have predictive relevance for the dependent variable. This implies that the model in this study is fit to explain the endogenous variable, employee engagement.

c. Hypothesis Testing Results

To test the hypotheses in this study, the t-statistics and p-values were examined. The hypotheses in this study can be declared accepted if the results comply with the rule of thumb, namely if the p-value < 0.05 , or the t-statistic > 1.96 , with a significance level (one-tailed) of t-value 1.96 (significance level = 5%). The model of the relationships among research constructs using the bootstrapping method can be seen in the following figure.

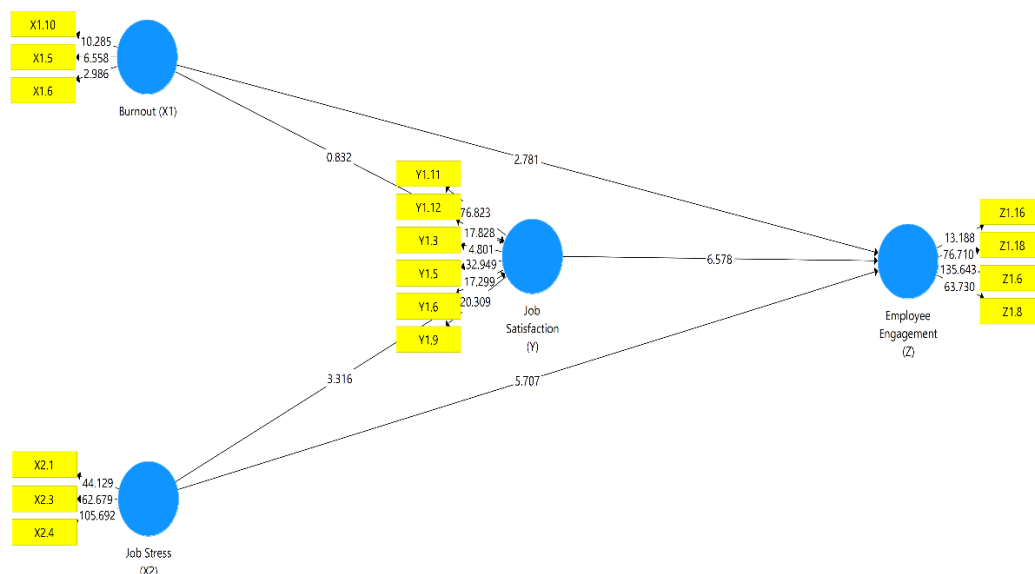


Figure 3. Bootstrapping

Discussion

The Effect of Burnout on Job Satisfaction

The results showed that burnout did not have a significant effect on job satisfaction. This finding indicates that even though employees experience emotional and physical exhaustion, it does not necessarily reduce their job satisfaction. This condition may occur because job satisfaction is a multidimensional construct influenced by various other factors, such as adequate compensation, harmonious working relationships, and a sense of responsibility toward the work (Luthans, 2011).

Conceptually, the Job Demands-Resources (JD-R) theory explains that the balance between job demands and available resources determines the level of stress and job satisfaction

(Bakker & Demerouti, 2017). In this context, although job demands are high (triggering burnout), the presence of resources such as social support and work autonomy can act as protective factors that maintain job satisfaction. Employees at PT Kiki Ratu Intan Express may still perceive satisfaction due to other positive aspects of their work that were not measured in depth in this study.

This result is in line with the study by Pratama and Solihin (2024), which found that psychological distress does not always affect job satisfaction because there are other factors that are more dominant in shaping job satisfaction, such as compensation and work environment. Thus, the burnout experienced by employees is not necessarily a primary predictor of decreased job satisfaction, especially if other motivational factors are still being met.

The Influence of Job Stress on Job Satisfaction

The results of this study prove that job stress has a significant effect on job satisfaction. This means that the higher the level of work stress experienced by employees, the lower their level of job satisfaction. This is in line with job stress theory, which states that prolonged stress can deplete emotional energy and reduce comfort at work, ultimately decreasing satisfaction (Robbins & Judge, 2017).

In the transportation service industry, the main sources of stress include tight operational targets, time pressure, customer service demands, and occupational safety responsibilities. When employees are continuously under pressure, they tend to feel overwhelmed and lose enjoyment in their work. This is consistent with the studies by Febriani, Handaru, and Sholikhah (2022) and Hapsari (2020), which concluded that work stress has a significant negative relationship with job satisfaction.

This finding reinforces the argument that effective stress management is key to maintaining job satisfaction. Companies need to identify and manage sources of stress so that employees can work optimally without compromising their psychological well-being.

The Impact of Burnout on Employee Engagement

This study found that burnout has a significant effect on employee engagement. This indicates that the physical, mental, and emotional exhaustion experienced by employees can reduce their energy and enthusiasm at work, which in turn decreases their attachment to the organization. This finding is consistent with the concept of Maslach and Leiter (2016), which states that burnout is one of the main factors in decreasing employee engagement because it reduces vigor, dedication, and work energy.

In the context of a company operating in the transportation service industry, burnout can arise from long working hours, operational pressure, and customer service demands. Employees experiencing burnout tend to lose focus and a sense of belonging to the organization. This is in line with the study by Marcelina and Archianti (2024), which found that the higher the level of burnout, the lower the work engagement employees possess.

The implication of this finding is that the company needs to take preventive measures against burnout, such as reviewing workloads, providing adequate social support, and creating a work environment that supports work-life balance. In doing so, employee engagement can be maintained and enhanced.

The Influence of Job Stress on Employee Engagement

The results showed that job stress has a significant effect on employee engagement. Excessive stress can cause employees to lose focus, work enthusiasm, and a sense of belonging to the organization. This finding is in line with the studies by Suryanthini, Landra, and Agung

(2018) and Fikri et al. (2024), which state that high work stress can reduce the quality of employees' relationship with their work and decrease the level of engagement.

Stress in the work context can be destructive if not managed properly, but at certain levels it can serve as a positive challenge that drives performance (Lazarus & Folkman, 1984). The results of this study indicate that at PT Kiki Ratu Intan Express, the level of stress experienced by employees tends to be at a level that is detrimental to work engagement. Therefore, the company needs to develop an effective stress management program to help employees adapt to work pressure without losing their attachment to the organization.

The Influence of Job Satisfaction on Employee Engagement

This study proves that job satisfaction has a significant effect on employee engagement. Employees who are satisfied with their jobs tend to be more enthusiastic, demonstrate high dedication, and show a willingness to make their best contribution to the organization. This finding is in line with the study by Firmansyah (2024), which states that job satisfaction is one of the main predictors of employee engagement.

Theoretically, Social Exchange Theory (Blau, 1964) explains that the reciprocal relationship between employees and the organization is based on mutual trust and reciprocity. When employees feel valued through the fulfillment of their needs and job satisfaction, they tend to reciprocate with higher engagement. In the transportation service industry, service quality heavily depends on employees' attitudes and involvement. Therefore, increasing job satisfaction will have a direct impact on enhancing employee engagement and service performance.

The Influence of Burnout through Job Satisfaction on Employee Engagement

The results showed that job satisfaction was unable to mediate the effect of burnout on employee engagement. This occurs because the relationship between burnout and job satisfaction is not significant, thus the mediation requirements are not met (Baron & Kenny, 1986). In other words, the effect of burnout on employee engagement is direct, rather than through job satisfaction.

This finding indicates that when employees experience burnout, their engagement with work declines directly, without necessarily decreasing job satisfaction first. In the context of work in the transportation sector, employees may still feel satisfied with certain aspects such as salary or job stability, yet prolonged exhaustion still reduces their engagement. This suggests that burnout has a unique impact on work engagement that cannot be explained through job satisfaction.

The Influence of Job Stress through Job Satisfaction on Employee Engagement

This study proves that job satisfaction mediates the effect of job stress on employee engagement. This means that work stress affects employee engagement both directly and indirectly through job satisfaction. High job demands lead to work stress, which in turn decreases job satisfaction, and this decrease in job satisfaction subsequently leads to a decline in employee engagement.

This finding is in line with the work stress process model proposed by Kahn and Byosiore (1992), which states that stress triggers affective responses (including job satisfaction) that subsequently influence work attitudes and behaviors (including engagement). Thus, job satisfaction serves as an explanatory mechanism that bridges the relationship between work stress and employee engagement.

The implication of this finding is that efforts to enhance employee engagement should include strategies for reducing work stress and increasing job satisfaction simultaneously.

Proper stress management will improve job satisfaction, which in turn will strengthen employees' attachment to the organization.

CONCLUSION

Conclusion

Based on the data analysis that has been conducted, several important conclusions can be drawn that address all the research problem formulations.

1. Burnout was not proven to have a significant effect on job satisfaction. This indicates that the work fatigue experienced by employees does not necessarily reduce their level of job satisfaction. This condition is thought to occur because employee job satisfaction is more influenced by other factors such as compensation, working relationships, and job stability, which are still being met even when workloads are high.
2. Job stress was found to have a significant and negative effect on job satisfaction. The higher the level of work stress experienced, the lower the employee's job satisfaction. In the transportation service industry, time pressure, service demands, and operational responsibilities are dominant sources of stress that erode comfort and satisfaction at work.
3. Burnout has a significant effect on employee engagement. Employees who experience physical, mental, and emotional exhaustion tend to lose energy, enthusiasm, and dedication to their work. This indicates that burnout is a serious threat to employee work engagement in the company.
4. Job stress was also proven to have a significant effect on employee engagement. Unmanaged work stress can reduce focus, work enthusiasm, and employees' sense of belonging to the organization. Thus, stress management is key to maintaining employee engagement.
5. Job satisfaction has a significant effect on employee engagement. Employees who are satisfied with their work demonstrate higher levels of engagement, reflected in work enthusiasm, dedication, and a willingness to make their best contribution to the organization.
6. Job satisfaction was unable to mediate the effect of burnout on employee engagement. This occurs because there is no significant relationship between burnout and job satisfaction, so the mediation path is not formed. The effect of burnout on employee engagement is direct, not through job satisfaction.
7. Job satisfaction was proven to mediate the effect of job stress on employee engagement. This finding indicates that job satisfaction serves as an explanatory mechanism that bridges the relationship between work stress and employee engagement. High job demands cause stress that reduces job satisfaction, and this decrease in satisfaction ultimately reduces employee engagement.

Research Limitations

This study has several limitations that need to be considered when interpreting the results. First, the use of a cross-sectional design limits the ability to draw causal inferences, as data were collected at only one point in time. Second, the generalizability of the findings remains limited because the study was conducted only in a single transportation service company in Jambi, so the results may not be generalizable to other sectors or regions. Third, the potential for common method bias is relatively high, since all data were obtained from a single source through self-report questionnaires. Fourth, there are still other variables that potentially influence employee engagement, such as leadership style, organizational culture, and social support, which were not included in this research model. These limitations should be taken into consideration in efforts to replicate and develop future research.

Recommendation

Future research is advised to add other variables such as leadership style, organizational culture, and work-life balance in order to gain a more comprehensive understanding of the factors influencing employee engagement. The use of a longitudinal design is also recommended to observe changes among variables over time and to test causality more accurately. In addition, replication of the study in different industry sectors and geographical regions needs to be conducted to examine the generalizability of the findings. To reduce the risk of common method bias, future studies should employ a multi-source approach by involving assessments from supervisors or colleagues, as well as combining quantitative and qualitative methods through in-depth interviews. Lastly, exploring moderating variables such as self-efficacy and social support could also serve as an interesting research agenda to identify the conditions that strengthen or weaken the effects of stress and burnout on employee engagement.

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