



When Job Demands Trigger Employee Burnout

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Abstract. Human resources have an important role in maintaining organizational performance, especially in the competitive retail industry such as PT Ramayana Lestari Sentosa Tbk. High job demands, including workload and daily performance targets, have the potential to increase the risk of burnout in employees. This study aims to test the relationship between job demand and burnout, with the hypothesis that the higher the job demand, the higher the level of burnout experienced by employees. This study uses a quantitative method with Pearson correlation analysis. The results showed a significant positive relationship between job demand and burnout ($r = 0.756$; $p = 0.000$). In addition, the determination coefficient shows that job demand contributes 57.1% to burnout. These findings confirm the importance of managing work demands effectively to prevent burnout and support employee well-being and organizational sustainability.

Keywords: *job demand; burnout; employee*

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Introduction

In the world of work, the existence of an effective workforce is needed to support the process of running company operations. Labor has a strategic role as one of the main factors that determine the sustainability of production results and the achievement of company goals, because labor functions as the main driver of organizational activities that encourage productivity (Dessler, 2020) in providing direct services to customers, while SPG is in charge of promoting and selling certain products. These two positions have a great responsibility in creating a positive and satisfying shopping experience for customers, so employee presence and performance are important factors in the company's success. In a retail company like PT Ramayana Lestari Sentosa Tbk, employees play a very important role in providing a positive shopping experience and increasing customer satisfaction. Employees are active actors in the company system that have a diversity of educational backgrounds, age ranges, and genders (Robbins, 2017). Therefore, employees cannot be treated like machines that can be fully controlled in order to achieve the company's goals (Septiana & Widjaja, 2020). Employees need targeted management to create a balance between the company's needs, aspirations, and demands.

In its implementation, employees are required to work in a disciplined manner in accordance with the company's operational principles in order to realize the vision and mission of the organization. Work discipline is an important aspect that cannot be ignored in any organization (Sutrisno, 2017) However, the reality on the ground shows that excessive work pressure often causes employees to experience physical and mental fatigue. Such pressure can come from heavy workloads, demands to achieve sales targets, less harmonious working relationships between juniors and seniors, which ultimately have an impact on decreased employee performance (Robbins, 2017).

Based on the findings obtained through observation methods and interviews conducted by researchers at PT Ramayana Lestari Sentosa Tbk, it is known that job demands include the achievement of turnover and targets that must be met every day. These demands often make employees feel depressed, especially when there is a surge in the number of customers, which can be seen from the activities of employees who have to move quickly and intensely in serving customers and picking up goods. This condition shows fatigue due to high work pressure and has the potential to reduce the quality of employee performance and work motivation (Robbins, 2017). This situation can ultimately have an impact on the company's sales achievement and progress in the future. The phenomenon of the negative impact of excessive work pressure has been widely reported in international studies. (World Health Organization, 2021)states that long

working hours and high exposure to work stress contribute significantly to an increased risk of health disorders, including cardiovascular disease and premature death.

Based on the results of interviews and case descriptions, excessive work pressure, such as demands to achieve turnover and daily targets, can trigger physical and mental fatigue in employees. This condition has the potential to reduce work quality, motivation, and performance, and negatively impact the company's sustainability. Continuous work pressure increases the risk of burnout. Burnout is a psychological condition characterized by prolonged fatigue, feelings of helplessness, decreased productivity, and withdrawal and indifference to the work environment (Mu'arif, [2021](#)). In line with this, (Anggraeni et al., [2021](#)) it is stated that burnout occurs when an individual's physical and mental resources are drained due to excessive work pressure in an effort to achieve work targets.

(Maslach & Leiter, [2016](#)) It states that burnout consists of three main aspects, namely emotional exhaustion, depersonalization, and personal achievement. Emotional fatigue is characterized by a decrease in emotional energy, depersonalization is manifested through an attitude of withdrawal and indifference to work, while personal achievement is related to the individual's assessment of his competence and work success. One of the factors that affect burnout is job demand, where the higher the job demand, the higher the level of burnout experienced by employees (Putra, [2010](#)) Job demand refers to high and continuous work demands and demands a quick and continuous response from individuals (Priyono et al., [2022](#)). Bakker and Demerouti ([2008](#)) Explains that job demand includes workload, emotional demands, and mental demands related to the individual's ability to manage emotions and process information cognitively.

Research conducted by (Lee et al., [2024](#)) sales employees shows that there is a positive impact of job demand on burnout, and is in line with findings that confirm that high work demands increase the risk of burnout. These findings (Bakker & Demerouti, [2008](#)) further strengthen the empirical evidence that job demand is an important factor contributing to the emergence of employee burnout. However, empirical studies that specifically examine retail employees in Indonesia, especially at PT Ramayana Lestari Sentosa Tbk, are still limited, so this study seeks to fill this gap.

Based on this exposure, this study aims to analyze the relationship between job demand and burnout in retail employees. This study also aims to find out the extent to which job demands contribute to the level of burnout experienced by employees. In addition, this research is expected to provide an overview of the importance of managing work demands in an effort to maintain employee welfare. Based on these goals, the hypothesis proposed in this study is that there is a

positive relationship between job demand and burnout, where the higher the job demands, the higher the level of burnout experienced by employees.

Methods

This study uses a quantitative approach with a correlational design whose purpose is to determine the relationship between two independent variables, namely Job Demand and dependent variables, namely Burnout. Variable job demand and burnout are measured using a scale based on employee perceptions in dealing with work.

The research population was 200 employees, with a sample of 154 employees. The determination of the number of samples was carried out using the Isaac and Michael formula with an error rate of 1% (Sugiyono, [2019](#)) The sampling technique used was purposive sampling, which is a sample determination technique based on certain considerations that are in accordance with the research objectives (Sugiyono, [2017](#)). The inclusion criteria for respondents in this study include active employees with an age range of 19 years to 30 years, and have a working period ranging from 1 month to 10 years, including employees at the managerial level.

Data collection was carried out on June 7, 2025 by distributing questionnaires directly to all respondents. The research instrument used the Likert scale (Sugiyono, [2019](#)) as a measure of burnout and job demand variables. The burnout scale consists of 34 items, which are compiled based on perspectives (Maslach & Leiter, [2016](#)) that include aspects of emotional *exhaustion*, depersonalization, and personal *accomplishment*. Meanwhile, the job demand scale also consists of 34 items, which are arranged based on theory with (Bakker & Demerouti, [2008](#)) *aspects of workload, emotional demand, and mental demand*.

Before being used in research, all instruments are first tested through validity and reliability tests. Based on the results of the validity test, the coefficient of item validity on the job demand scale is in the range of 0.919-0.948 while the burnout scale is in the range of 0.936-0.945. Validity tests are performed to ensure that the statement item is able to measure the construct being studied, while reliability tests are performed to determine the consistency of the measuring instrument using Cronbach's Alpha coefficient (Sugiyono, [2017](#)). Before the main data analysis was carried out, this study also carried out statistical assumption tests, namely normality tests and linearity tests. The normality test was carried out using the One Sample Kolmogorov-Smirnov Test, provided that the data is said to be normally distributed if the significance value is greater than 0.05 ($p > 0.05$). Furthermore, a linearity test was conducted to determine whether the relationship between job demand and burnout was linear, with the relationship criteria being declared linear if the significance value was less than 0.05 ($p < 0.05$).

The data analysis in this study uses the Pearson Product Moment Correlation technique, which aims to determine the direction and strength of the relationship between job demand and burnout. The entire process of data processing and analysis is carried out using IBM SPSS Statistics software version 25.

Results

In this study, the researcher provides an overview of the characteristics of the research data, a descriptive statistical analysis of the variables studied is carried out. The results of the descriptive statistical analysis are presented in table 1.

Table 1
Descriptive Statistics

Variable	N	Minimum	Maximum	Red	Std Deviation
Burnout	154	41	123	80.45	13.348
Job Demand	154	43	113	81.23	11.202

Based on the results of descriptive statistical analysis, it is known that the number of respondents in this study is 154 people. The burnout variable has a minimum value of 41 and a maximum of 123, with a mean value of 80.45 and a standard deviation of 13.348. The average score shows that the level of burnout of respondents is generally in the medium category, with quite diverse score variations among respondents.

Meanwhile, the job demand variable showed a minimum value of 43 and a maximum of 113, with an average value of 81.23 and a standard deviation of 11.202. This indicates that the work demands felt by respondents are also at a moderate level, with a relatively homogeneous data spread. Overall, the descriptive statistical results show that the data from both variables have a fairly good and representative distribution, making them suitable for use in follow-up analyses to test the relationship between job demand and employee burnout.

To clarify the distribution of burnout and jobdemand rates among respondents, burnout and jobdemand scores are further classified into several categories. This categorization aims to provide a more detailed picture of the level of burnout and job demand experienced by employees. The results of the categorization of burnout and job demand scores are presented in tables 2 and 3.

Table 2.
Burnout Score Categories

Yes	Guidelines	Score	Categories	Frequency	Introduce yourself
1	$X < (\mu - 1\sigma)$	$X < 68$	Low	20	12.99%
2	$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	$68 \leq X < 102$	Medium	125	81.17%
3	$X \geq (\mu + 1\sigma)$	$X \geq 102$	Height	9	5.84%
Total				154	100%

Based on the results of the categorization, the burnout variable showed that most of the respondents were in the medium category, namely 125 employees (81.17%). These findings indicate that burnout is a fairly common condition experienced by employees, although it is not yet at an extreme level. Burnout at a moderate level reflects the existence of emotional, physical, and mental fatigue that is felt continuously in daily work activities.

Meanwhile, 20 employees (12.99%) were in the low burnout category, which shows that a small percentage of respondents are still able to manage the demands of work in a relatively adaptive manner. On the other hand, there are 9 employees (5.84%) who are included in the category of high burnout, which indicates that there is a group of employees who experience a serious level of work fatigue and have the potential to have a negative impact on psychological well-being and work performance. Overall, the dominance of the burnout category is showing that burnout is a real and relevant phenomenon in the context of work, so it needs further attention.

Table 3
Category Job Demand Score

Yes	Guidelines	Score	Categories	Frequency	Introduce yourself
1	$X < (\mu - 1\sigma)$	$X < 68$	Low	16	10.39%
2	$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	$68 \leq X < 102$	Medium	133	86.36%
3	$X \geq (\mu + 1\sigma)$	$X \geq 102$	Height	5	3.25%
Total				154	100%

Based on the results of the categorization, the job demand variable showed that most of the respondents were in the medium category, namely 133 employees (86.36%). These findings indicate that the majority of employees face high job demands but are still at a relatively manageable level in their daily work activities.

Meanwhile, as many as 16 (Tourangeau, 2009)(10.39%) were in the low job demand category, which shows that a small percentage of respondents experienced relatively lighter job demands. On the other hand, there are 5 employees (3.25%) who are included in the high job demand category, which reflects the existence of a group of employees who face heavy job demands and have the potential to increase the risk of work fatigue. Overall, the dominance of the medium job demand category shows that job demands are a common condition experienced by employees and are an important factor in daily work dynamics.

Normality test

The normality test was carried out to ensure that the distribution of data in this study followed the normal distribution as one of the assumptions in parametric statistical analysis. Data normality testing was carried out using the Kolmogorov-Smirnov method through SPSS for Windows software version 25.0. The decision-making criterion in this normality test is that the

data is said to be normally distributed if the significance value (p) is greater than 0.05. On the other hand, if the p-value is less than 0.05, then the data is declared not to be normally distributed (Kasmadi, 2013)

Table 4
Category Normality test

Variable	N	Red	Std.Deviation	KS-Z	Sig.(2-tailed)	Descriptions
Burnout	154	80.45	13.348	0.65	0.200	Normal
Job Demand	154	81.23	11.202	0.65	0.200	Normal

Based on the results of the normality test, the burnout variable showed a KS-Z coefficient value of 0.65 with a significance value (2-tailed) of 0.200, which means a p value > 0.05. In addition, based on the one-way hypothesis approach, a significance value (1-tailed) of 0.100 was obtained, which also showed p > 0.05. These results indicate that the data on the burnout variable is normally distributed. Similar results were also found in the job demand variable. The normality test showed a KS-Z value of 0.65 with a significance (2-tailed) of 0.200. Furthermore, based on the one-way test, the significance value (1-tailed) of 0.100 also shows p > 0.05. Thus, it can be concluded that the data on the job demand variable is also normally distributed.

Linearity Test

The purpose of the test conducted by the researcher was to identify a significant linear relationship between the two variables. Linearity testing in SPSS was carried out using a linearity test at a significance level of 0.05. The linear correlation between the burnout and job demand variables was declared significant when the p value < 0.05.

Table 5
Categories Linearity test

Aspects tested	Value f	Sig.(p-value)	Remarks
Linear Relationships Burnout (Y) - Job demand (X)	278.397	0.000	Linear

In accordance with the results of the analysis in the available table, it can be summarized from the two variables studied showing a linear relationship. This conclusion is supported by a significance value of 0.000 with (p < 0.05).

Hypothesis Test

In this study, simple linear regression was used to analyze the extent to which independent variables play a role in influencing dependent variables as well as to estimate the changes that occur.

Table 6
Category Hypothesis Test Results

Variable	R	Sig. (P)	N	Description
Job Demand-Burnout	0.756	0.000	154	Accepted

After completing the testing process on the basic assumptions, the next stage is to conduct a hypothesis test to find out the relationship between the two variables. The hypothesis tested in this study indicates that there is a positive relationship between job demand and burnout in Ramayana employees. In other words, if job demand increases, burnout will also increase. On the other hand, if job demand decreases, the burnout rate will also decrease. Using the Pearson product moment technique in this study, a correlation coefficient of 0.756 and a significance of 0.000 ($p < 0.05$) were obtained. These results show a positive relationship that is categorized as a moderate correlation between the two variables.

Discussion

The results of a study on 154 employees of PT Ramayana Lestari Tbk showed that job demand has a significant positive relationship with burnout. The higher the demands of the job, the more likely it is that employees will experience burnout both physically and psychologically. In contrast, low job demand is associated with lower burnout rates. The results of the study show that job demand has a role in influencing the level of burnout in employees. (Lee et al., 2024) indicates that high job demands, such as excessive workload, time pressure, and emotional demands, can cause individuals to experience burnout, both physically and psychologically. This condition arises because the energy possessed by individuals is drained continuously without adequate recovery, thus triggering the appearance of burnout.

The results of this study are in line with the Job Demand-Resources (JD-R) theory put forward by (Bakker & Demerouti, 2008) the one who states that job demands such as high workload, time pressure, and emotional demands can trigger burnout if not balanced with adequate work resources. In this model, job demand plays a role as the main risk factor that contributes to the emergence of burnout. In addition, the results of this study also support the concept of burnout put forward by (Maslach et al., 2001) those who explain that burnout is a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. The high demands of work can cause individuals to experience emotional exhaustion, which then has an impact on negative attitudes towards work and the work environment.

These findings are in line with previous research by (Lee et al., [2024](#)) researchers who examined the relationship between job demand and burnout in sales employees. The results of the study also showed a significant positive relationship, where the increase in work demands was directly proportional to the increase in burnout. These similarities in results reinforce the finding that job demand is an important factor in the emergence of burnout in employees, especially in jobs that demand high interaction intensity and mental load (Anggreani et al., [2021](#)).

The dominance of burnout rates in the medium category suggests that most employees have begun to experience emotional and psychological exhaustion in response to the demands of the job, even though they have not yet reached a severe condition. This condition is in line with the view (Maslach & Leiter, [2016](#)) that burnout develops gradually, starting from emotional exhaustion before reaching the stage of depersonalization and decreased self-achievement. In addition, (Bakker & Demerouti, [2007](#)) it affirms that the constant pressure of work, although not extreme, can still drain an individual's psychological resources. Thus, burnout conditions at a moderate level need to be watched out for because they have the potential to develop into a more serious condition if not handled properly.

When viewed from job demand, the majority of employees face significant work demands in daily activities, both physically and emotionally. This is in accordance with the concept of the Job Demands-Resources Model which is put forward by (Bakker & Demerouti, [2007](#)) the fact that job demand includes physical, psychological, and emotional aspects that require continuous efforts from individuals. In addition, (Schaufeli & Taris, [2014](#)) it also emphasized that work demands such as high physical load and emotional labor can increase the risk of work fatigue. In this context, demands such as long standing duration and the obligation to maintain a friendly attitude reflect a combination of workload and emotional demand that has the potential to drain employee energy gradually.

Furthermore, these findings suggest that the accumulation of work demands, although at a moderate level, still plays a role in the emergence of burnout. This is in line with the recent development of the Job Demands-Resources model by (Bakker & Demerouti, [2017](#)) emphasizing that the demands of work that take place constantly can drain an individual's energy and trigger burnout, even when the demands are not at an extreme level. In addition, (Schaufeli, [2017](#); Xanthopoulou et al., [2009](#)) it also explains that burnout is affected by the cumulative process of daily work pressure that disrupts the balance between individual demands and resources. Therefore, organizations need to pay attention to work-life balance through workload management, providing adequate rest time, and increasing social support to prevent an increase in employee burnout.

Employees with low burnout rates are generally able to manage work pressure well, do not show excessive emotional fatigue, and have a level of stress that is still within reasonable limits. This condition is in line with the concept of burnout put forward by (Maslach & Jackson, [1981](#)) those who explain that individuals with low burnout levels tend to still have stable emotional energy and are able to function optimally at work. However, observations in the field show that some employees in this group still experience a lack of confidence when faced with the demands of using new technologies, such as tablets for recording customer data. This phenomenon is related to the dimension of personal accomplishment, where individuals feel less competent or doubt their abilities. This is in line with the self-efficacy theory of (Bandura, [1997](#)), which states that an individual's belief in his or her abilities influences the way an individual copes with and adapts to new demands, including the use of technology in work.

The majority of employees are in the category of moderate burnout. This condition reflects the onset of symptoms of emotional fatigue and work stress, although it is still at a tolerable level. This is in line with the concept of burnout put forward by those who state that burnout develops gradually from emotional exhaustion to depersonalization and decreased self-achievement. The initial indication of depersonalization can be seen from the interaction of employees with customers which tends to be mechanical, cold, and lacks empathy as explained by depersonalization characterized by a cynical attitude and emotional distance towards the recipient of the service. If left untreated, burnout has the potential to develop into high-level burnout (Maslach & Leiter, [2016](#); Schaufeli & Bakker, [2004](#)), especially when the demands of work continue without adequate resources.

Meanwhile, despite the relatively small number, employees with high levels of burnout require serious attention. This group shows strong symptoms of emotional exhaustion, such as feeling burdened to simply show a friendly expression to customers. This condition is in line with the view (Maslach & Leiter, [2016](#)), which explains that *emotional exhaustion* is the main dimension of burnout which reflects the depletion of emotional energy due to excessive work demands. In addition, (Schaufeli & Bakker, [2004](#)) it also emphasized that emotional fatigue that lasts continuously has the potential to reduce work motivation, disrupt mental balance, and have an impact on decreased productivity.

Empirically, the results of this study are consistent with previous research that found that job demand has a significant effect on burnout (Bakker & Demerouti, [2008](#)). This suggests that a high-demand work environment without adequate support can increase the risk of burnout in employees. From a practical point of view, these findings indicate the importance of the role of organizations in managing work demands to remain at a reasonable level. Organizations need to

pay attention to the division of labor, provide adequate rest time, and provide psychological support to minimize the risk of burnout. In addition, employers also have an important role in creating a supportive work environment so that employees can better cope with work pressure (Wang et al., [2016](#))

However, this study has limitations. One of them is the limitations in the variables studied, where this study only focuses on job demand without considering other factors that can also affect burnout, such as job resources, social support, or individual coping strategies. This is in line with the Job Demands-Resources model put forward by (Bakker & Demerouti, [2007](#)), which emphasizes that burnout is not only affected by job demands, but also by the availability of resources owned by individuals and organizations. In addition (Groves, [2009](#)), the use of certain data collection methods allows for subjectivity bias from respondents. This condition is in accordance with the view, which states that self-report-based data has the potential to contain perception biases and social responses that can affect the accuracy of the data. Therefore, further research is recommended to examine these factors in order to gain a more comprehensive understanding of burnout in employees.

Conclusion

This study concludes that job demand has a significant role in the emergence of burnout in employees of PT Ramayana Lestari Sentosa Tbk in Medan City. The high demands of work, both in terms of workload, mental demands, and emotional pressure in interactions with customers, have been shown to be closely related to increased emotional exhaustion, depersonalization tendencies, and reduced personal accomplishment. These findings show that burnout is not only influenced by individual characteristics, but is also highly determined by the conditions and demands of the work environment faced on an ongoing basis. Furthermore, this research contributes to the development of work psychology studies by emphasizing that job demand is an important factor in explaining the variation in burnout, especially in the context of the retail industry in Indonesia. This contribution broadens the theoretical understanding of burnout by placing job demand as a key contextual determinant, especially in work environments that demand high emotional engagement and cognitive accuracy in a limited amount of time. Thus, this study emphasizes the importance of organizational attention to the management of work demands as a preventive effort to maintain the psychological health of employees while supporting the sustainability of organizational performance.

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