

CHAPTER V

CONCLUSION AND IMPLICATION

A. Conclusion

Based on the research results and discussion, several things can be concluded as follows.

1. Job demand has a negative effect on the work engagement of employees at Oemah Tahu Restaurant, because the higher the work demands, the lower the work engagement due to reduced employee energy and enthusiasm.
2. Job resource has a positive effect on the work engagement of employees at Oemah Tahu Restaurant, because the lower the work support received, the lower the employees' enthusiasm and involvement in work.
3. Job demand has a positive effect on burnout in employees at Oemah Tahu Restaurant, because the higher the work pressure, the higher the possibility of employees experiencing physical and emotional fatigue.
4. Job resource has a negative effect on burnout in employees at Oemah Tahu Restaurant, because the smaller the work resources that employees have, the higher the level of work fatigue they feel.
5. Burnout has a negative effect on the work engagement of employees at Oemah Tahu Restaurant, because the higher the level of burnout, the lower the employees' involvement in their work.
6. Burnout is able to mediate the influence of job demand on work engagement in employees at Oemah Tahu Restaurant, because high job

demand increases burnout, and high burnout then decreases work engagement.

7. Burnout is able to mediate the influence of job resources on work engagement in employees at Oemah Tahu Restaurant, because low job resources increase burnout, and high burnout encourages a decrease in work engagement.

B. Implication

1. Theoretical Implications

The results of this study make an important contribution to the development of human resource management science, particularly by strengthening and expanding our understanding of the Job Demands-Resources (JD-R) Model. This model explains that the balance between job demands and job resources significantly influences employee well-being and engagement. The results of this study indicate that:

- a. High job demands significantly increase burnout and decrease work engagement. This means that the theory that excessive workload negatively impacts employee motivation and engagement has been empirically validated.
- b. Job resources have been shown to reduce burnout and increase work engagement. This aligns with the theory that job resources such as support from superiors, work freedom, and work facilities can act as both internal and external motivators for employees.

- c. Burnout acts as a mediating variable, meaning that job demands and job resources influence work engagement not only directly but also through employee fatigue levels.

These findings underscore the importance for organizations to manage work-related stress and employee burnout. This research supports the JD-R theory and clarifies that burnout is a key pathway to enhancing work engagement. Additionally, the results of this study create opportunities to expand the JD-R model by including contextual factors such as the type of work or organizational culture, which can either strengthen or weaken the influence of each variable.

2. Practical Implications

- a. Managing Workloads in a Balanced Manner, because high workloads have been shown to increase burnout and decrease work engagement, management needs to adjust the amount of work and working hours to match employee capacity. For example, by reducing excessive overtime or dividing tasks more evenly among employees.
- b. Improving Job Resources, research shows that the more support employees receive, the higher their work enthusiasm. Therefore, companies need to provide adequate support facilities, such as job training, complete equipment, clear work systems, and support from superiors and coworkers.
- c. Monitoring and Addressing Burnout Early, burnout is a major obstacle to increasing work engagement. Therefore, it is important for

management to monitor for signs of physical and emotional exhaustion in employees. This can be done through regular evaluations, discussion forums, or providing regular access to psychological counselling.

- d. Creating a Healthy and Supportive Work Environment, a positive and open work environment will help employees feel valued and comfortable. A good work culture can also prevent burnout and increase a sense of belonging to the company.
- e. Provide Rewards and Appreciation, recognition of employee hard work, whether verbally or through incentives, can increase motivation and work engagement. This is important because employees who feel appreciated are more motivated and less likely to experience burnout.
- f. Provide Space for Discussion and Feedback, management needs to open up two-way communication so employees can express any challenges they face. Good feedback will help the company respond to problems more quickly before they become a psychological burden for employees.
- g. Align Implications with Respondents' Feedback, feedback from respondents revealed that high job demands, particularly in the kitchen division, often lead to fatigue and reduced engagement. Employees also emphasized the need for more effective support from supervisors and coworkers. Therefore, the company should ensure that practical steps taken are based on the actual conditions experienced by employees. This includes adjusting workload distribution, improving team communication, and providing emotional support systems. Aligning

managerial actions with employee feedback increases the relevance and effectiveness of organizational strategies in reducing burnout and improving engagement.

C. Research Limitations

This research still has limitations that need to be studied as evaluation material for future research.

a. Limited Number of Respondents

This study only involved 40 employees from Oemah Tahu Purwokerto. This is a relatively small number and represents only one workplace, so the results cannot be generalized to other companies with different characteristics.

b. Specific Research Location.

The study was conducted only at one company, Oemah Tahu Purwokerto. This makes the results highly dependent on the work conditions and culture at that company, and therefore may not apply to other organizations with different work environments.

c. Type of Data Used

The data in this study were collected through questionnaires, which rely entirely on the subjective perceptions of respondents. This can introduce bias, especially if respondents do not answer honestly or do not fully understand the questions.

d. Factors Outside the Model Were Not Considered

This study focused solely on the relationship between job demands, job resources, burnout, and work engagement. However, in reality, other factors such as leadership, organizational culture, or personal factors can also influence work engagement and burnout.

e. Short Research Period

Data collection was conducted over a relatively short period of time. However, employee work conditions and psychological well-being can change over time. Longitudinal research may provide more in-depth results.

f. Alignment with Respondents' Answers

This research has several limitations. First, the number of respondents was limited to only 40 employees from a single location, Oemah Tahu Purwokerto, which limits the generalizability of the findings to other companies or industries. Second, the use of a quantitative approach did not allow for an in-depth exploration of the subjective experiences of employees. A qualitative or mixed-methods approach could provide richer insights in future studies. Third, this study only focused on four main variables: job demands, job resources, burnout, and work engagement, without considering other potential influencing factors such as organizational culture, leadership style, or external economic pressures.