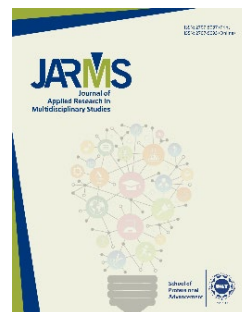
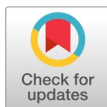


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Role of Job Resources in Employee Burnout and Work Engagement: Evidence from Pakistani and European Work Contexts

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Abstract

The challenge of employee burnout and work engagement has become a critical concern for organisations operating in complicated and challenging work environments. Based on the Job Demands Resources (JD-R) model, this study examines how job resources contribute to employee burnout and work engagement in two distinct geographical settings; Europe and Pakistan. The study is based on a quantitative, deductive research design, which will integrate secondary data (the European Working Conditions Survey 2021, 36 countries) and primary survey data, collected among employees working in different industries in Pakistan. Burnout is theorised as a multidimensional variable (physical and emotional exhaustion), whereas employee engagement is one of the motivational outcomes. These findings suggest that job resources universally promote employee engagement; however, their protective role in mitigating burnout appears to be culturally and contextually contingent. The study contributes to the JD-R literature by differentiating between burnout dimensions and by providing comparative evidence from Western and South Asian work environments. Practical implications emphasize the need for organisations to design culturally sensitive resource strategies that promote engagement while addressing context-specific sources of burnout.

Keywords: burnout, cross-cultural, emotional exhaustion, employee engagement, job demands–resources model

Introduction

The workplace is a multi-layered environment that is very complex and in which the combination of different physical, social and psychological factors affects the experiences of employees, their health and their productivity. Over the past decades, organisations have realised that the work environment has a considerable influence on job satisfaction, engagement, and productivity (Bakker & De Vries, [2021](#)). As the world is

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rapidly globalising, the organisational restructuring is going on, and the technological advancements are acting upon employees, their physical, emotional, and psychological pressure is mounting up. These developments also underscore the significance of learning about the workplace condition and ways in which workers can help in the development of more sustainable and favorable working conditions (Rollins et al., [2021](#)). The complexity of work conditions and their relations with employee performance has been explored by various theoretical and empirical researches in the past (Ferraro et al., [2020](#)).

According to the study of Contreras et al. ([2020](#)), workplace stressors have a strong impact on the social, emotional, and psychological well-being of the staff, which subsequently affect their performance. The knowledge of such relationships can be useful to determine the mechanisms that influence employee behaviour and be able to create the policies that will help avoid burnout and improve employee involvement (Albrecht et al., [2021](#)). In spite of increased awareness, most organisations are incapable of coping with workplace challenges. High-stress situations result in an unfavorable organizational environment with tight deadlines, scarce resources, and lack of communication (Bon & Shire, [2022](#); Saini & Rangnekar, [2024](#)). These difficulties were magnified during the post-COVID-19 time, which added more uncertainty, working remotely, and stress (Falco et al., [2021](#)). This has altered the conventional working environments and revealed vulnerabilities in organisational behaviours concerning the welfare of employees working in dynamic workplaces (Karaca et al., [2023](#)).

This study aims to fill these gaps by discussing the major concerns concerning the conditions at the workplace and how they impact on employees. It is meant to bring a better understanding of the connection between the job resources and the burnout as well as engagement and make some practical suggestions to organisations that would like to build healthier and more productive work environments.

Problem Statement

The challenges present in the workplace that exert pressure on the well-being and productivity of employees have made research in this field increasingly important (Basinska & Dåderman, [2019](#)). Burnout is a common problem between employees and organisations, a condition that is

represented by emotional, mental and physical fatigue due to the continuous stress. Conversely, the engagement of employees, which can be perceived as the feeling of commitment to work, is recognised as one of the determinants of organisational success (Demerouti & Bakker, [2023](#)). This paper empirically analyses the effects of the working conditions, especially job resource on worker burnout and work engagement. It will seek to understand how employee well-being is connected to performance at work. The insights into the role job resources play in these outcomes can assist the organisations in building healthier and more accommodative working environments. The data used in the analysis will be 36 countries, which were measured in the European working conditions survey of 2021, which enables the researcher to study the different work situations and cross-cultural trends (Gaude et al., [2021](#)). Secondary quantitative research design is used to provide the reliability and generalisability of results in various settings.

Research Questions

- How does the presence of adequate job resources impact the incidence of worker burnout?
- How does the availability of job resources influence the engagement levels of workers?
- In what ways can job resources be leveraged to reduce burnout and enhance engagement?

Literature Review

In this case, the literature available is critically evaluated with an aim of offering a conceptual and empirical basis of the study. In this case, the literature gap is defined, according to which the scope and importance of the given research is outlined. The last point of the chapter is a bullet-point conclusion of what was learned and what questions are still open.

Excessive Job Demands Can Cause Employee Exhaustion and Burnout

The Job Demands Resources (JD-R) Model (Demerouti et al., [2001](#)) is an extensive framework of how to comprehend occupational stress and motivation in various work environments. Job demands are physical, psychological, social or organisational work requirements which demand constant effort, and are linked to physiological or psychological costs, i.e.,

workload, emotional demands and role conflict. Job resources, on the other hand, refer to job factors that assist in fulfilling work objectives, mitigating job pressures, and personal development, such as autonomy, feedback, and social assistance (Bakker & Demerouti, [2024](#)). An important accomplishment of the JD-R model is that it elucidates two processes: a health-impairment process, in which job demands result in strain and burnout, and a motivational process, in which job resources increase work engagement, performance and well-being. Employees who do not have sufficient resources to cope with high job demands tend to develop burnout, stress, and unfavorable health results (Korunka & Kubicek, [2017](#)). This also has the negative impact of organisational outcomes, such as high rates of absenteeism and employee turnover (Meyer & Hunefeld, [2018](#)). Nevertheless, studies also indicate that moderate job demands might also be healthier in the workplace. Stress is minimized and productivity is enhanced as the workload and tasks are well organized and manageable. In addition, job stressors are reduced by adequate job resources to enhance better engagement and motivation among employees in the work environment (Bakker & Demerouti, [2018](#); Galanakis & Tsitouri, [2022](#)).

Resources Save Employees from Exhaustion and Burnout

Burnout, which is described as emotional, physical, and mental exhaustion, is one of the burning problems in organisational research and is frequently caused by the lack of resources and unfavourable working conditions. It is often connected to emotional fatigue, depersonalisation, and less personal achievement (Bao et al., [2022](#)). The lack of autonomy, support and work overload are some of the factors that predispose to burnout. Research indicates that both high job demands and low job resources increase burnout to a significant extent (Mazzetti et al., [2023](#)). Job resources, on the contrary, are also significant in facilitating employee engagement (Hossan et al., [2022](#)). Employees who are engaged feel significant and they get a sense of fulfillment in their work. Incentives and development opportunities, as well as leadership support, are major engagement motivators (Salmela-Aro et al., [2019](#)). Nevertheless, the causality is unclear, since engaged employees can also have a better attitude towards their work environment. The Job Demands Resources (JD-R) theory has been extended to personal resources, including self efficacy, optimism and resilience, which determine the capability of employees to deal with work demands (Xanthopoulou et al., [2007](#)). It has been found that

these personal resources enhance engagement and burnout (Rahman & Hossain, 2024). Critics, however, say that paying too much attention to personal characteristics could move the responsibility out of organisations. Altogether, organisational conditions and individual traits influence the reaction of employees to stress at the workplace.

H1a: An Adequate job resource presence has a significant positive effect on the occurrence of physical exhaustion based element of worker burnout.

According to this hypothesis, the presence of sufficient job resources has a great influence on the physical exhaustion aspect of worker burnout. The Job Demands-Resources Model suggests that employees are able to cope with work demands with the help of job resources including supervisory support, autonomy and access to the required tools. Workload pressures are also better handled when the employees have adequate resources which minimizes fatigue and physical strain. Consequently, the risk of physical burnout related exhaustion becomes reduced.

H1b: An adequate supply of job resources is a significant factor in mitigating the prevalence of the mental exhaustion based aspect of worker burnout.

The hypothesis is that the presence of sufficient job resources will go a long way in alleviating the mental exhaustion that comes with employee burnout. The Job Demands Resources (JD-R) model postulates that job resources enhance the psychological functioning of employees by motivating, giving instructions and development opportunities to the employees. These can assist employees to overcome mental and emotional pressures, therefore, decreasing stress and alleviating mental exhaustion, which is an important factor of burnout.

Impact of Job Resources on Employee Engagement Levels

Employee engagement, which can be described as a positive and satisfying work-related condition with an energetic, committed, and absorbing nature, is a significant indicator of employee performance and well-being at the workplace. The studies indicate that engagement correlates well with the high level of job and personal resources (Corso-de-Zuñiga et al., 2020) and results in such positive outcomes as increased productivity, reduced turnover, and increased job satisfaction (Han et al., 2020). Nevertheless, the issues of the primary antecedents of engagement and the comparative significance of various factors are uncertain (Hsieh et

al., [2021](#)). On the one hand, some researchers believe that the engagement is largely motivated by intrinsic factors and personal resources and not external job resources (Gu et al., [2020](#)). As an illustration, Truong et al. ([2021](#)) established personal identification with organisational goals, and intrinsic motivation was found to have stronger predictive power among engagement as compared to job resources. However, individual motivation can sometimes be a one-sided approach to the problem of motivation. Even the most inspired employees will feel less engaged to work in a toxic environment with high demand and scarce resources.

H2: The presence of adequate job resources significantly improves the engagement levels of workers.

According to the hypothesis, employees are more engaged by sufficient job resources, including support, autonomy, feedback, and development opportunities. Such resources inspire and enable the employees making them more energetic, committed, and performing.

Territorial and Contextual Differences in Employee Engagement

The effects of job resources on job burnout and engagement have been studied in Europe numerous times. As an illustration, Vander Elst et al. ([2016](#)) discovered that social support, feedback, and autonomy lower burnout and enhance engagement in the Belgian healthcare, whereas Van den Broeck et al. ([2017](#)) did the same in the Netherlands. On the contrary, there is limited research in Eastern settings. According to Adil and Baig ([2018](#)), autonomy was the strongest resource in the Pakistani pharmaceutical sector, enhancing engagement and depleting burnout, and the input of supervisors did not impact anything (Khalid et al., [2020](#)). The differences imply that the applicability and the effects of job resources differ between cultures and locations. High power distance, collectivist cultures might change the perceived value of the resources and their availability, thus modifying their protective nature in relation to burnout and their capacity to enhance engagement. This gives the last hypothesis of the study.

H3: The effect of job resources on burnout and employee engagement in European and Pakistani cases is significantly different.

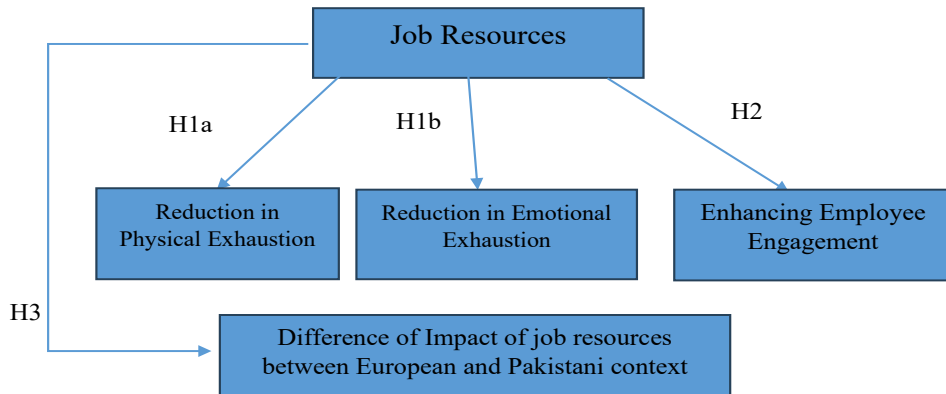
The hypothesis is that the effect of job resources on burnout and engagement varies depending on regions, and cultural, organisational and economic factors mediate these effects.

Conceptual Framework

The following image represents the conceptual framework developed for this study. This framework represents the primary dependent and independent variables used in this study. Job Resources is taken as the main independent variable. In contrast, Burnout and Employee Engagement are dependent variables. The variable of Burnout is further bifurcated into Physical Exhaustion and Emotional Exhaustion.

Figure 1

Conceptual Framework



Hypothesis Development

Drawing on the Job Demands–Resources (JD-R) model, this study conceptualises job resources as a central explanatory mechanism through which organisations can influence employee well-being and performance outcomes. The JD-R framework proposes two simultaneous psychological processes: a health-impairment process, in which excessive job demands lead to strain and burnout, and a motivational process, in which job resources foster engagement, motivation, and positive work outcomes (Demerouti et al., 2001; Bakker & Demerouti, 2018). On this basis, the present study develops hypotheses that examine how job resources influence distinct dimensions of burnout and employee engagement across different cultural and institutional contexts.

Job Resources and Burnout

Burnout is widely recognised as a multidimensional construct encompassing physical exhaustion and emotional or mental exhaustion.

Prior research suggests that job resources can function as protective factors by reducing the strain associated with job demands and by enabling employees to cope more effectively with work pressures (Korunka & Kubicek, [2017](#); Mazzetti et al., [2023](#)). Resources such as autonomy, task discretion, social support, feedback, and opportunities for development are theorised to reduce exhaustion by restoring depleted energy and psychological capacity.

From a JD-R perspective, physical exhaustion is primarily associated with sustained physical effort, workload intensity, and time pressure. Although job resources may indirectly influence physical strain by improving work organisation, existing evidence suggests that physical exhaustion is more strongly driven by job demands than by the availability of resources alone (Meyer & Hünefeld, [2018](#)). Nevertheless, in line with the health-impairment process of the JD-R model, it is theoretically plausible that adequate job resources may alleviate physical exhaustion by enabling better recovery, autonomy over pacing, and support mechanisms.

Accordingly, the first hypothesis is formulated as follows:

H1a: An adequate presence of job resources has a significant effect on the physical exhaustion component of employee burnout.

In contrast, emotional exhaustion reflects cognitive overload, emotional labour, and sustained psychological pressure. Empirical studies consistently demonstrate that job resources are more strongly related to emotional exhaustion than to physical fatigue, particularly through mechanisms such as social support, supervisory feedback, perceived fairness, and work-life balance (Bakker & De Vries, [2021](#); Bao et al., [2022](#)). Job resources reduce emotional strain by increasing employees' sense of control, meaning, and psychological safety, thereby buffering the emotional impact of demanding work conditions.

Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H1b: An adequate supply of job resources significantly reduces the emotional exhaustion component of employee burnout.

Job Resources and Employee Engagement

Employee engagement represents the motivational pathway of the JD-R model and is defined as a positive, fulfilling work-related state

characterised by vigour, dedication, and absorption. According to JD-R theory, job resources are the primary drivers of engagement because they satisfy fundamental psychological needs, promote goal attainment, and enhance personal growth (Bakker & Demerouti, [2024](#)). When employees perceive that sufficient resources are available to support their work, they are more likely to invest energy, enthusiasm, and commitment into their roles.

Extensive empirical evidence supports a robust positive association between job resources and engagement across occupational groups and sectors (Van den Broeck et al., [2017](#); Hossain et al., [2022](#)). Resources such as autonomy, opportunities for development, supportive leadership, and recognition are particularly influential in fostering sustained engagement, regardless of demand levels. Unlike burnout, which may be contingent on specific demand–resource configurations, engagement is consistently enhanced by the availability of resources.

Therefore, the following hypothesis is advanced:

H2: The presence of adequate job resources significantly improves employee engagement levels.

Contextual Differences Between European and Pakistani Work Environments

Although JD-R model is an acknowledged universal framework, recent research points out to the fact that the strength and nature of relationships between job resources, burnout and engagement might differ in terms of cultural and institutional background. Low power distance, higher institutional support, and an increased focus on the autonomy of employees tend to be typical of European workplaces and can potentially increase the capacity of job resources to alleviate burnout (Vander Elst et al., [2016](#); Van den Broeck et al., [2017](#)).

Conversely, the Pakistani work environments are influenced more by the power distance, collectivist cultural values, and hierarchy of organisational structures. These aspects could change the perceptions, accessibility, and utilisation of job resources by the employees, especially in regard to emotional exhaustion. The job resources might continue to facilitate engagement in such settings, but their ability to curb burnout might be limited due to cultural pressures and demands, managerial norms, and structural constraints (Adil & Baig, [2018](#); Khalid et al., [2020](#)).

Considering such contextual variations, the present study hypothesizes that job resources will not have the same impact on burnout and engagement in different regions. Based on this, the last hypothesis is as follows:

H3: The impact of job resources on burnout and employee engagement is found to vary significantly in the European and Pakistani work situations.

Methodology

The methodology adopted in this study was a quantitative, positivist and deductive approach to investigate the relationship between job resources and employee engagement and burnout (Daniel & Sam, [2011](#); Goundar, [2012](#)). Measurement scales were changed according to the existing literature on Job Demands resources and oriented to the European Working Conditions Survey (EWCS) to provide the conceptual consistency and allow the comparisons of the European and Pakistani datasets. Data was done through both primary and secondary data. A sample of 200 employees who had at least a bachelor degree working in ten major sectors in Pakistan were used to collect primary data based on a questionnaire that was adapted to EWCS. The 2021 EWCS was used to find secondary data that gave geographically and demographically varied data on job resources, working conditions, burnout, and engagement (Goddard & Melville, [2004](#)). To reflect the trends, analyze relationships, and compare the results between the European and Pakistani settings, descriptive and inferential statistics were used (Chawla & Sodhi, [2011](#); Mukherjee, [2019](#)). Cronbach alpha was used to determine reliability, and validity was determined by pilot testing and utilizing scales that have been tested in the past.

Results

The chapter shows the results of the analysis of secondary quantitative data of the 2021 European Working Conditions Survey conducted by Eurofound. The results of this study illustrate the impacts of the availability of job resources, including role autonomy, task discretion, employee social support, organizational participation and inclusivity opportunities, flexible work schedules, training and development prospects, explicit career advancement paths, and attractive reward systems on employee wellbeing in burnout cases and levels of overall engagement. The researcher has applied both descriptive and inferential statistical tests to the data and this has resulted in high-quality findings as it was indicated in the previous chapter.

Statistical Results and Findings Developed from the Eurofound 2022 Data

This study makes use of the secondary data as a result of the 2021 European Working Conditions Telephone Survey and the analysis of the Eurofound 2022 data (Gaude et al., [2022](#)). The study has more than 70,000 employees in 36 nations, which is a strong yet credible point of departure as regards to the study of the relationship between job resources and employee outcomes. To achieve the research objectives to identify the magnitude of employee engagement and realize the hypothesis regarding the effect of the given variable on job performance, the analysis concentrates on four variables: employee engagement, burnout (scaled with the B1Physical Exhaustion and B2Emotional Exhaustion), and job resources (scaled with the composite variable JQ_resource_rate). To define the sample, the methodology will begin with the descriptive statistics testing of demographic variables (gender and sector). The inferential statistical tests are then used to study the correlations between the significant variables (Lee & Kim, [2022](#)). These analyses are found in the following sections.

Table 1

Descriptive Statistics Results Reflecting the Gender Distribution of Eurofound Survey Participants

Gender Identity	Frequency	Percent
Male	37,445	52.2
Female	34,098	47.5
Or would you describe yourself in another way?	215	0.3
Total	71,758	100

Descriptive Statistical Testing of Demographic Data

To gain an understanding of the distribution of survey participants from both Eurofound data and primary data from the Pakistani questionnaire, descriptive statistical testing has been performed on the variables of sector and gender. The results generated by performing these tests indicate that a relatively equitable representation of male and female participants has been achieved in the Eurofound survey. 52.2% of the respondents have been categorised as male, while 47.5% are female. 0.3% of the respondents chose not to describe themselves by aligning with either of these two gender groups. According to the Pakistani survey, it was revealed that 45.5% of the participants are male, while 54.5% are female. While the representation of

female employees is marginally higher in the Pakistani sample, it is still considerably equitable. This highlights that the results and findings developed through this data can be effectively generalized for both male and female workers.

Table 2

Descriptive Statistics Results Reflecting the Gender Distribution of Pakistan Survey Participants

Gender	Frequency	Percent
Male	91	45.5
Female	109	54.5
Total	200	100

Analysing the sectoral/industry distribution of Eurofound survey, participants revealed that sectors such as commerce and hospitality, industrial services, health, and education are more represented. Sectors such as financial services, public administration, and construction are also well represented. The Pakistani survey results show that agriculture, financial services, construction, public administration, and health care have the highest participation. Overall, the numbers show a balanced representation of all major industries and sectors. This suggests that the findings from this data will be broadly applicable across contexts.

Table 3

Descriptive Statistics Results Reflecting the Industry/Sector Distribution of Eurofound Survey Participants

NACE Broad Groups (2008).	Frequency	Percent
Agriculture	1,514	2.1
Commerce and hospitality	11,110	15.5
Construction	4,492	6.3
Education	7,013	9.8
Financial services	3,966	5.5
Health	7,681	10.7
Industry	11,056	15.4
Other services	16,182	22.6
Public administration	4,887	6.8
Transportation and storage	3,857	5.4
Total	71,758	100

Table 4

Descriptive Statistics Results Reflecting the Industry/Sector Distribution of Pakistan Survey Participants

Work Sector	Frequency	Percent
Agriculture	22	11
Commerce and hospitality	15	7.5
Construction	28	14
Education	17	8.5
Financial Services	27	13.5
Health	20	10
Industry	19	9.5
Public administration	21	10.5
Transportation and storage	16	8
Other services	15	7.5
Total	200	100

Hypothesis Testing Via Inferential Statistical Tests

To analyse how the presence of adequate job resources impacts employee wellbeing by impacting burnout incidence and to contextualise how these job resources can impact employee engagement, the researcher has sought to identify, characterise, and study the underlying relationships between these factors by comprehensively testing the hypotheses developed in Chapter 2 (Pfenninger & Neuser, [2019](#)). The correlation and regression results for both the Eurofound data and the Pakistani dataset have been individually computed and then compared.

A Pearson correlation was first conducted to assess the relationship between Job Resources, Burnout, and Employee Engagement on the Eurofound data (Lee & Kim, [2022](#)). The results that have been developed reveal that the interaction and association between job resources “JQ_resource_rate” and the physical element of burnout “B1Physical Exhaustion” are not significant ($r = -.005, p > 0.05$). A weak but negative correlation exists between job resources “JQ_resource_rate” and the emotional element of burnout “B2Emotional Exhaustion” ($r = -.013, p < 0.05$). The results from this test further highlight that the correlation between job resources “JQ_resource_rate” and employee engagement levels “Employee Engagement” are significant, with a moderate positive intensity ($r = .42, p < .01$). This highlights that if employees are provided

with adequate job resources within their workplaces, it can potentially lead to a considerable improvement in their engagement levels.

Analysis of Pakistani data reveal that the correlation between job resources “JQ_resource_rate” and the physical element of burnout “B1Physical Exhaustion” are not significant ($r = .02, p > .05$). Moreover, the results reveal that the interaction and association between job resources (“JQ_resource_rate”) and the emotional element of burnout (“B2Emotional Exhaustion”) are also insignificant ($r = .08, p > .05$). However, the interaction and association between job resources “JQ_resource_rate” and employee engagement levels “Employee Engagement” are significant, with a positive intensity ($r = .192, p < .01$). This highlights that if Pakistani employees are provided with adequate job resources within their workplaces, it can potentially lead to a considerable improvement in their engagement levels, like the effect observed in Eurofound data. To further establish predictive relationships and test the hypotheses, a linear regression analysis was performed.

Table 5

Bivariate Correlation Analysis between Job Resources, Burnout, and Employee Engagement from Eurofound Data

Variable	1	2	3	4
1. Physical Exhaustion	-			
2. Emotional Exhaustion	.39**	-		
3. Employee Engagement	-.02**	-.00	-	
4. Job Resources (Proportion Received)	-.005	.013*	.42**	-

Note. N ranges from 35,857 to 71,758 due to missing values across variables. * $p < .05$. ** $p < .01$ (two-tailed).

Table 6

Bivariate Correlation Analysis between Job Resources, Burnout, and Employee Engagement from Pakistan Data

Variable	1	2	3	4
1. Physical Exhaustion	-			
2. Emotional Exhaustion	.54**	-		
3. Employee Engagement	-.20**	-.16*	-	
4. Job Resources	0.03	0.08	.19**	-

Note. $N = 200$. * $p < .05$, ** $p < .01$ (two-tailed).

Linear Regression Analysis for Hypothesis Testing

Applying this linear regression analysis allowed the researcher to analyse and predict whether the presence of certain job resources can cause changes or variation in employee wellbeing-related factors, such as burnout incidence, and performance-related factors, such as employee engagement (Pfenninger & Neuser, [2019](#)). This test also enabled the researcher to conclude the associations observed in the previous test. To achieve the objectives of this research study, the researcher performed two separate linear regression analyses. These tests have been sequentially applied to both Eurofound data and Pakistani data. The results generated are as follows.

Impact of Adequate Job Resources on Incidence of Worker Burnout

To evaluate the first hypothesis of this study, the researcher first examined the linear regression between the job resources and burnout measures for the Eurofound data. According to Maslow's Burnout Inventory, the survey data comprises two separate measures of burnout based on physical and emotional tiredness. Therefore, to evaluate the relationship between the incidence of burnout and job resources, the researcher had to build two different regression models. For the Eurofound data, the researcher first examined the linear relationship between job resources and the physical weariness component of burnout. The results from this test indicate that the underlying relationship between the physical exhaustion element of burnout and job resources is not statistically significant for the Eurofound data ($R^2 = 0$, $D(1, 35855) = 0.806$, $p > 0.05$). This confirms that the presence of adequate job resources does not improve or worsen the physical exhaustion-based facets of burnout among European employees.

Then, the researcher analysed the linear regression between the physical exhaustion element of burnout and job resources using the Pakistan data. The results that have emerged from this test indicate that the underlying relationship between the physical exhaustion element of burnout and job resources is not statistically significant for the Eurofound data ($R^2 = 0.001$, $F(1, 198) = 0.156$, $p > 0.05$). This confirms that the presence of adequate job resources does not improve or decrease the physical exhaustion-based facets of burnout in the case of Pakistani employees, as well as their European counterparts. The results obtained for both contexts highlight that

H1a has been rejected, thereby highlighting a key similarity across both contexts.

Table 7

Linear Regression between Physical Exhaustion Element of Burnout and Job Resources for Eurofound Data

Variable	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
(Constant)	2.62	0.32		8.26	< .001
Job Resources (proportion received)	-0.46	0.51	-0.005	-0.90	0.369

Note. $R = .005$, $R^2 = .000$, Adjusted $R^2 = .000$, $SE_{est} = 23.477$.

Table 8

Linear Regression between Physical Exhaustion Element of Burnout and Job Resources for Pakistani Data

Predictor	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
Constant	2.936	0.342		8.575	< .001
Job Resources	0.046	0.117	0.028	0.395	0.694

Note. $N = 200$, $R = .028$, $R^2 = .001$, Adjusted $R^2 = -.004$, $SE_{est} = 1.381$.

Then, a linear regression analysis was conducted between the emotional exhaustion element of burnout and job resources using the Eurofound data. The results of this test indicate that the underlying relationship between the emotional exhaustion element of burnout and job resources is statistically significant ($R^2 = 0.01$, $F(1, 35855) = 6.06$, $p < 0.05$). This confirms that the presence of adequate job resources improves or decreases the emotional exhaustion-based facets of burnout ($\beta = 1.874$, $p < 0.05$). This highlights that job resources can effectively alleviate the emotional and mental workload of workers and reduce the probability of them developing burnout.

The significance of this relationship was also analysed in the context of the Pakistani data. The results of this test indicate that the underlying relationship between the emotional exhaustion element of burnout and job resources is also statistically insignificant ($R^2 = 0.007$, $F(1, 198) = 1.34$, $p > 0.05$). This suggests that the presence of adequate job resources does not affect the emotional exhaustion-based facets of burnout in Pakistani employees, unlike in European employees. This highlights a key difference

in terms of working conditions and their consequent impact between the two geographical contexts. The results received for the European data highlight that H1b has been effectively accepted, as a significant effect was noted. However, no significant effect was found in the case of Pakistani data. This highlights that H1b has been accepted in the European context and rejected in the Pakistani context, thereby highlighting a key difference.

Table 9

Linear Regression between Emotional Exhaustion Element of Burnout and Job Resources for Eurofound Data

Predictor	B	SE	β	t	p
Constant	0.063	0.468		0.135	0.892
Job Resources (proportion received)	1.874	0.761	0.013	2.463	0.014

Note. $R = .013$, $R^2 = .000$, Adjusted $R^2 = .000$, $SE_{est} = 34.735$.

Table 10

Linear Regression between Emotional Exhaustion Element of Burnout and Job Resources for Pakistani Data

Predictor	B	SE	β	t	p
Constant	2.177	0.368		5.922	< .001
Job Resources	0.146	0.126	0.082	1.159	0.248

Note. $R = .082$, $R^2 = .007$, Adjusted $R^2 = .002$, $SE_{est} = 1.483$.

Impact of Adequate Job Resources on Employee Engagement

After establishing the nature of the relationship between burnout and job resources, the researcher sought to investigate the relationship between employee engagement and job resources among European employees to test the second hypothesis of the study. This has led to the development of the third linear regression model for this study. The researcher analysed the linear regression between the variable of Emotional Engagement and Job Resources for the Eurofound data. The results of this analysis indicate that the moderate positive relationship observed between the two variables is indeed statistically significant and valid ($R^2 = 0.73$, $F(1, 35688) = 7449.7$, $p < 0.05$). This has effectively demonstrated that the presence of adequate job resources can have a positive, enhancing effect on employee engagement levels ($\beta = 1.273$, $p < 0.05$). Therefore, it can be readily

established that if employees are provided with sufficient job resources, including task autonomy, discretion in responsibilities, training and development initiatives, provisions for flexible working times, and sufficient career advancement opportunities, then their engagement within their work and their jobs will be effectively improved.

The researcher then sought to assess the statistical validity of this relationship in the context of Pakistani data. The results that have emerged from this analysis highlight that the positive relationship that was observed between the two variables is indeed statistically significant and valid ($R^2 = 0.37$, $D(1, 198) = 7.56$, $p < 0.05$). This has effectively demonstrated that the presence of adequate job resources can have a positive, enhancing effect on employee engagement levels ($\beta = 0.272$, $p < 0.05$). Therefore, it can be readily established that if employees are provided with sufficient job resources based on task autonomy, discretion in responsibilities, training and development initiatives, provisions for flexible working times, and sufficient career advancement opportunities, then it will effectively improve their engagement within their work and their jobs in the case of Pakistani employee as well, similar to their European counterparts. The results received for both contexts highlight that H2 has been effectively accepted and validated in both settings.

Table 11

Linear Regression between Employee Engagement and Job Resources for Eurofound Data

Predictor	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
Constant	3.247	0.009		357.7	< .001
Job Resources (proportion received)	1.273	0.015	0.416	86.31	< .001

Note. $R = .416$, $R^2 = .173$, Adjusted $R^2 = .173$, $SE_{est} = 0.672$.

Table 12

Linear Regression between Employee Engagement and Job Resources for Pakistani Data

Predictor	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
Constant	1.972	0.289		6.829	< .001
Job Resources	0.272	0.099	0.192	2.751	0.006

Note. $R = .192$, $R^2 = .037$, Adjusted $R^2 = .032$, $SE_{est} = 1.165$.

The obtained results and findings have effectively allowed the researcher to achieve the key objectives of this study and identify the key similarities between the working conditions and the consequent impact of job resources on employees across the two geographical contexts. These results provide strong empirical evidence that indicates that job resources can play a highly strategic role within a workplace. The presence or absence of these resources can significantly influence the well-being and performance outcomes of workers. The presence of job resources has been effectively proven to increase and improve employee engagement levels, as well as reduce emotional and mental workload.

Key Differences between the Impact of Job Resources on Burnout and Employee Engagement between European and Pakistani Contexts

The final hypothesis proposed significant differences in how job resources influence burnout and engagement in the European and Pakistani environments. The analysis supports this theory, indicating a contextual difference in the impact of resources on emotional weariness, a key component of burnout. This suggests that the relationship between job resources and burnout is multifaceted, with geographical and cultural factors influencing it. In contrast, a consistent, positive link between job resources and employee engagement was found in both cases. This emphasizes the critical and universal function of resources in encouraging the concentrated effort and dedication that support high engagement, regardless of the external environment.

Discussion

This study aimed to investigate the impact of the availability of job resources on employees' work-related physical and mental exhaustion and engagement levels. This analysis has a comparative component, as it has been performed in two distinct geographical contexts: Europe and Pakistan. This investigation was performed through a comprehensive statistical analysis of the data presented within the Eurofound Working Conditions Survey for European Data. The results provided evidence that there is no significant association or linkage between job resources and physical exhaustion-based elements of burnout for both European and Pakistani employees. This rejects the principles of the JD-R theory, which posit that job resources can help alleviate the physically exhaustive impact of job demands. Moreover, it also possibly highlights that the physical exhaustion

element of burnout that is experienced by employees might be more strongly influenced by the job demands, regardless of geographical or cultural context. Therefore, it is recommended that employers also reorient work systems and schedules to mitigate the impact of existing demands, as the provision of job resources alone is insufficient to alleviate employee physical exhaustion. Instead, it is recommended that resources be supplemented with a neutralization of excessive job demands.

However, these results have revealed a significant negative linkage between emotional exhaustion and job resources among European employees. If they are provided with effective and sufficient resources, such as task discretion, greater autonomy, and better work-life balance through hybrid work systems, then it can effectively reduce the incidence of mental exhaustion by reducing the cognitive mental load. In contrast, no such significant relationship was noted in the context of Pakistani employees. This indicates that, although JD-R model may be universally applicable in regard to the engagement of employees, the applicability and validity of the model remains culture dependent in regards to burnout. Such bifurcation of the burnout sources into the physical and emotional exhaustion facets have been particularly useful and valuable in this study since the differentiated results of the two facets have indicated that burnout as a concept is multi-faceted and that its facets do not react to the job resources in the same way. Consequently, it is advised that organizations should plan and develop their job resources along these lines in line with this bifurcation, such that both physical and emotional burnout among employees may be appropriately taken care of.

This finding validates the earlier researches. The article by Demerouti and Bakker (2023) is one of them, and it emphasises that the existence of essential organisational and individual resources can be an effective remedy against mental stress and decrease burnout rates among employees, particularly in the European environment. Similarly, it is also corroborative to the research of Mazzetti et al. (2023), which points to the fact that insufficient job resources can be an effective way of increasing the rates of burnout. Tang et al. (2024) also support it, and, in accordance with the JD-R Theory, assure that every job position is associated with a set of demands, which should be comforted in performance by the employees. It also believes that in case such requirements are too high, they cause mental and physical fatigue. Nevertheless, it is possible to overcome job demands by

having enough resources, e.g. flexibility in working and better work-life balance, which consequently lowers the cases of burnout. On the same note, it confirms the results of Meng et al. (2023) that employees are inclined to protect specific resources which they will believe to be significant in their day-to-day work, when deprived of which they are highly prone to stress and burnout. Therefore, burnout can also be effectively reduced due to the presence of such resources.

Another key highlight of this research has been a high positive correlation between job resources and employee engagement of both the European and the Pakistani employees. The given finding is supported by the results of the study conducted by Hossan et al. (2022), who emphasize that a high degree of psychological safety and meaningfulness is provided due to the availability of sufficient job resources, which is further employed to increase and improve the engagement of employees. It is also corroborated with the findings by Salmela-Aro et al. (2019), who mention that having access to the most important social resources may promote social support and prompt employees to develop increased interest in their work. This observation also validates the results of the research conducted by Okojie et al. (2023), according to which the availability of supportive and protective resources has been reported to significantly contribute to the development of employee resilience and their engagement to their job.

Despite its contributions, the study has certain limitations that should be acknowledged. The research relies primarily on quantitative data, which may limit deeper understanding of employees' subjective experiences and organisational dynamics. Future research may benefit from incorporating qualitative approaches or longitudinal designs to explore how job resources influence burnout and engagement over time across different cultural and institutional contexts.

From a practical perspective, the findings suggest that organisations should focus on strengthening job resources such as autonomy, supportive leadership, training opportunities, and flexible work arrangements in order to promote employee engagement and mitigate burnout risks. Managers and policymakers should consider contextual and cultural differences when designing workplace interventions, particularly in environments where organisational hierarchies and institutional norms influence employee perceptions of available resources.

Conclusion

This study brings out the functional associations among job resources, burnout, and employee engagement between European and Pakistani conditions. The results confirm the hypothesis of the Job Demands–Resources (JD-R) model that indicates that adequate job resources are essential to high engagement and morale, irrespective of geographical or cultural peculiarities. Employers are influenced to offer resources which contribute to flexibility, work-life balance, and autonomy of tasks. There is also cultural moderating effect: job resources can be less significant predictors of emotional exhaustion in collectivist, high-power-distance societies such as Pakistan, so culturally sensitive resource models are required. No single intervention can be used to reduce burnout; interventions should be focused on culture-specific stressors. Findings demonstrate that job resources have different impacts on burnout and engagement in different regions. H1a (resources decrease physical exhaustion) was rejected in both settings and H1b (resources decrease mental exhaustion) was found to be supported in Europe but not in Pakistan. H2 (resources improve engagement) was confirmed in both of the settings, which is consistent with the JD-R model. The small sample size did not mean to use Structural Equation Modeling, since correlation and regression analyses provided enough to test the hypotheses and investigate relationships among variables.

Practical Implications

The results of the present research have a significant implication to HR practitioners, organisational leaders, and policymakers operating in various cultural and institutional settings. Organisational strategies should not be created on a one-size-fits-all basis in allocation of resources but rather create culturally sensitive strategies. Emotional exhaustion can be reduced effectively by the use of resources of autonomy, supervisory feedback, and work-life balance programs in the European workplaces that have low power distance and high institutional support. Conversely, Pakistani work environments, where power distance and collectivist typologies are more common, could find more resources to be useful, including the power of discretion in tasks and strong role definitions, even though the hierarchical pressures might constrain their burnout-buffering value. In both settings, job resources always positively influence the engagement of employees, which is why it is necessary to invest in flexible work options, career

growth, career advancement opportunities, and the supportive supervision. The results are however, also telling that not only resources can help mitigate physical exhaustion, but also the excessive job demands in organisations should, at the same time, be addressed by restructuring job demands, setting realistic deadlines, enhancing ergonomic conditions and sharing the workload systematically. Moreover, the interventions aimed at reducing burnout ought to be context-based: psychological safety and autonomy offered by European organisations can be used to overcome the emotional exhaustion, whereas the Pakistani organisations might enjoy the cultural-corresponding tools to lower the stress, including peer mentoring, community-based wellness programs, and stress-management practices informed by spirituality. Lastly, job resource management, burnout diagnosis, and cross-cultural sensitivity should be included in leadership development and HR training programmes to make sure that managers are able to balance job demands and resources as well as facilitate well-being of employees and sustainable organisational performance.

Significance

This research must be viewed through the prism of the Job Demands-Resources (JD-R) theory, which postulates that job resources are important in preventing burnout and improving employee engagement. These findings partially confirm this theoretical framework, especially in proving the fact that sufficient job resources are a major boost in increasing the degree of engagement in both settings. Nevertheless, the disparities in the results of burnout point to the fact that job resources operate differently under different work conditions.

It is possible to suggest a number of practical recommendations on the basis of these findings. Policy formulated in this case should encourage those policies that foster positive working environments and wellbeing programs among employees. Managers ought to increase work resources like supervisory support, autonomy, and work advancement. Employee wellbeing and resource management should be incorporated in organizational and leadership training programs by academic decision-makers.

Limitations

The research has a range of limitations such as use of self-reported survey data and a rather limited Pakistani sample. Further studies are

recommended to use bigger and more varied samples, use Structural Equation Modeling (SEM) to analyze them more thoroughly, and investigate the JD-R framework in other cultural and organizational settings.

Author Contribution

Syed Muhammad: conceptualization, data curation, formal analysis, methodology, visualization, writing - original draft. **Farooq-E-Azam Cheema:** methodology. project administration, supervision, validation, writing - review & editing. **Saima Hussain:** methodology, supervision, writing - review and editing.

Conflict of Interest

The authors of the manuscript have no financial or non-financial conflict of interest in the subject matter or materials discussed in this manuscript.

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The data associated with this study will be provided by the corresponding author upon request.

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