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The Effect of Resilience on Burnout in Mining Employees at Pt. Berkah Daya Mandiri

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Abstract: *This study aims to determine the effect of resilience to burnout in mining employees at PT Berkah Daya Mandiri. This study uses a quantitative approach by involving 40 employees as respondents through a total sampling technique. Data collection was carried out using a questionnaire consisting of The Connor Davidson Resilience Scale and The Oldenburg Burnout Inventory resilience measurement tool. Data analysis was carried out using simple linear regression to test the research hypothesis. The results of the analysis showed a t-value of 2.769 with a significance value of 0.009 which indicates a positive and significant influence between resilience to burnout in mining employees at PT Berkah Daya Mandiri. The determination coefficient value of 0.168 showed that resilience contributed 16.8 percent to burnout, while the other 83.2 percent was influenced by other variables not studied in this study. In addition, the majority of employees showed a level of resilience and burnout in the medium category of 75 percent each. These findings indicate that even though employees have a fairly good adaptability, high work demands and expectations still have the potential to increase burnout rates.*

INTRODUCTION

The mining sector is one of the fields of work that has a high level of risk and work demands, both physically and psychologically. Mining employees are faced with long working hours, shift systems, strict production targets, and harsh working environment conditions. This situation has the potential to cause work fatigue or burnout which is characterized by emotional fatigue, decreased work engagement, and decreased employee performance. In the midst of these high work demands, resilience is an important psychological factor that allows employees to survive, adapt, and recover from work pressure. Resilience not only plays a role as a protector against the negative impact of work stress, but also as a personal resource in dealing with a continuous workload. However, in the context of high-demand work such as the mining sector, the resilience of employees is not necessarily fully able to reduce burnout rates.

The mining industry is one of the vital sectors in the global economy, especially in countries rich in natural resources. In Law No. 3 of the Year (2020) concerning mineral and coal mining, mining is part or all of the activities involved in the research, management, and exploitation of minerals or coal. Indonesia is one of the countries in ASEAN that has abundant natural resources, and as one of the countries that has a role in the mining sector (DetikEdu, 2023).

The mining sector has a significant contribution to state revenue and infrastructure development that is important for the community. According to the Central Statistics Agency (BPS, 2024), the growth of mining in Indonesia has increased significantly. This finding is in line with a report from the Energy and Mineral Resources of Mining (EMR, 2024) which states that mining The mineral and coal sector (MINERBA) makes a significant contribution to Indonesia's Gross Domestic Product (GDP). The contribution of this sector reached Rp2,198 trillion or 10.5 percent of Indonesia's total GDP of Rp20,892 trillion.

This sector not only supports economic growth, but also plays a role in creating jobs for the community. The mining industry is one of the sectors that has very high work challenges, both physically and mentally (Shafa et al., 2024). Workers in this sector often face extreme working conditions, such as long hours, hazardous work environments, and pressure to meet production targets. The fierce competition in the Indonesian mining industry encourages companies to pay more attention to employees as human resources (HR) which is a crucial factor in determining the effectiveness and continuity of an organization or company (Samson & Suliystiorini, 2020). Employees are the most important resource among other resources because of their irreplaceable role within the company (Gelgelo et al., 2022). Employees are the main asset of a company, because without their participation, the company's activities will not be carried out (Muhammad Ainul Fahmi & Syarifuddin, 2021).

Working in the mining sector is not an easy thing, employees who work in this sector have their own challenges, this is because the work system applied in the mining sector adheres to an average three-shift work system a day. This system forces workers to stay awake and work at night. This is contrary to the biological clock of the human body where this results in fatigue, behavioral changes, and decreased work morale, so workers are often alone and less responsive, which ultimately negatively impacts employee performance productivity (Nufal Akbar & Irawati, 2023). This is in line with research conducted by Sitanggang et., al (2024) which states that there is an effect between work shifts on work fatigue in 53 heavy equipment operators of the Mining Department of PT. X. In addition, heavy and monotonous physical work for workers has the potential to experience work fatigue syndrome or also known as burnout (Larasati et al, 2020).

Burnout is a global work-related problem that has the potential to negatively impact an individual's psychological and physical health, and can affect the effectiveness of an organization or company. In recent decades, several epidemiological studies have found a high prevalence of burnout syndrome in western countries as well as in developing countries. In a study by Zadeh et al, (2024) conducted on 5445 doctors and 5198 working populations in the US in a multivariable analysis, in the study the burnout that occurred showed that doctors had a higher level of resilience than the general working population in the US.

Burnout is a psychological syndrome that appears when employees or people who work experience emotional exhaustion, depersonalization, and reduced socialization and self-esteem (Wijaya & Wibawa, 2020). Burnout in mining sector employees is a condition of physical, mental, and emotional fatigue caused by high work pressure, long working hours, and a risky work environment. Employees in this sector often face challenges such as stringent safety demands and extreme working conditions, which can increase the risk of burnout (Muslim et al, 2022).

Employees working in the mining sector have a severe burnout rate of 90%, with a moderate prevalence of 43.77% and a severe prevalence of 6.49% with a total of 1325 respondents (Deng, He, et al., 2021), in addition to research conducted by Lu et al, (2021), shows that out of 6120 respondents, 2,342 (38.27%) of them experience psychological health disorders, this cannot be separated from the work environment harsh such as high temperature, dark or dusty working conditions. Sun et al, (2020) also conducted a similar study, the results of the study showed that

5.26% (66 out of 101 respondents) were included in the category of severe burnout, with this figure there are many variables that cause burnout in mining employees, apart from heavy workload or monotonous work, emotional conflict can also be one of the causes of burnout. In accordance with research conducted by Deng et al, (2021), it shows that burnout that occurs in workers can also be caused by emotional conflicts, especially in married workers, because most workers are separated from their spouses for a long period of time.

Basically, each employee has differences in dealing with the workload they face, these differences can be caused by several factors, one of which is resilience (Bashkirova et al, 2023). In a study by Grover & Furnham, (2021) resilience was proven to reduce burnout in employees. Resilience is able to see how strong and calm a person is in the face of the difficulties he faces, individuals with good resilience also have the ability to manage emotions in themselves and others (Athota & Roberts, 2015). Social support and resilience are examples of factors that can affect burnout conditions in individuals (Redityani & Susilawati, 2021).

The resilience possessed by each employee varies because it is influenced by a variety of factors, including individual characteristics such as personality and coping strategies, life experiences that shape the way they cope with challenges, and social support from colleagues and family (Azimi et al., 2024). A supportive work environment and organizational culture also play an important role in increasing resilience, while good mental and physical health can strengthen employees' ability to cope with stress (Honkley, 2024).

Resilience can be understood as an individual's capacity to adapt while being able to survive when facing stressful events and major challenges in their lives (Sallata & Huwae, 2023). In the context of the world of work, employees who have a high level of resilience tend to be better able to manage the pressures and obstacles that arise in their daily routines, including difficulties related to the rotating or shift work system (Usroh & Ningrum, 2018). The findings of Mudrikah et al.'s research, (2023) also show that resilience plays an important role as a psychoprotective factor that helps employees bounce back when experiencing various work problems, such as stress, fatigue, and dissatisfaction with their work.

The burnout phenomenon was found in employees of PT Berkah Daya Mandiri, an andesite stone mining company located in Mutiara Laut Village, Tomilito District, North Gorontalo Regency. The company employs 40 employees divided into several operational divisions with a two-shift work system for 10 hours per day and six working days a week. In the last three months, 30 employees have resigned, which is generally due to long working hours and difficult access to work sites.

The results of observations and interviews show that high work demands, daily production targets, and the implementation of night shifts cause physical and mental fatigue in employees. This condition is aggravated by access to the work site that must be traveled by land and sea, so that employee rest time is limited and fatigue is increasing. This situation has an impact on physical health such as muscle pain, headaches, and sleep disorders, as well as causing psychological pressure, especially for migrant employees who lack family support.

On the other hand, some employees show resilience by discussing with each other, sharing strategies, arranging break times, and working together in terms of transportation. However, there are still employees with low levels of resilience who tend to face individual work pressures without social support, making them more vulnerable to burnout and decreased productivity. Overall, the results of observations indicate that employee burnout is influenced by a combination of high workload, shift system, limited location access, and differences in resilience levels between individuals. For this reason, the focus of this research is to determine the Effect of Resilience on Burnout in Mining Employees at Pt. Berkah Daya Mandiri.

THEORETICAL FOUNDATION

Resilience

Resilience is understood as the ability of individuals to face, manage, and bounce back from stress, pressure, and traumatic experiences. Connor and Davidson developed the Connor–Davidson Resilience Scale (CD-RISC) as a resilience measurement tool consisting of 25 items on a 5-point Likert scale (0–4), where higher scores indicate a better level of resilience. This scale is designed to assess coping ability to stress and is used in a variety of groups, such as the general public, primary health care patients, psychiatric patients, and clinical trial participants. CD-RISC is considered important in a clinical context because resilience is a potential target in interventions against anxiety disorders, depression, and stress reactions.(Connor & Davidson, 2003).

In follow-up research, Connor, Davidson, and Lee highlighted the relationship between resilience and spirituality, anger, and physical and mental health in survivors of violent trauma. The results showed that higher levels of resilience and spirituality were associated with better health conditions as well as lower levels of post-traumatic symptoms. In addition, resilience also plays a role in reducing negative emotions such as anger and hatred, as well as increasing the individual's ability to forgive. These findings confirm that resilience is not only psychological, but also closely related to spiritual aspects and emotional regulation in the trauma recovery process.(Connor et al., 2003).

Resilience is generally defined as an individual's capacity to survive, adapt, and recover from life's stresses or difficulties. In a broad literature review, resilience is understood as a multidimensional concept that includes psychological, social, and biological aspects. Herrman and colleagues emphasize that resilience is not just an innate trait, but the result of interactions between individuals and their environment, and can be developed throughout the life span through internal and external protective factors.(Herrman et al., 2011).

Modern understandings of resilience highlight the role of neurobiological, psychological, and environmental factors in shaping an individual's response to stress. Wu and colleagues state that resilience is related to the mechanisms of emotion regulation, brain function, and the adaptive stress system. Knowledge of these factors is important for designing interventions that aim to increase resilience and reduce the negative impacts of trauma and chronic stress.(Wu et al., 2013).

Manyena re-examines the concept of resilience by emphasizing the relationship between resilience and vulnerability. Resilience is not always the opposite of vulnerability, but it can occur simultaneously in a given context. Individuals or communities can remain vulnerable to certain risks, but at the same time have the adaptive capacity to face and recover from the impact of a disaster or crisis. This view broadens the understanding of resilience in social and disaster contexts.(Manyena, 2006). Folke views resilience as the ability of social and ecological systems to absorb disturbances, adapt, and still maintain their basic functions. In this perspective, resilience is not only inherent in individuals, but also in broader communities and systems. This concept emphasizes the importance of learning, adaptation, and change in the face of environmental uncertainty and complexity.(Folke, 2016).

It contains the theoretical basis used in this study. This section is recommended to contain many expert opinions and various references to strengthen this research.

Burnout

Burnout is defined as a condition of psychological exhaustion that arises as a result of exposure to chronic work stress, especially when the demands of the job exceed the resources that the individual has. In the JD-R model, burnout develops through *Health impairment process*, which is a process in which high and prolonged work demands drain the physical and mental energy of workers, thus triggering emotional fatigue as the main core of burnout. This model confirms that

burnout can occur in all types of jobs, regardless of the specific characteristics of the profession.(Demerouti et al., 2001).

Job demands are the main predictors of burnout, especially the fatigue dimension (*Exhaustion*). Work demands such as time pressure, overload, emotional demands, and role conflicts require high and sustained psychological effort. When these demands are not balanced with adequate resources, individuals will experience chronic fatigue that eventually progresses into burnout.(Bakker et al., 2004).

Job resources play an important role in reducing the negative impact of job demands on burnout. Resources such as social support, work autonomy, clear feedback, and self-development opportunities can help individuals cope with the demands of work and prevent burnout. In the JD-R model, low job resources accelerate the process of burnout because individuals lose the tools to recover energy and maintain work balance.(Bakker et al., 2014).

The JD-R model also emphasizes the role of personal resources, such as self-efficacy, optimism, and resilience, in relation to burnout. Personal resources can mediate and moderate the relationship between job demands and burnout. Individuals with high personal resources tend to be better able to manage work stress and maintain psychological well-being despite the heavy demands of work.(Huang et al., 2016). Burnout is understood as the result of a failure to self-regulate in the long term. When the demands of work constantly drain the capacity for self-regulation, individuals experience a decrease in the ability to recover energy and manage stress. This condition causes chronic fatigue and is difficult to recover without interventions that target a reduction in work demands or the recovery of psychological resources.(Bakker & De Vries, 2021).

Recent research shows that the JD-R model remains the main framework for understanding burnout in various work contexts. This model has proven to be consistent in explaining the mechanism of burnout and provides a strong theoretical basis for the development of burnout prevention strategies at the individual and organizational levels.(Galanakis & Tsitouri, 2022).

RESEARCH METHODS

This study uses a quantitative approach with a correlational design, which aims to find out whether or not there is an influence between resilience variables on employee burnout. The correlational technique was chosen because it allows researchers to measure the relationship of variation between two variables as well as determine the strength of the relationship through the correlation coefficient. This research focuses on one independent variable, namely resilience (X), and one bound variable, namely burnout (Y). The research was carried out at PT Berkah Daya Mandiri which is located in Mutiara Laut Village, Tomilito District, North Gorontalo Regency. The research is planned to last for four months, from February to May 2025. The population in this study is all permanent and non-permanent employees of PT Berkah Daya Mandiri which is 40 people. Considering that the population is less than 100 p eople, the sampling technique used is total sampling, so that all members of the population are used as research samples. The data collection technique was carried out using a Likert scale questionnaire, which was distributed directly to all respondents. The research instrument consisted of two scales, namely the resilience scale adapted from The Connor-Davidson Resilience Scale (CD-RISC) and the burnout scale adapted from the Oldenburg Burnout Inventory (OLBI). Both instruments have gone through validity and reliability tests using the help of the SPSS program, with the results of all items being declared valid and having high reliability values, making them suitable for use as research measurement tools. The data that has been collected is analyzed using several stages of statistical analysis, including validity tests, reliability tests, classical assumption tests (normality and linearity tests), and simple linear regression analysis to test the effect of resilience on burnout. In addition, a determination coefficient test was also carried out to determine the contribution of the resilience

variable to burnout, as well as a hypothesis test (t-test) to see the partial influence of the independent variable on the bound variable. The entire data analysis process is carried out with the help of the SPSS for Windows application.

RESULTS AND DISCUSSION

The Effect of Resilience on Burnout in Mining Employees at Pt. Berkah Daya Mandiri

1. Location and Subject of Research and Analysis Results

a. Responsibility as one of the principles of *BUMDesMa governance*, a

PT Berkah Daya Mandiri is one of the companies engaged in the andesite stone mining sector in the area of Mutiara Laut Village, Tomilito District, North Gorontalo Regency (Gorut). The andesite stone mining business license is located on an area of 30 hectares with a total investment of IDR 17 billion for andesite potential since 2018. The andesite stone mine employs 40 local workers. Andesite stone is widely used in megalithic buildings, temples and pyramids. Likewise, tools from prehistoric times used many of these materials such as sarcophagus, stepped punden, stone lumpang stone, stone table, statue and others

Table 1 Age Distribution Data of Research Subjects

Age	N	Percentage
20-25	10	25%
26-30	15	37,5%
31-35	8	20%
36-40	2	5%
41-45	3	7,5%
46-50	2	5%
Total	40	100%

Source: SPSS 2025 processed products

Based on table 1, it can be seen that the number of research respondents was 40 mining employees consisting of 10 employees (25%) with an age range of 20-25 years, 15 employees (38%) with an age range of 26-30 years, 8 employees (20%) with an age range of 31-35 years, 2 employees (5%) with an age range of 36-40, and 3 employees (8%) with an age range of 41-45 years, and 2 employees (5%) with an age range of 46-50 years. Then

Research Subjects Based on Length of Employment as Employees of the Mining Sector

Table 2 Long Distribution Data Working as an Employee

Long Time Employee	*Frequency*	Percentage
1-5 Years	30	75%
6-10 Years	7	17,5%
More than 10 years	3	7,5%

Total	40	100%

Source: SPSS 2025 processed products

Based on table 2, data was obtained that respondents who have worked as mining employees for 1-5 years are 30 people (75%), respondents who have worked as mining employees for 6-10 years there are 7 people (18%), and respondents who have worked as mining employees for more than 10 years there are 3 people (8%).

b. Classic Assumption Test

a. Normality Test

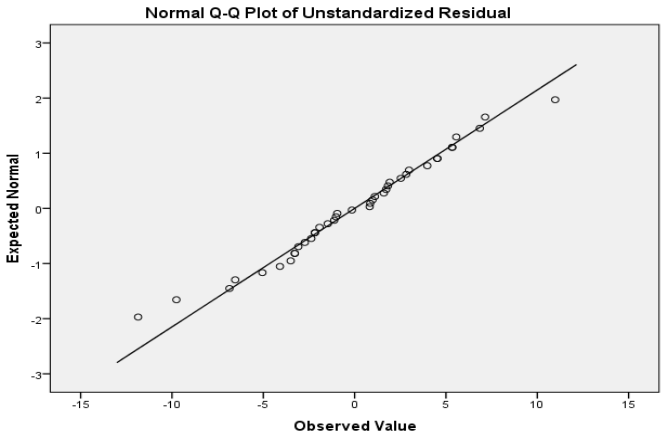
The normality test was carried out using *the Shapiro Wilk statistical technique* using the SPSS program version 20.00 for windows. The data is normally distributed if the value of the sig calculation (p>value) is greater than the significance level (α = 0.05) or p > 0.05. The results of the normality test of the resilience and *burnout* variables are shown in the table below:

Table 3 Normality Test

Variable	P	A	Interpretation
Resilience	0.442	0.05	Normally Distributed
Burnout	0.152	0.05	Normally Distributed

Source: SPSS 2025 processed products

Based on table 3, it can be seen that both variables have a sig value (p>value) greater than the significance level (α= 0.05). This shows that the variables of resilience and *burnout* are distributed normally.



Based on figure 1 above, for the results of the data normality test using the PP Plot image, it can be seen that the scattered data points are around the diagonal line so that the data has been distributed normally.

c. Normality Test

The linearity test is carried out to find out whether two variables have a significant linear relationship or not. A good correlation should have a linear relationship between *independent* variables and *dependent variables*. The two variables can be said to have a linear relationship if the significance value < 0.05. The linearity of the two variables is seen in the following table.

Table 4 Linearity Test

Variable		A	Interpretation
Resilience and *Burnout*	(. ((9	0 . 0 5	Linear

Source: SPSS 2025 processed products

Based on table 4, it can be seen that p = 0.009 and α = 0.05, p < α this shows that the variables of resilience and *burnout* have a linear relationship.

d. Hypothesis Test

1. Simple Linear Regression Analysis

A simple linear regression test to find out how much influence *(coefficient*) between the Resilience (X) communication variable on the *burnout* variable (Y), using the help of the SPSS computer program. The calculation is as follows:

Table 5 Simple Linear Regression Analysis Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.103	6.847		1.768	.085
	Resiliensi	.226	.081	.410	2.769	.009

Source: SPSS 2025 processed products

Based on the results of the simple linear regression analysis test, it was found that the Resilience variable (X) significantly affected *burnout* (Y) directly with the value of sig (0.009 < 0.05) and the t-value of the t-count > t-table (2.769 > 1.685). The calculation results were known to be constant in the resilience variable of 12.103 and the regression coefficient of *the burnout* variable of 0.226. Regression equation formula: Y=a+Bx Y=12.103+0.226x. Based on these results, it means that if the resilience scale score increases by one unit, the *burnout* scale score will also increase by 0.226. It can be seen that the effect of resilience on *burnout* is positive. In conclusion, there is a positive influence between the resilience variable and *burnout.*

e. Partial Test (t-test)

The Statistical test t shows how much an independent variable individually influences in explaining the variation of dependent variables. The t-test in this study was carried out by comparing the significance of t with a α of 0.05. The decision-making is as follows: (1) If the significance value t of Resilience is greater than α = 0.05 then H0 is accepted and Ha is rejected (2) If the significance value t of Resilience is less than α = 0.05 then H0 is rejected and Ha is accepted.

Table 6 Partial Test (T Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.103	6.847		1.768	.085
	Resiliensi	.226	.081	.410	2.769	.009

Source: SPSS 2025 processed products

Based on table 4.14, resilience has a t-value of 2.769 with a significant probability value of 0.009. If the significant t is less than α (0.05), then Ha is accepted. This means that there is a significant influence between resilience to *burnout*.

f. Coefficient of Determination Test (R2)

The Coefficient of Determination test aims to measure the size of the model's ability to explain the variation of dependent variables. If the R2 value is small, it means that the ability of independent variables to explain the variation of dependent variables is very limited.

Table 7 Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410[a]	.168	.146	4.717

Source: SPSS 2025 processed products

Based on table 4.15, the R *Square value* is 0.168, this means that 16.8% variation of the bound variable, namely *burnout*, can be explained by the independent variable, namely resilience. While the rest (100% - 16.8% = 83.2%) was explained by other variables outside the study.

Based on the results that have been obtained and obtained in the field, hypothesis testing using simple linear regression analysis obtained that Resilience (X) significantly affects *burnout* (Y) directly with the t-calculated value of the t-table > (2.769 > 1.685) and the sigification value = 0.009 (p < 0.05) where H0 is rejected and Ha is accepted. This shows that there is an influence between resilience to *mining employee burnout* at PT. The Blessing of Self-Reliance. The influence exerted by the resilience variable on the *burnout* variable is positive. This statement is taken from the results of the final calculation of the research that the higher the employee resilience score, the higher *the burnout* score that is being experienced by employees. Conversely, if the employee's resilience score is low, the lower *the burnout* score that the employee is experiencing. The results of the study showed that the resilience score affected *burnout* by 16.8%, while the remaining 83.2% was influenced by other variables outside the study (such as workload, leadership, work environment, etc.).

Mining employees often have to work long shifts, sometimes more than 7 hours a day with varying workloads each day and must still deliver optimal performance in the midst of challenging conditions. Circumstances like this require employees to be able to adapt to the demands of heavy and diverse work. This allows employees to already be able to adapt to withstand the *burnout* they experience and make employees resilient. From the results of the study, there are findings that resilience does have an influence on the level of *burnout* in employees. The results of this study show that resilience has a positive effect on *burnout*. In other words, the higher the level of resilience of an employee, the higher the burnout rate. This result is different from the theory of Connor & Davidson, (2003) where the theory defines resilience as the ability of individuals to adapt and withstand stress. The difference between the results of the research and the theory by Connor and Davidson (2003) can be understood through a number of problems experienced by both employees and companies. From the employee side, individuals with a high level of resilience tend to have strong resilience so that they can survive in stressful working conditions. This resilience keeps them exposed to chronic stress for a long time, which ultimately increases the risk of *burnout*.

In addition, *the coping* strategies used are not always adaptive, for example suppressing emotions or normalizing stress, so symptoms of emotional fatigue continue to accumulate. Resilient employees also often set high personal standards, so they work harder even when they are exhausted. From the corporate side, high and continuous work demands without being balanced with adequate organizational resources exacerbate this condition. Supervisor support, safety facilities, and stress management programs are often limited, so employee personal resilience is not enough to withstand the negative impact of *job demands*. Moreover, organizational cultures that tend to rely on strong employees actually increase the workload on those who are considered strong, which in turn accelerates the emergence of *burnout*. These problems suggest that resilience in the context of this study does not fully function as a protector as described in the theory, but rather only acts as a temporary buffer that delays, but does not prevent, the negative effects of excessive work pressure.

The results of the study that show a significant positive influence between *burnout* and resilience can be explained through the relationship of indicators used in the measurement instrument. *Burnout* in this study was measured through aspects *of emotional exhaustion* and *disengagement*, while resilience was measured through personal competence, high standards and tenacity, confidence in instincts, tolerance for negativity, focus on the impact of stress, positive acceptance, safe relationships, self-control, and spiritual influence. This linkage explains why when *burnout* increases, resilience also tends to increase. Individuals who experience *emotional exhaustion* do face emotional pressure and fatigue, but these conditions encourage them to rely on their fighting power, personal competence, and tenacity to still be able to complete the demands of work. Thus, the increase in *burnout* is accompanied by an increase in resilience scores because individuals are trying to survive.

In addition, *disengagement* that appears as a form of emotional distance to work can be understood not only as a sign of decreased attachment, but also as a self-defense mechanism. In the context of resilience, it has to do with belief in instinct and the ability to control oneself. Disengaged individuals do not necessarily mean giving up, but rather trying to protect themselves so that they can continue to function. On the other hand, aspects of resilience such as tolerance for negativity and focus on the impact of stress are also relevant to burnout conditions. The higher the level of *burnout* experienced, the greater the individual's need to tolerate the pressure, which is reflected in a higher resilience score.

The Job Demands–Resources *(JD-R)* theoretical framework explains this phenomenon systematically. According to JD-R's theory, *burnout* occurs when job *demands* exceed the resources that individuals have. However, this theory also emphasizes that individuals can develop *personal resources* to deal with these demands. In this study, resilience is a form of *personal resources* that are active when individuals face high pressure. In other words, increasing *burnout* serves as a trigger to activate psychological and social resources, such as personal competence, self-control, and interpersonal support, thereby creating adaptive mechanisms that strengthen resilience.

Furthermore, resilience also includes positive acceptance, the ability to establish safe relationships, as well as spiritual aspects. Individuals who experience *burnout* are often driven to seek social support and spiritual meaning in order to continue to face difficulties. This explains why increased *burnout* is not solely debilitating, but rather encourages individuals to activate psychological and social resources that strengthen resilience. Thus, the results of this study confirm that resilience not only functions as a protector against *burnout*, but also as an adaptive ability that grows and is strengthened through the experience of dealing with pressure and work fatigue, in line with the JD-R theoretical framework that emphasizes the dynamic interaction between job demands

and individual resources. Research conducted by Azimi et al., (2024) which explains where the results of the research obtained show that resilience appears as a factor in mediating the impact of *burnout* on employees, employee behavior is not only influenced by *burnout*, but also highly dependent on the resilience they have. A study in research (Palamarchuk & Vaillancourt, 2021), states that resilience actually strengthens resistance in stressful situations. However, in a work environment that causes prolonged stress, resilience can cause people to be in a psychologically unhealthy state for a longer period of time, which can lead to emotional exhaustion or *burnout*. The results of the same study by Kadi et al., (2024) show that there is an influence between resilience to *burnout* where employees who work experience *burnout* but remain resilient in dealing with the workload.

Based on the results of the categorization data, age and length of work also showed variations in the level *of burnout* among employees. Employees between the ages of 26-30 years have the highest proportion related to *burnout* in the moderate category and in the other age range, employees between the ages of 31-35 years are identified as being in the category with a higher *level of burnout*. This shows that age is a crucial phase in an employee's career, where the pressure of work can increase significantly. In addition, employees with a working period between 1-5 years in the category range experienced a moderate burnout rate with a total of 22 employees, a high level of 4 employees and a low category of 4 out of a total of 40 employees. These results reflect the challenges faced by individuals who are new to the workforce spread evenly for this still early work span. This research is in line with research conducted by (Putri et al., 2020) which stated that the highest *burnout* phenomenon occurs in the age group of 23-39 years with the medium category, which means that those under the age of 30 are more likely to experience *burnout*. Based on the categorization of work periods, it is known that *burnout* work fatigue is highest in employees with a working period of 0 to 5 years, because with the increase in working hours, there will be more activities carried out. This is in accordance with what was stated by Maslach and Leiter (2001) employees who are younger have a higher risk of experiencing *burnout* than employees who are 40 years old and older. The results of the data categorization also found that 30 out of 40 employees or 75% were in the category of moderate resilience level and 6 out of 40 people or 15% were at a high level, and 4 people out of 40 employees or a total of 10% were at a low level. Based on these results, the majority of employees who work at PT. The Blessing of Independent Power that was sampled in this study had a moderate level of resilience. These findings indicate that in general, employees have the ability to adapt and survive in the face of work pressure with a moderate level of resilience, even though they have not yet reached an optimal level. The 26–30year old age group again dominated in the medium resilience category. Likewise, employees who have a working period of 1-5 years, are most in the category of moderate resilience. Resilience can help the workforce to adapt, overcome problems, gain access as resources, and respond positively to the arrival of stress in the workplace (Eriska et al., 2025).

CONCLUSION

Based on the results of the study, it can be concluded that the burnout rate among PT Berkah Daya Mandiri employees is mostly in the medium category with a percentage of 75 percent of respondents. This condition shows that employees experience fairly high work pressure but are still within the tolerance limit so that they have not completely interfered with the continuity of the implementation of duties. Burnout in this medium category is mainly experienced by employees with a relatively young age and a short working period which indicates a process of adaptation to the demands and work environment of the mining sector. The resilience level of PT Berkah Daya Mandiri employees is also dominated by the medium category with a percentage of 75 percent. These findings show that most employees have quite good adaptability in dealing with work

pressure, including managing stress, maintaining self-control, and maintaining psychological resilience. However, the level of resilience that is not yet in the high category shows that this ability is not fully optimal in reducing the impact of heavy and sustainable work pressure. The results of statistical testing showed that there was a significant influence between resilience to burnout in PT Berkah Daya Mandiri employees. The influence was positive with a contribution of 16.8 percent. This means that the higher the level of resilience that employees have, the higher the level of burnout felt. These findings suggest that even if employees have good survival skills, high work pressures and high performance demands still have the potential to increase work burnout. Theoretically, the findings of this study can be explained through the framework of Job Demands Resources which views burnout as a response to high work demands. Emotional exhaustion and self-release from work encourage individuals to activate personal resources such as self-competence, emotional control, and adaptive strategies. Thus, resilience not only serves as a protector against burnout but also develops through the experience of repeatedly facing work pressure and difficulties.

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