

## The Influence of Job Demands and Job Resources on Work Engagement Through Job Satisfaction

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### Abstract

The purpose of this study was to investigate the direct effect of job demands and job resources on job satisfaction, to determine the direct effect of job demands and job resources, job satisfaction on work engagement. As well as the indirect effect of job demands and job resources on work engagement through job satisfaction in the production department of PT. Sukses Teknik Inovasi. Data collection was carried out using a questionnaire distributed online using Google from through social media such as Whatsapp. The population in this study were all production employees of the manufacturing company PT. Sukses Teknik Inovasi totaling 400 people. The questionnaires collected were 155 respondents and the data was processed using the SmartPLS analysis tool. From the results of the study, it was found that job demands did not affect job satisfaction. Job resources had a positive effect on job satisfaction. Job demands did not affect work engagement. Job satisfaction had a positive effect on work engagement. Job demands did not affect work engagement through job satisfaction. Furthermore, job resources affected work engagement through job satisfaction. Therefore, it is important for PT. Sukses Teknik Inovasi to reduce high job demands by providing support through job resources, so that employees will feel satisfied in their work and have a positive experience in work engagement.

**Keywords:** *job demands, job resources, job satisfaction, job engagement.*

### INTRODUCTION

Companies today are facing intense and highly competitive market conditions. To remain competitive, companies must not only recruit the best employees but also encourage them to deliver their best performance. Therefore, modern organizations expect their employees to be proactive, take initiative, and assume responsibility as part of their professional development and commitment to high-performance standards (Bakker et al., 2023). On the other hand, employees are unique individuals with needs for growth, desires for better opportunities, the need to feel appreciated, and so on. Ignoring employees' aspirations and expectations in their current jobs may result in them leaving the company. The loss of top-performing employees can impact the company's business processes. Numerous costs must be borne, such as severance pay, underutilized facilities, personnel costs (such as recruitment, interviews, entrance testing, data entry, payroll changes), training expenses, and overtime. A more tangible loss is the decline in productivity until new employees reach the same level of productivity as those who have left (Wirawan et al., 2020). Before leaving their workplace, employees typically go through several cognitive processes that eventually lead to actual turnover behavior (Park

& Johnson, 2019). This is referred to as intention. Turnover intention is indicated by thoughts of leaving, searching for a new job, and being willing to accept a better job opportunity if available (Tan & Yeap, 2022). Prawira et al. (2022) described the condition of workers in Indonesia, stating that only 36% of employees are highly engaged. Furthermore, 17% feel disengaged, which poses a potential risk to productivity and performance. In addition, 23% feel unsupported at work and are categorized as barely engaged employees. The rest are considered withdrawn.

The increasing turnover rate is a growing concern for many companies, including PT. Sukses Teknik Inovasi. PT. Sukses Teknik Inovasi is a manufacturing company specializing in the chair industry and was established in 2008. The issue faced by PT. Sukses Teknik Inovasi shows that turnover rates in 2019 and 2020 reached 12%. In the following years, 2021 and 2022, this figure rose to 13%, and it is predicted to increase further in the coming years. For PT. Sukses Teknik Inovasi, this turnover rate has quite a negative impact, as the employees who decide to leave the company are those who have been with the company for a long time. The uniqueness of PT. Sukses Teknik Inovasi, which has been operating for several decades, lies in its systems, equipment, and machinery, which are a combination of manual and automated processes. Therefore, specialized skills are still required to perform their respective jobs. So when a long-term employee decides to leave PT. Sukses Teknik Inovasi, the company experiences a disruption in productivity rhythm. Research conducted by Gill et al. (2023) revealed that turnover intention is closely related to work engagement. High turnover intention significantly reflects low levels of work engagement.

In creating work engagement, there are two main contributing factors: job demands and job resources (Schaufeli, 2021). Job demands refer to the physical, psychological, social, and organizational aspects of a job that require continuous physical, cognitive, and emotional effort, which can influence work engagement (Bakker et al., 2023). In addition to job demands, the second factor in shaping work engagement is job resources. These are the physical, social, psychological, or organizational aspects of the job related to psychological costs incurred by employees. Furthermore, job resources impact goal achievement and also serve as stimuli for development and learning (Gill et al., 2023). Job resources, which consist of dimensions such as social security (Bao et al., 2022), will significantly contribute to work engagement (Rahmadani et al., 2020). Apart from job resources, job satisfaction is another construct that is positively associated with work engagement. Job satisfaction constructively enhances engagement (Kessler et al., 2020). The higher the level of job satisfaction, the higher the employee's engagement with their work (Park & Johnson, 2019). Kurniawan & Prasilowati (2019) stated that the more aspects of a job that align with an individual's desires, the higher the level of satisfaction felt, and vice versa, the fewer the job aspects that meet individual expectations, the lower the satisfaction experienced.

Previous research by Nugraha et al. (2018) indicated that job demands and job satisfaction negatively affect work engagement. However, this contrasts with the findings of Han et al. (2021), who found that job resources positively influence job satisfaction. Bakker et al. (2023) also reported that job demands negatively influence work engagement. Additionally, Gill et al. (2023) found that job resources positively influence work engagement. Prawira et al. (2022) discovered that job demands and job satisfaction negatively affect work engagement through job satisfaction. Conversely, research by Syailendra (2017) found that job resources positively influence work engagement through

job satisfaction. This is supported by research from Espert et al. (2020), which also states that job resources positively influence work engagement through job satisfaction.

Given these differing results from previous studies, it is interesting to conduct further research. However, to distinguish this study from prior ones, this research incorporates the Job Demands-Resources (JD-R) model as the grand theory or main concept and modifies the variables from previous studies. Where previous studies used job involvement as the independent variable, valuation of job resources as the dependent variable, and satisfaction with job resources as the mediating variable, this study uses job demands and job resources as independent variables, job satisfaction as the intervening variable, and work engagement as the dependent variable. Accordingly, the aim of this study is to determine the direct effects of job demands and job resources on work engagement, the direct effects of job demands, job resources, and work engagement on job satisfaction, and the indirect effects of job demands and job resources on work engagement through job satisfaction. The findings of this study are expected to help PT. Sukses Teknik Inovasi understand how to improve work engagement through job demands, job resources, and job satisfaction.

## RESEARCH METHODS

This study explains the influence of job demands and job resources on work engagement and job satisfaction. The research method employed is deductive-quantitative. According to Rustanto & Syah (2022), quantitative research is a method based on post-positivist philosophy, used to investigate natural, specific, clear, and detailed objects. Data collection techniques include questionnaires, observation, or structured interviews. The data analysis is deductive-quantitative in nature, and the results of quantitative research emphasize understanding meaning and constructing phenomena in a broad and detailed manner using literature related to the research problem. Data were collected using a survey method conducted online via Google Forms distributed through WhatsApp. The survey method was chosen because this study required primary data regarding respondents' perceptions of the variables under investigation.

The population of the study includes all production employees of the manufacturing company PT. Sukses Teknik Inovasi, totaling 400 people. The minimum sample size determined in this study is five times the number of questionnaire items analyzed, following the formula by Hair et al. (2019). There are 31 items in this research questionnaire, so the minimum required sample is  $(31 \times 5) = 155$  respondents. The researcher used a non-probability sampling method with purposive sampling technique to select the respondents. Purposive Sampling is a sampling technique where the sample is selected based on specific predetermined criteria (Yadav et al., 2019). The criteria for respondents in this study are employees working in the production department who have at least one year of experience at PT. Sukses Teknik Inovasi.

This study uses path analysis method with Smart PLS software, in which data analysis is carried out in two stages. The first stage is the outer model analysis, which is conducted to ensure that the measurement model is valid and reliable. This consists of: (1) Convergent Validity Test, with indicator loading factors required to be  $> 0.7$  and Average Variance Extracted (AVE) of reflective constructs  $> 0.5$ . Next, (2) Discriminant Validity Test, which is considered good if the square root of AVE for a construct is higher than the correlations of that construct with other latent variables, while in the cross-

loading test, each indicator must show a higher value for its corresponding construct compared to other constructs (Sekaran & Bougie, 2016). Reliability tests use Cronbach's alpha and composite reliability. An indicator is deemed reliable if Cronbach's alpha  $\geq 0.7$  and composite reliability  $\geq 0.7$ .

The second stage is the inner model analysis. According to Hair Jr et al. (2017), an R-Square value is considered strong if it is greater than 0.50 – 0.75, moderate if greater than 0.25 – 0.50, and weak if greater than 0.00 – 0.25. Furthermore, a Q-Square value greater than 0 indicates that the model has predictive relevance. If the Q-Square value is less than 0 (zero), the model lacks or has no predictive relevance. Hypothesis testing is conducted by examining the path coefficient calculations, by comparing the T-statistic value with the T-table value of 1.96 ( $\alpha$  5%). If the T-statistic value of each hypothesis is greater than the T-table, the initial assumption is accepted, and vice versa. Lastly, the P-value is considered, which must be  $< 0.05$  in order to reject H0 and confirm that the independent variables have a significant influence on the dependent variable.

## RESULTS AND DISCUSSION

**Table 1.** Results of Direct Effect Hypothesis Test

Hypothesis	Hypothesis Statement	P-Value	T-Statistic	Description	Conclusion
H1	Job demands have a direct negative effect on job satisfaction	0,370	0,897	Data does not support the hypothesis	H1 rejected
H2	Job resources have a direct positive effect on job satisfaction	0,000	22,464	Data supports the hypothesis	H2 accepted
H3	Job demands have a direct positive effect on work engagement	0,803	0,250	Data does not support the hypothesis	H3 rejected
H4	Job resources have a direct positive effect on work engagement	0,000	6.740	Data supports the hypothesis	H4 accepted

H5	Job satisfaction has a direct positive effect on work engagement	0,000	4,457	Data supports the hypothesis	H5 accepted
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Source: Data processed by the author, 2024.

Based on the analysis of the table above, it can be concluded that out of the five hypotheses, three were accepted and two were rejected. The three accepted hypotheses are H2, H4, and H5, while the rejected hypotheses are H1 and H3.

**Table 2.** Results of Indirect Effect Hypothesis Testing

Hypothesis	Hypothesis Statement	P-Value	T-Statistic	Description	Conclusion
H6	Job demands have a direct negative effect on work engagement through job satisfaction	0,404	0,834	Data does not support the hypothesis	H6 rejected
H7	Job resources have a direct positive effect on work engagement through job satisfaction	0,000	4,413	Data supports the hypothesis	H7 accepted

Source: Data processed by the author, 2024.

Based on the analysis of the table above, it can be concluded that out of the two hypotheses, one is accepted and one is rejected. The accepted hypothesis is H7, while the rejected hypothesis is H6.

In this study, job demands did not have an effect on job satisfaction. This indicates that job demands are not a determining factor in employee job satisfaction, and there are other contributing factors. Employees feel satisfied with their jobs because they receive salaries that align with their work performance. Additionally, satisfaction is derived from

good teamwork among colleagues, recognition from the company, competent supervisors, and efficient work processes. On the other hand, factors that lead to dissatisfaction include lack of autonomy in carrying out tasks, time pressure, unrealistic production targets, and poor communication. This finding contradicts the studies of Prawira et al. (2022) and Nugraha et al. (2018), which stated that job demands do affect job satisfaction. Task demands, emotional pressure, and excessive mental workload can lead to dissatisfaction, meaning job demands have a negative impact on job satisfaction—higher job demands increase dissatisfaction.

Furthermore, job resources have a significant effect on job satisfaction. The better the resources provided to employees during work, the higher their job satisfaction. The production department is a crucial part of the company, and expediting the production process helps meet sales targets. Employees feel happy when colleagues help complete the tasks at hand. This not only makes the work more effective but also increases the company's overall efficiency in achieving sales goals. In addition to coworker support, support from the company is essential to employee satisfaction. One form of this support is the opportunity to develop performance-related skills. Providing training to enhance skills or improve work efficiency helps employees complete their tasks faster. This training is particularly beneficial for female employees aged 27–34 in improving their work performance. This finding is consistent with Hastuti (2018), who found that female workers are more likely to help colleagues in need and believe that support from the company through skill development training reduces their workload and leads to greater job satisfaction. This result is also in line with the findings of Scanlan & Still (2019) and Syailendra (2017), who stated that job resources have a significant effect on job satisfaction.

This study also shows that job demands do not affect work engagement. This suggests that job demands are not a determining factor for employees' work engagement. Instead, employees feel highly engaged because they take pride in their work and find it intellectually challenging. Additionally, they feel engaged due to flexible work schedules and supervisors who act as mentors and role models. This finding contradicts the studies of Radic et al. (2020) and Truong et al. (2021), who found that job demands affect work engagement, where increased job demands tend to decrease work engagement, though not in all circumstances. To improve work engagement, companies should reduce workloads that exceed employee capacity. This shows that excessive job demands lead to lower work engagement.

In contrast, job resources positively influence work engagement. The better the resources provided to employees, the greater their engagement at work. Employees who have worked for over a year generally have strong bonds with one another. These bonds promote a good working relationship, such as receiving clear information from supervisors regarding assigned tasks. Good supervisors provide detailed instructions, which accelerate work processes. Fast production flow benefits the company in meeting sales targets. Support from colleagues in resolving work issues also contributes to stronger engagement. Supportive coworkers help resolve problems quickly, speeding up workflow. This finding aligns with the research of Jan et al. (2021) and Gill et al. (2023), who concluded that job resources significantly affect work engagement.

In this study, job satisfaction has a positive effect on work engagement. The higher the employee's job satisfaction, the higher the level of engagement they experience. This finding supports Dewantara & Wulanyani (2019), who stated that the engagement

between a worker and their job stems from satisfaction with their work. Employees feel satisfied because the company appreciates their performance by providing regular annual salary increases every January. These raises significantly help female employees support their families financially. Employees also feel satisfied because they have competent supervisors who offer solutions to work-related problems. Lu et al. (2016) found a strong correlation between job satisfaction and work engagement, employees with higher engagement also tend to have higher job satisfaction. Engaged employees are more motivated, perform better, grow within their roles, and are more loyal to the company (Dewinda et al., 2020). This result is consistent with the studies of Park & Johnson (2019) and Huaman et al. (2023), which found that job satisfaction significantly affects work engagement. Employees who are satisfied with support from their leaders and colleagues are more likely to be involved in solving organizational problems.

Job demands do not affect work engagement through job satisfaction. This indicates that job satisfaction does not mediate the relationship between job demands and work engagement. Most female employees aged 27–34 feel that work demands from the company are not what determine their satisfaction or dissatisfaction. Rather, factors such as personal issues, financial pressures, and customer demands play a more significant role. These factors prevent them from being emotionally or intellectually committed to the organization. This finding is consistent with Alisa (2022), who noted that economic needs in low-income female workers make them feel compelled to work. However, they often face conflicts between their roles as employees and as mothers. This result contradicts the studies of Zhang et al. (2018) and Dubbelt et al. (2019), which stated that job demands indirectly influence work engagement through job satisfaction. A decline in job satisfaction caused by stress from high demands leads to lower engagement. In simple terms, high job demands reduce satisfaction, which in turn lowers engagement.

In this study, job resources affect work engagement through job satisfaction. This suggests that the stronger the resources provided, the greater the job satisfaction felt by employees and the higher their work engagement. Support from coworkers in completing tasks helps reduce individual workloads. This support creates satisfaction and builds motivation and enthusiasm, increasing engagement. Individuals become more energetic, dedicated, and focused on their work. Besides coworker support, company-provided skill development training also plays a role in generating satisfaction and engagement. This finding aligns with Huang & Su (2016), who found that companies influence employee satisfaction by offering training that helps them grow and achieve personal goals such as intellectual rewards, recognition, responsibility, and achievements, effectively motivating employees to complete tasks. Meeting salary standards, maintaining a positive work atmosphere, coworker support, and receiving feedback and evaluation all contribute to employee satisfaction. Satisfied employees are more active, energized, and enthusiastic about participating in organizational activities. They feel proud and inspired to be involved and contribute comfortably to organizational activities (Syailendra, 2017). This finding supports the research of Espert et al. (2020) and Nimon et al. (2023), which found that job resources have an indirect effect on work engagement through job satisfaction, meaning the more resources a company provides, the higher the work engagement among employees, ultimately resulting in greater performance and satisfaction.

## CONCLUSION

Based on the research findings, it can be concluded that job demands do not affect job satisfaction. This implies that job demands are not a determining factor of employee job satisfaction, but other factors such as appropriate salary, effective teamwork, and recognition play a more significant role. The results also indicate that job resources have a positive influence on job satisfaction. This shows that employees feel happy when their colleagues assist in completing tasks.

Furthermore, it can be concluded that job demands do not affect work engagement. This suggests that job demands are not a key factor influencing employees' work engagement. However, several other factors contribute to employees feeling highly engaged in their work, such as pride in their job, career advancement opportunities, and workplace culture. The findings also confirm that job resources have a positive effect on work engagement. This is illustrated by the fact that good supervisors provide clear instructions related to tasks, which helps streamline the work process. The research also found that job satisfaction positively influences work engagement. Employees feel satisfied with their jobs because the company appreciates their performance by offering regular annual salary increases.

Additionally, it can be concluded that job demands do not affect work engagement through job satisfaction. This means that job satisfaction does not mediate the relationship between job demands and work engagement. Employees perceive that company demands are not the main reason for their satisfaction or dissatisfaction, but rather personal issues, economic pressures, and customer demands. Lastly, job resources affect work engagement through job satisfaction. The support felt from coworkers leads to increased satisfaction, builds enthusiasm and motivation, and thus enhances work engagement.

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