

# The Impact Of Job Demands And Job Resources On Employee Work Engagement In The Industrial Area Of Bonded Zone North Jakarta

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## ABSTRACT

This study aims to examine and analyze the effect of job demands and job resources on employee work engagement, both directly and indirectly. The subjects of this study were garment industry employees of the production division in the industrial area of Bonded Zone, North Jakarta, Indonesia where at this time there is often an imbalance between job demands and job resources which results in low work engagement from employees, thus disrupting the survival of the company. The respondent data used are 350 people. The sampling technique used is probability sampling. The analysis tool of this research is to use Structural Equation Modeling using the AMOS software tool. Based on the results of the analysis that has been done, this study has a negative relationship between job demands and employee work engagement, a positive relationship between job resources and employee work engagement, a negative relationship between job demands and job resources, and a significant relationship between job demands and employee work engagement through job resources. The findings of this study have implications for the importance of managing job demands balanced with further job resources for developing strategies and developing human resources in corporate environments in the garment industry to achieve high employee work engagement.

## Keywords:

Job demands, Job resources, Employee work engagement

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## Introduction

Employee engagement in an organization is an important phenomenon in an organization. Employees who have high engagement will feel satisfied with their work, so they have a smaller tendency to leave and quit their jobs [1]. Employee work engagement plays an important role in creating good working conditions and reducing negative behaviors that can hinder work in an organization so that organization's productivity can be achieved where increasing the work productivity of the company is the main requirement for the company to ensure the survival or operations of the company. Human resource has an important role in an organizational environment because it has an impact on organizational performance [2]. The current era of information and globalization forces organizations to be able to compete in the world market while an organization's success is greatly supported by the state and quality of its human resources ([3]. Employees are an important key in facing competition and maintaining an organization's survival. The unique talents of employees, superior performance, productivity, flexibility, innovation, and abilities are essential elements for increasing an organization's competitive position. Employees are key in managing relationships and interrelationships activity across functions and organizational external relationships[4]

This will encourage the need for companies by starting with recruitment activities and the ability to maintain the right human resources so that they will be able to build conditions and situations that will encourage employees to

stay afloat and create work engagement with the job and the company. High employee engagement will tend to encourage employees to have better performance, have positive feelings, and make their work not a burden but a responsibility. In companies with engaged employees, they will be able to create high employee retention, decrease employee turnover, increase productivity and profitability, and create growth so that they will be able to create customer[5] Companies need support from workers who are energized, dedicated, and fully concentrated on their work so that they have an attachment to their work [6]. In short, Schaufeli & Salanova [7] emphasized that to achieve company goals, companies need bonded workers. Drucker states that the biggest challenge today in managing human resources in companies is to make knowledge workers more productive. This makes workers required to change attitudes, not only at the individual level but comprehensively on the part of the company or organization, so that in the end what happens in the organization will influence individual workers to be willing to contribute their maximum potential.

As an organization, it requires a variety of work resources to carry out its organizational activities including human resources, material and financial resources, and work support resources. Human resources (HR) function as vital corporate capital assets and corporate partners in carrying out company activities. As the main actors and also an input of productivity in the organization, employees are the main resource for change, production, innovation, and learning, as

well as organizational success and productivity. Organizations need employees to continue to share their knowledge, beliefs, and experiences freely to advance the organization [8]. In the garment industry, employees are the driving force of the main activities of the company, so they will get benefits that will maintain the survival of the organization.

properly so that company goals and employee goals can run well. In achieving goals, organizations not only need potential employees but also an effective and efficient system[10].

Job Demands and Job Resources in the garment industry are the things that management rarely pays attention to, so many do not realize the importance of this activity where many organizations still only carry out job demands without compensating for the work resource facilities provided to employees. Therefore, many imbalances occur in every major activity in their business, which further results in losses caused by this, such as high employee absences, unsuitable quality and quantity of results, and even the inclination of many employees who want to quit.[11]Job demands showcase emotional conflicts, time constraints, irregular working hours, physical burdens, and poor work practices. Job demands are not always detrimental, but when the work demanded by the job exceeds the employees' capability, the employee's energy is drained and results in burnout and other health problems such as fatigue, irritability, and increasing nervous system activity [12].

Job Demands and Job Resources that exist in garment industry companies still need to be studied more in making employee improvements, abilities, and skills to understand as well as in mastering and carrying out their duties and responsibilities. Therefore, if the work demands given to employees are high, they will be able to run well. However, this has not been able to support the existing activity patterns in the company. If the work Job demands are high, then job resources that support better work to carry out the assigned responsibilities are needed, which certainly affects the level of satisfaction and attachment felt by employees. High job resources combined with either high or low levels of job demands can result in high motivation and engagement.[13]Job Resources have a broad meaning and cover various forms of programs, techniques, theories, and management styles in which organizations and jobs are designed so that employees can gain better autonomy, responsibility, and authority.

Simon L. Albrecht et al.[14]intheir research entitled "Employee Engagement, Human Resource Management Practices, and Competitive Advantage" suggest testing the conceptual model developed in the study.Furthermore, Arnold B. Bakker, Evangelia Demerouti (Bakker et al., 2011) with the title of "The Job Demands-Resources Model: state of the art" provide an overview of the Job Demand-Resources (JD-R) model. The findings provide an overview of studies that have been conducted with the JD-R model. It discusses the evidence for each of the major propositions of

Employees who have a sense of responsibility, who are committed to the organization, who dare to express their opinions, and who are wise in acting are the basic components in the success of an organization [9]. Employees at work have goals, namely personal goals that must be met, and the company also has goals to be achieved. The needs of each employee must be managed the model used as a tool for human resource management. A two-stage approach can highlight the strengths and weaknesses of individuals, workgroups, departments, and organizations in general. It also describes how the JD-R model can be applied to various jobs and is used to improve employee welfare and performance. Therefore, it is a comprehensive model that can be applied to a variety of job settings, regardless of specific demands and resources, job tension regardless. Of job type when the demands of a (specific) job are high and when (certain) job resources are limited. Conversely, job engagement is most likely to occur when job resources are high (also in the face of high job demands). Therefore, this research is used to examine and to determine the effect of job demands and job resources on employee engagement, especially among employees of the garment industry.Employee engagement in an organization is an important phenomenon in an organization. Employees who have high attachment will feel satisfied with their work so they have a smaller tendency to leave and quit their jobs[15] Employee work engagement plays an important role in creating good working conditions and reducing negative behaviors that can hinder work in an organization so that organizational productivity can be achieved. Where increasing the work productivity of the company is the main requirement for the company to ensure the survival or operations of the company.

## Literature Review

### Job Demands

The characteristics of the work environment can be classified into two general categories according to Job Demands-Resources (JD-R) model[16], namely job demands and job resources, which combine specific demands and different resources depending on the context being studied ,[17] stated that job demands are conditions of employees based on workload. Job demands refer to the physical, psychological, social, or organizational aspects of work and require physical and psychological abilities that are sustained and associated with certain costs[16].The JD-R model assumes that when job demands are high,more effort should be made to achieve job goals and to prevent a decline in work engagement. Job demands are not seen as something that is always detrimental, but when the jobdemands of the job exceed the abilities of the employees, the employees will run out of energy and lead to burnout and other health problems[18] Job demands trigger psychological burnout. Job demands are aspects that are related to job stress and sources of workload [19]. Meanwhile, according to [20] job demands are task demands that require innovation to complete complex jobs with clients.

**Job Resources**

Job resources serve to assist employees in dealing with job demands and their consequences, as well as stimulating learning, personal development, and growth [21]. Job resources are obtained through interpersonal and social relationships, work arrangements, and work itself [22]. Job resources include wages, support from superiors, feedback, role clarity, job autonomy, or empowerment.

deviations that describe employees to complete of the job demands and to achieve success in their job objectives.

**Work employee Engagement**

According to Crawford, Lepine & Rich [25], in engagement, organizational members make full use of themselves actively and complete work role performances by directing personal energy into physical, cognitive, and emotional work. The individuals involved are described as psychologically present, fully present, attentive, feeling, connected, integrated, and focused on the role that they are performing. They are open to themselves and others, connected to work, and focus on their performance roles [25]. Albrecht [14] defines employee engagement as the level of how much an employee enjoys and believes in what is done and feels valued for what they do.

Furthermore, it was supported by Marciano defining employee engagement as an emotional and intellectual bond between employees and work, organization, superiors, and colleagues, which influence them to put more effort into their work. "Employee engagement is a heightened emotional and intellectual connection that an employee has for his or her job, organization, manager, or coworkers that, in turn, influences him or her to apply additional discretionary effort to his or her work." [26].

W. B. Schaufeli [6] defines employee engagement as a positive state of mind related to work characterized by vigor, dedication, and absorption. Vigor refers to energy and mental resilience during work. Employees are genuinely strong-willed and make every effort to do their jobs and stay put in the face of adversity. Dedication

Job resources according to Demerouti et al., [23]) refer to social or organizational aspects, physical, and psychological that do the following: being functional in achieving work goals, reducing job demands on physiological and psychological costs, and stimulating growth and self-development. According to Chung and Angeline [24], job resources can be defined as energy

refers to being enthusiastic, proud, full of inspiration, feeling meaningful, and feeling challenged. Absorption implies a state of full concentration and being completely immersed in work, so a person will feel that time passes quickly and it is difficult to leave his work.

In the research by Sukmawati et al. on the effect of job demands and personal resources on work engagement, job demands (physical, psychological, social, and organizational conditions) in conditions of fatigue have an impact on reducing the level of work engagement [27]. Work in the process of completion by employees requires more abilities. For example, in negotiating with third parties, the abilities of each individual may differ. With these challenges, the company can place employees according to their abilities.

**Research Model Framework**

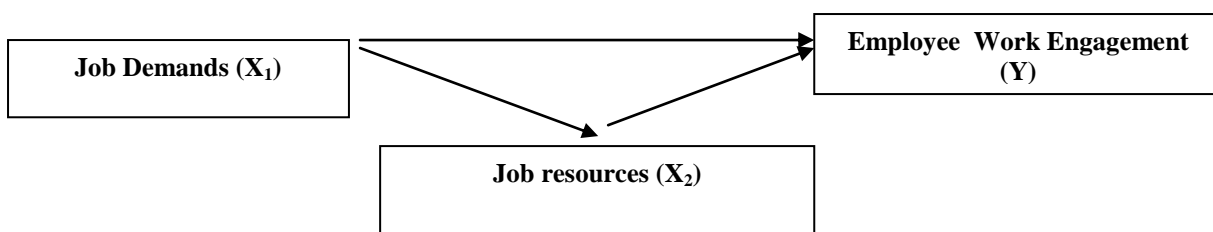
The framework in this study is to determine the effect of the relationship between exogenous and endogenous variables, through direct and indirect effects.

Direct influence:

1. The direct effect of job demands on employee work engagement
2. The direct effect of job demands on job resources
3. The direct effect of job resources on employee work engagement

Indirect Influence

1. The indirect influence between job demands on employee work engagement through job resources



**Figure 1. Research Model**

**Methodology**

This research uses a quantitative approach and the dimensions of cross-section time. The level of explanation in this study is causal associative with the method of collecting data through surveys. The objects of this research are Job Demands, Job Resources, and employee work engagement. The population of this study was employees of

the garment industry in the area of Bonded Zone, North Jakarta, Indonesia. The sample determination in this study uses probability sampling techniques. Every element or member of the population has the same chance of being a member of the sample. Meanwhile, the population of this study was employees of the garment industry, with a total

of 3500 employees. Hair, Anderson, Tatham, & Black (1998) recommend that by using Structural Equation Modeling (SEM), the minimum sample size is 100, and by using Krejcie table [28] by calculating the Krejcie sample size based on an error of 5%. Therefore, the sample obtained has 95% confidence in the population with a total of 3500, so the sample size is 350 employees.

The analytical method used in this research is structural equation modeling (SEM). Furthermore, hypothesis testing is carried out using the AMOS version 16 program to analyze the causality relationship in the proposed structural model between the independent and dependent variables and to check the validity and reliability of the research instrument as a whole.

## Results

### Variable Path Coefficients

Table 1.1. Path Coefficient and C.R. (t-value)

				Standardized Estimate (Path Coefficient)	Unstandardized Estimate	S.E.	C.R. (t-count)	P
Work Engagement (Y)	Employee	<	Job Demands (X1)	-0,334	-0,312	0,048	-6,519	** *
Work Engagement (Y)	Employee	<	Job Resources (X2)	0,323	0,309	0,051	6,020	** *
Job Resources (X2)		<	Job Demands (X1)	-0,324	-0,317	0,061	-5,192	***

Source: Results of Research Data Processing, 2020

Based on table 1.1, it can be seen that the highest Direct relationship path coefficient among variables is indicated by the direct relationship path coefficient between Job Demands (X<sub>1</sub>) and Employee Work Engagement (Y) variable with a value of -0.334 and C.R. value. (t-value) of -6.519. The direct relationship path coefficient between job demands and job resources variables with the direct relationship path coefficient of -0.324 with C.R. (t-value) is -5.192, and the lowest direct relationship is shown by the variable path coefficient of the job resource variable and work-life balance with a coefficient value of 0.323 with a C.R. (t-value) of 6,020,

#### Direct Effect

##### The effect of job demands on employee work engagement

The C.R. value for the effect of the job demand variable on employee work engagement in Table 1.1 is -6.519 with a value of p = 0.000 < 0.050. Therefore, the hypothesis which states that job demands have a negative effect on employee work engagement is accepted. These results are in line with research by Tinne Vander Elst, Carolien Cavents, Kristien Johannik, Elfi Baillien, Anja Van den Broeck, (Elst et al., 2016). This study shows that workload and emotional demands (job Demands) are positively related to fatigue and are negatively related to work engagement. All job resources are associated with higher levels of job engagement and lower levels of fatigue.

This shows that the job demand indicators which consist of completing work, high work skills, relationships with superiors, relationships with colleagues, being responsible for work, stamina, and strength in the quality of work results can reduce employee work engagement for the garment industry employees in Kawasan Berikat Nusantara Cakung, North Jakarta. Therefore, the higher the job demands that occur in employees, the lower or the smaller the employee's work demands will be.

##### The Effect of Job Resources on Employee Work Engagement

The C.R. value for the effect of the job resource variable on job satisfaction in Table 4.21 is 6.023 with a value of p = 0.000 < 0.050. Therefore, the hypothesis which states that job resources have a positive effect on employee work engagement is accepted. According to research by Charlotte Jonasson et al., (2017) based on the JDR model, the results show that job resources have a positive effect on employee management.

This shows that the job resources indicator which consists of the availability of work information, participation in work decision making, support from colleagues, feedback and work facilities, support, and guidance from superiors for garment industry employees in Kawasan Berikat Nusantara Cakung, North Jakarta has a positive value. Thus, the higher the job resources of the garment industry employees, the higher the employee work engagement.

**The Effect of job demands on job resources**

The C.R value for the effect of the job demand variable on job resources in Table 1.1 is -.324 with a value of  $p = 0.000 < 0.050$ . Thus, the hypothesis which states that job demands have a negative effect on job resources can be accepted. These results are in line with the research of StelaRumenovaSalminen, Anne Mäkikangas and TaruFeldt (Salminen et al., 2014). This study provides

significant results for the use of work resources in organizational practice to create work engagement and reduce the impact of job demands. job demands for garment industry employees will result in lower or fewer job resources for these employees. On the other hand, the lower the employee's job demands, the higher the employee's job resource.

**Indirect Effect**

**Job Demands on Employee Work Engagement through Job Resources**

**CALCULATION FOR THE SOBEL TEST**

*An interactive calculation tool for mediation tests*

- Curriculum vitae
- Selected publications
- Supplemental material for publications
- Online utilities
- Mediation & moderation

Input:		Test statistic:	Std. Error:	p-value:
a	-0.317	Sobel test: -3.94453685	0.02483257	0.00007995
b	0.309	Aroian test: -3.91394211	0.02502669	0.0000908
s <sub>a</sub>	0.061	Goodman test: -3.97586047	0.02463693	0.00007013
s <sub>b</sub>	0.051	Reset all	Calculate	

The path coefficient of the indirect effect of Job Demands on Work Employee Engagement through Job Resources is -0.105 with a Z value (Sobel Test) of -3.945, so the Z value is smaller than the  $t_{table}$  value. Because the value of  $Z = -3.945$  is smaller than  $t_{table} = -1.96$ , which is  $-3.945 < -1.96$ , it can be concluded that the indirect influence between *Job Demands* ( $X_1$ ) on *Employee Work Engagement* (Y) through *Job Resources* ( $X_2$ ) is significant. These results are consistent with the research of Amy Rebecca Caponetti[29] with the title of "The Correlates of Work Role Stress with Employee Burnout,

Engagement" stating that Stress due to the role of work in job demands does affect fatigue and work engagement, but there is no effect on turnover intention. In addition, satisfaction with superiors was found to be able to partially mediate the effect of job stress on burnout and to fully mediate the effect of job stress on job engagement if the boss pays better attention to apply directions that can reduce stress and fatigue due to job Demands and increase work engagement and job satisfaction with the support of a supervisor (job resources)

**Model Test**

**The value of the loading factor indicator**

All observed variable values that are formed have a significant loading factor value in measuring or forming value for exogenous variables on endogenous variables which has a statistically significant value because it has a CR value ( $t\text{-value} > 1.96$ ).

latent variables because the loading factor value is  $\geq 0.5$  and has a direct effect path coefficient

**Goodness of fit (GOF) Model**

The fit of the full SEM Model can be seen in the following Table::

**Table 1.2. Fit Test for full SEM Model**

Absolut Fit Measure			
Goodness-of-Fit	Cut-off Value	Results	Fitness
p-value (Sig.)	> 0,05	0,418	Good fit
Chi-Square/df	≤ 3	1,014	Good fit
GFI(Goodness of Fit)	≥ 0,90	0,937	Good fit
RMSEA(Root Mean square Error of Approximation)	≤ 0,08	0,006	Good fit
RMR(Root Mean Square Residual)	≤ 0,05	0,013	Good fit
Incremental Fit Measure			
Goodness-of-Fit	Cut-off Value	Results	Fitness

<b>Absolut Fit Measure</b>			
Goodness-of-Fit	Cut-off Value	Results	Fitness
AGFI(Adjusted Goodness of Fit Index)	$\geq 0,90$	0,925	Marginal fit
CFI (Comparative Fit Index)	$\geq 0,90$	0,999	Good fit
Incremental Fit Index (IFI)	$\geq 0,90$	0,999	Good fit
Relative Fit Index (RFI)	$\geq 0,95$	0,930	Margina; fit
<b>Parsimonious Fit Measure</b>			
PNFI (Parsimonious Normed Fit Index)	Must be small	0,844	Marginal fit
PGFI (Parsimonious Goodness of Fit Index)	Close to 1	0,784	Good fit
AIC (Akaike Information Criterion)	$<756,000$	444,540	Good fit
CAIC (Consistent Akaike Information Criterion)	$<2592,299$	745,732	Good fit

Source: Results of research data processing, 2020

Based on the fit test output of the full SEM model in table 1.2, most of the criteria for the fit model are in the good fit category. Meanwhile, Latan (2012: 49) states that 4 - 5 criteria for goodness of fit are considered sufficient to assess the feasibility of a model, provided that each of the criteria for goodness of fit, namely absolute fit indices,

incremental fit indices, and parsimony indices are represented (Latan, 2012). Based on the results of the fit test and statistical test, the overall model in this study can be said to be a good fit except for GFI, AGFI, and PNFI which have a marginal fit.

## Discussions

### The effect of job demands on employee work engagement

The results of this study indicate that job demands have a negative and significant effect on employee work engagement. This study explains the conditions of job demands that occur in garment industry employees, namely high demands on job completion, high job skills, relationships with superiors, relationships with colleagues, responsibility for work, stamina and strength, and quality of work results.

Garment industry employees have a high target of job completion both in the form of quality and quantity. High skills to complete a high volume of work must be completed in a limited time and with maximum quality. Therefore, this condition affects employee work engagement. Employees who experience high job demands that are continuously carried out by the company will face health-related problems [30]. This also causes fatigue in employees [31].

The results of this study are in line with the research conducted by Mauno et al., [13] which states that job demands have a negative correlation with engagement, which means that the higher the job demands, the lower the employee engagement. Furthermore, research [32] also found that workload has a negative effect on employee work engagement.

### The effect of job resources on employee work engagement

The results of this study indicate that job resources have a positive and significant effect on work employees. According to researchers' observations, some indicators still need more attention, especially the availability of work information, participation in work decision making, and support from colleagues in the company. Because based on the actual circumstances, it has not been implemented by the company. In carrying out their duties and work, they

have not been supported by the availability of good information. The relationship among coworkers is still not good because conflicts often occur, and participation in decision-making is still often ignored by companies. Overall, the job resource indicator does have a positive impact but is still unable to cover high job demands, so it will affect employee work engagement.

This is in accordance with the research conducted by Elaine FarndaleIngeMurrer, [33] showing that job resources (financial rewards, work team climate, and participation in decision making) positively affect employee engagement with multinational service companies in Mexico, Netherlands, and United States. The study was conducted on 19,260 employees of large multinational financial services companies in Mexico, the Netherlands, and the United States. The findings of this study indicate that there is a direct relationship between job resources (job demands) on employee work engagement.

### Job Demands directly influence Job Resources

Job Demands have a negative direct effect on Job Resources, it can be interpreted that the higher Job Demands felt by employees due to a decrease in Job Resources (X2) felt by employees and vice versa, the lower or smaller Job Demands (X1) of employees caused by the increasing number of Job Resources (X2) of employees. There are high demands on completing work, high work skills, relationships with superiors, so employees need job resources to overcome them. If the job demand is high, the job resources will be reduced.

Therefore, in the Job demand-resources model, job resources are expected to motivate employees, support personal growth and development, help employees achieve achievements, all of which can increase employee engagement and performance[34]

This is in accordance with the results of research by Xanthoupolouet which found that the interaction between job demands and resources was significantly negative. Therefore, with the inclusion of job resources, it is an expectation that these resources will be able to support the

effect of job demands on job tension felt by employees and burnout [21].

### The Effect of Job Demands on Employee Work Engagement Through Job Resources

The indirect effect of Job Demands on Employee Work Engagement through Job Resources is negative and significant. Having high job demands will cause a decrease in employee work engagement. Coetzer&Rothmann, states that the relationship between job demands, job resources, and employee engagement shows positive results, and if it is managed properly, it will have a good impact on work engagement.[35]

## Conclusion

Based on the results and discussion carried out in this study, it can be concluded that there is a negative direct effect of job demand on employee work engagement. Job resources have a positive effect on work employee engagement, and Job demand has a negative effect on Job resources, and there is an indirect effect of Job demand on employee work engagement through job resources. To increase job satisfaction in order to increase employee work engagement, improving management that deals with indicators of job demands and job resources in a balanced manner need to be performed.

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Lack of job resources as a result of job demands leads to lower employee engagement. Job demands with the support of job resources can increase work engagement[36].

This is in accordance with the results of a study by Lovoie-Tremblay et al. (2014) where examining the indirect effect of job demands on employee work engagement through job resources can reduce the impact of job demands which is following the research of [37] with conducted a cross-sectional study of 1,254 public health nurses in Quebec, Canada. Job resources are more likely to protect the effects of job demands that result in work tensions because of the degree of conformity in the qualitative dimension between the demand for resources and the increased tension.

## Suggestion

Factors that support high variable job demands with high demands for job completion, high job skills, and relationships with employees' superiors should be more rationalized by means of clarity of tasks in technical instructions and implementation, and better working facilities are provided to match job demands with the support of better infrastructure and technology in accordance with the rapid development of current world technology.

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