

The Role of Job Resources in Mediating the Influence of Job Demand and Work Environment on Employee Engagement in Ministry of State Secretariat Employees

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ABSTRACT

This paper aims to analyze what factors influence employee engagement among state secretariat ministry employees. The variables hypothesized to influence employee engagement are job demand, work environment, and job resources. The total research sample was 35 employees of the Ministry of State Secretariat. The research results show that job demand has a negative effect on job resources and employee engagement, the work environment has a positive effect on job resources and employee engagement, then job resources are proven to mediate the influence of the relationship between job demand and work environment on employee engagement. It is recommended to the leadership at the Ministry of State Secretariat to increase personnel resources by implementing appropriate policies, creating a productive work environment and maintaining good relations with employees. Efforts that can be made include improving and maintaining harmonious relationships between leaders and subordinates, as well as assigning tasks according to worker capacity and available time. There are several limitations in this research such as the scope of the research, the variables used, and the research data collection method which is only through questionnaires.



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INTRODUCTION

Employee engagement is one of the hot issues in current studies related to human resources in both private and public organizations, including in the Ministry of State Secretariat. It is important to maintain employee engagement in the Ministry of State Secretariat, because having strong employee engagement can provide many benefits for the organization, such as making employees have high loyalty so that they will make a greater contribution to the organization through improving performance. This is as stated by Saks (2006) that when employees have a good relationship with the organization, the employee will give the best for the organization.

An organization's ability to distinguish between good and low business performance can be determined by its employees' feeling of engagement, or their connection to their work or company. In general, employee engagement can be defined as the level of commitment and attachment that employees have towards the organization and the values implemented in the organization. Employees who feel engaged are those who feel truly involved and enthusiastic about their work and organization. Engagement is the willingness and ability to contribute to the success of the organization, namely the condition that employees are willing to try hard to complete their work and use all their thoughts and energy and are even willing to work overtime. Meanwhile, Sun (2019) states that employee engagement is a broad term that contains various types of engagement (nature of engagement, psychological state engagement, behavioral engagement), and each requires a different conceptualization, such as proactive personality (nature of engagement), engagement (psychological state involvement) and organizational citizenship behavior (behavioral engagement).

There are several factors that can influence employee engagement in an organization, including job demand, work environment, and job resources. This was demonstrated using data from earlier studies by Iksan et al. (2020), who found that job demand significantly impacted employee engagement.

However, Fairnandha (2021) found the opposite, claiming that job demand had no impact on employee engagement. According to Wan et al. (2018), research on how the workplace affects job demand, employee engagement is influenced by the workplace. Tyas & Rizki (2021) presented different findings, claiming that employee engagement was unaffected by the workplace. Iksan et al. (2020) research demonstrates that job resources have a big impact on worker engagement. Nurendra (2018) discovered that the impact of job demand on employee engagements might be mitigated by work resources.

Based on the description above, the role of employee engagement is quite important for an organization to be able to continue to produce the best performance, especially public organizations that are directly related to services to the community. Apart from that, the results of several previous studies show that the results are not consistent between one researcher and another, resulting in a fairly wide research gap. Based on this, researchers are interested in conducting research entitled the role of job resources in mediating the influence of job demand and the work environment on employee engagement among employees of the Ministry of State Secretariat.

LITERATURE REVIEW

Employee Engangment

The experience of enthusiasm, devotion, and absorption at work characterizes employee engagement, which is a pleasant and fulfilling state of mind associated with one's job. When it comes to work, energy is defined as having a positive attitude, being mentally tough, and being willing to put in extra effort and tenacity when things go tough. A feeling of importance, zeal, inspiration, and pride in one's job are traits of dedication. According to Upadyaya et al. (2016), absorption is defined as total focus and engrossment in one's job, to the point that time passes rapidly and it may be difficult to tear oneself away from work. The Schaufeli et al. (2006) theory was utilized to quantify employer involvement in this study. The aspects that were employed were 1) energy, 2) devotion, and 3) absorption.

Job Demands

Demands are associated with "the amount of work that must be done or a series of words that connote high quantitative job demands, including work intensity, work pressure, or excessive workload," as explained (Guidetti et al., 2022). According to Nurendra (2018), on the other hand, job demands encompass all parts of a profession that are physical, psychological, social, and organizational and that call for constant physical and psychological effort and abilities, hence necessitating some sacrifices on a physical and psychological level. Five criteria were used to quantify job demands in this study: 1) Work tempo; 2) Quantitative demands; 3) Cognitive demands; 4) Emotional demands; and 5) Demands for disguising emotions (Burr et al., 2019).

Work Environment

Everything that surrounds an employee and has the potential to affect how well he completes the duties assigned to him is considered his work environment. A clean environment will create a feeling of happiness and this feeling of happiness can influence the person to work with more enthusiasm and enthusiasm (Wahyudi et al., 2022). Babic et al (2019) added that a work environment is one that facilitates learning or personal development by providing instrumental assistance or specific information for achieving goals. The work environment in this study was measured using seven dimensions, namely: 1) work equipment, 2) workplace temperature, 3) crowding and crowding, 4) noise, 5) work space area, 6) relationship with superiors, 7) relationship with fellow employees (Mardiana, 2005).

Job Resources

Every element of a job—physical, social, psychological, and organizational—that facilitates the accomplishment of work objectives, lessens the physical and psychological toll that comes with the job, and fosters personal development and progress is referred to as job resource (Nurendra, 2018). In the meanwhile, Yulita et al. (2020) claimed that, in addition to helping to meet human needs, job resources including cognitive and emotional resources, job control, social support, and learning opportunities also promote personal growth, learning, and development as an extrinsic resource. motivating because they play a role in achieving work goals that can be useful. Job resources in this study were measured using

three dimensions, namely: 1) independence in your work, 2) information, and 3) variety in your work (Van Veldhoven et al., 2002).

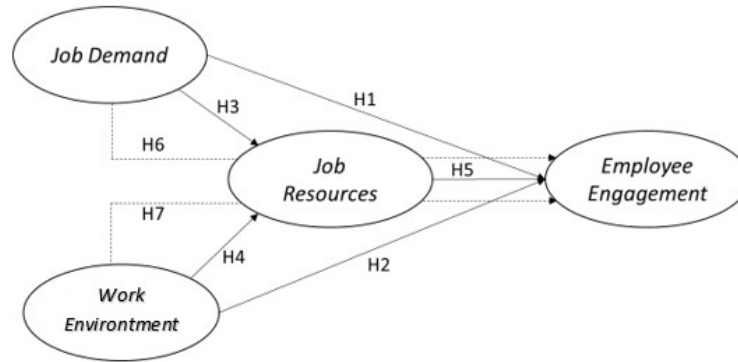


Figure 1. Research Model

RESEARCH METHODS

This research approach uses quantitative methods, with explanatory research, which aims to identify the level and nature of cause-and-effect relationships. The work environment and job demand are the independent factors in this study. Employee engagement is the dependent variable in this study, while job resources is the mediating variable. The Ministry of State Secretariat personnel make up the research population. Nonprobability sampling was the technique employed to choose the sample. A sampling method or approach known as nonprobability sampling asserts that it does not offer every element or member of the population equal opportunity to be picked as a sample (Sugiyono, 2017). Next, there is purposive sampling, which is the process of selecting samples based on factors that are specific to achieving goals rather than at random, geographic, or strata. 35 samples, all of whom worked for the Ministry of State Secretariat, were utilized. In this research, primary data collection was used. Primary data was obtained by distributing questionnaires to employees of the Ministry of State Secretariat. The data measurement method uses a Likert scale consisting of five ranges of answers, namely: "strongly agree (5)", "agree (4)", "disagree (3)", "disagree (2)", and "strongly disagree (1)". Secondary data is obtained through collecting literature that can support primary data, such as collecting from books, scientific works, as well as notes or documents that are relevant to the research problem.

The study uses the structural equation model-partial least squares (SEM-PLS) approach with the smartPLS software 3.3.2. The cornerstones of SEM-PLS analysis are a measurement model to assess the intensity of each research variable and a structural model to assess research findings and hypotheses. This is done to allow researchers to assess latent factors, indicator variables, and measurement errors directly to ascertain how study variables interact with one another.

RESULTS AND DISCUSSION

To ascertain the validity and reliability of the link between the indicators and the latent variables, the measurement model (outer model) is evaluated. There are two ways to assess the validity of reflection indicators using the PLS approach. Validity is tested in two stages: convergent validity testing, which is based on loading factor values for each concept, and discriminant validity testing, which is based on comparison. A factor loading value of more than 0.70 indicates that an indicator has a high level of validity (Ghozali & Latan, 2012). The following table displays the validation testing results:

Table 1. Loading Factor Values

Variable	Indicator	Outer Loading	Condition	Information
Job Demand (X1)	JD1	0,796	> 0,7	Valid
	JD2	0,728		
	JD3	0,738		
	JD4	0,844		
	JD5	0,818		

Variable	Indicator	Outer Loading	Condition	Information
	JD6	0,775		
	JD7	0,729		
	JD8	0,868		
	JD9	0,888		
	JD10	0,749		
	JD11	0,832		
	JD12	0,822		
	JD13	0,785		
	JD14	0,813		
	JD15	0,841		
	JD16	0,835		
Work Environment (X2)	JD17	0,800		
	LK1	0,846		
	LK2	0,775		
	LK3	0,752		
	LK4	0,711		
	LK5	0,951		
	LK6	0,806		
	LK7	0,813		
	LK8	0,876		
	LK9	0,877		
	LK10	0,805		
Job Resource (Z)	LK11	0,786		
	JR1	0,780		
	JR2	0,739		
	JR3	0,926		
	JR4	0,857		
	JR5	0,912		
	JR6	0,944		
	JR7	0,883		
	JR8	0,904		
	JR9	0,837		
	JR10	0,909		
	JR11	0,942		
Employee Engagment (Y)	JR12	0,895		
	EE1	0,914		
	EE2	0,856		
	EE3	0,842		
	EE4	0,934		
	EE5	0,921		
	EE6	0,808		
	EE7	0,848		
	EE8	0,867		
	EE9	0,845		

Source: Data Processing Results with SmartPLS 3.2.9 (2023)

It is evident that every indicator utilized to measure every variable has a loading factor value greater than 0.7. Stated differently, every indication employed to gauge every variable satisfies convergent validity requirements. The AVE (Average Variance Extracted) value is next examined in order to test for convergent validity. If the AVE value is more than 0.50, it is considered good (Ghozali & Latan, 2012). The values from the AVE table are as follows:

Table 2. AVE (Average Variance Extraction) Research Model

Variable	Average Variance Extracted (AVE)
Job Demand	0,648
Work Environment	0,673

Job Resource	0,774
Employee Engagement	0,759

Source: Data Processing Results with SmartPLS 3.2.9 (2023)

Each variable in the study model has an AVE value more than 0.5, meaning that the AVE value for convergent validity testing is enough for additional testing. The validity of the study paradigm was determined. Additionally, the following illustrates how discriminant validity is tested for validity.

Table 3. Cross Loading Value

	Employee Engagement	Job Demand	Job Resource	Work Environment
EE1	0,914	-0,920	0,895	0,891
EE2	0,856	-0,779	0,868	0,862
EE3	0,842	-0,782	0,844	0,771
EE4	0,934	-0,876	0,905	0,879
EE5	0,921	-0,831	0,895	0,845
EE6	0,808	-0,733	0,737	0,803
EE7	0,848	-0,807	0,816	0,794
EE8	0,867	-0,829	0,843	0,870
EE9	0,845	-0,794	0,808	0,809
JD1	-0,786	0,796	-0,766	-0,744
JD2	-0,624	0,728	-0,615	-0,587
JD3	-0,750	0,738	-0,740	-0,702
JD4	-0,785	0,844	-0,766	-0,759
JD5	-0,733	0,818	-0,702	-0,734
JD6	-0,693	0,775	-0,686	-0,667
JD7	-0,709	0,729	-0,687	-0,662
JD8	-0,841	0,868	-0,775	-0,771
JD9	-0,789	0,888	-0,751	-0,752
JD10	-0,777	0,749	-0,749	-0,753
JD11	-0,808	0,832	-0,783	-0,790
JD12	-0,776	0,822	-0,719	-0,795
JD13	-0,744	0,785	-0,687	-0,795
JD14	-0,696	0,813	-0,681	-0,713
JD15	-0,771	0,841	-0,741	-0,771
JD16	-0,677	0,835	-0,643	-0,645
JD17	-0,830	0,800	-0,775	-0,815
JR1	0,762	-0,707	0,780	0,707
JR2	0,736	-0,707	0,739	0,749
JR3	0,892	-0,796	0,926	0,863
JR4	0,801	-0,712	0,857	0,803
JR5	0,889	-0,799	0,912	0,871
JR6	0,895	-0,791	0,944	0,871
JR7	0,845	-0,779	0,883	0,823
JR8	0,876	-0,844	0,904	0,805
JR9	0,857	-0,775	0,837	0,763
JR10	0,869	-0,795	0,909	0,782
JR11	0,905	-0,852	0,942	0,859
JR12	0,914	-0,920	0,895	0,891
LK1	0,810	-0,780	0,773	0,846
LK2	0,711	-0,682	0,649	0,775
LK3	0,758	-0,740	0,741	0,752
LK4	0,714	-0,671	0,707	0,711
LK5	0,917	-0,876	0,906	0,951
LK6	0,761	-0,782	0,743	0,806
LK7	0,728	-0,764	0,678	0,813
LK8	0,847	-0,815	0,837	0,876
LK9	0,855	-0,836	0,834	0,877
LK10	0,792	-0,680	0,764	0,805

LK11	0,736	-0,591	0,711	0,786
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Source: Data Processing Results with SmartPLS 3.2.9 (2023)

It is evident from the following table that all variables have construct correlation values that are higher than those of the other variables. Consequently, it was concluded that all latent variables exhibit excellent discriminant validity, as evidenced by their superior ability to predict indicators within their block relative to indicators inside other blocks. Each variable employed in the study model is deemed valid and suitable for additional testing as the results of the convergent validity and discriminant validity tests have demonstrated good validity.

The next step is a reliability test or reliability assessment, which tries to ascertain how reliable the measuring device is. Indicator reliability in this study is calculated using the PLS approach based on the composite reliability and Cronbach's alpha values for each indicator block. Although a score of 0.6 is still acceptable, the alpha or composite reliability number should, in general, be larger than 0.7. If the construct's composite reliability value is more than 0.70 in the first stage, it is deemed dependable (Ghozali & Latan, 2012). The output findings from the outer model of composite reliability are as follows.

Table 4. Composite Reliability Values of the Research Model

	Composite Reliability
Job Demand	0,969
Work environment	0,957
Job Resource	0,976
Employee Engagment	0,966

Source: Data Processing Results with SmartPLS 3.2.9 (2023)

It is evident from the study model's composite reliability value that every variable has a composite reliability value greater than 0.7. It is clear from these findings that the research model satisfies the composite reliability requirement. Testing the Cronbach's alpha value is the next step in the reliability testing process. If a construct's Cronbach's alpha value is more than 0.60, it is deemed credible (Ghozali, 2013). The output findings from the outer model of Cronbach's alpha are as follows.

Table 5. Cronbach's Alpha Value of the Research Model

	Cronbach's Alpha
Job Demand	0,966
Work Environment	0,951
Job Resource	0,973
Employee Engagment	0,960

Source: Data Processing Results with SmartPLS 3.2.9 (2023)

Based on the Cronbach alpha value of the study model, every variable has a value greater than 0.6. These results show that the study model has met the reliability requirements and is a dependable and trustworthy measurement instrument. It has also satisfied the Cronbach's alpha value and the composite reliability and Cronbach's alpha criterion.

The following test examines the kind and extent to which the independent latent variable affects the dependent latent variable. The test's execution involved the use of the R-Square (R^2) determinant coefficient test, which assesses how much the independent latent variable explains the variance of the dependent latent variable, and hypothesis testing, which appraises the research model hypothesis. The findings may be viewed as follows. The coefficient of determination value ranges from 0 to 1, with a value around 1 indicating how much the dependent variable can be explained by the hypothesised independent variable in the equation:

Table 6. R-Square Value of the Research Model

	R Square
Job Resource	0,879
Employee Engagement	0,976

Source: Data Processing Results with SmartPLS 3.2.9 (2023)

With an R-square value of 0.879 for the job resource variable (Z), the work environment and job demand factors may affect 87.9% of the job resource variable. The employment engagement variable (Y) has an R-square value of 0.976, indicating that factors related to the work environment, job demand, and job resources may affect 97.6% of the employment engagement variable.

The hypothesis testing strategy between constructs was the bootstrap resampling method. The route coefficient value, or the t-statistical value of the relationship between the study's variables, shows the results of the calculation of the hypothesis test using SmartPLS 3.2.9. Based on the data processing that was done, a clearer perspective of the hypothesis's findings is given in the following table.

Table 7. Path Coefficients Values from the Research Model

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Job Demand → Employee Engagement	-0,219	2,774	0,006
Work Environment → Employee Engagement	0,289	2,779	0,006
Job Demand → Job Resource	-0,306	3,602	0,000
Work Environment → Job Resource	0,650	6,789	0,000
Job Resource → Employee Engagement	0,507	5,028	0,000
Job Demand → Job Resource → Employee Engagement	-0,155	3,022	0,003
Work Environment → Job Resource → Employee Engagement	0,330	3,499	0,001

Source: Data Processing Results with SmartPLS 3.2.9 (2023)

Discussion

According to the first hypothesis, employee engagement is negatively impacted by job demand. The first hypothesis is accepted based on the findings of the hypothesis test. The reason for this is that the results of the hypothesis test yield a t-statistics value of 2.774, which is higher than the 1.96 t-table value, and a P-Values value of 0.006, which is less than 0.05. Since the employee engagement variable for Ministry of State Secretariat personnel is negatively impacted by the employment demand variable, the coefficient value is negative, or -0.219. This shows that the higher the job demands, the more easily employees will get tired, resulting in decreased employee engagement with the company. Demands include the quantity of work that must be completed as well as a list of phrases that denote high quantitative job demands, such as excessive workload, work intensity, or pressure (Guidetti et al., 2022). The degree of employee involvement decreases as food needs rise. These findings are consistent with those of Aprilianingsih & Frianto (2022); Suhardoyo & Nurjanah (2021), who found that job demand had a detrimental effect on employee engagement.

The work environment has a positive effect on employee engagement is the second hypothesis. The second hypothesis is supported by the findings of the hypothesis test. This is because the results of the hypothesis test show that the P-Values value is 0.006, which is less than α 0.05, and the t-statistics value is 2.779, which is higher than the t table value of 1.96. The Ministry of State Secretariat employees' work environment has a positive impact on their employee engagement, as indicated by the positive coefficient value of 0.289. This implies that employee engagement will rise in proportion to how well a firm provides for its employees. Junengsih et al. (2022), the comfort level of employees is significantly influenced by their work environment. A pleasant and accommodating workplace may boost productivity and make employees feel at home, hence decreasing the likelihood of them leaving the firm. These findings are consistent with studies by Esthi (2021); Setiyani et al. (2019), which discovered that employee engagement is positively impacted by the workplace.

That job demand has a negative effect on job resources is the conclusion drawn from the third hypothesis. The third hypothesis is confirmed based on the findings of the hypothesis test. The reason for this is that the results of the hypothesis test yield a t-statistics value of 3.602, which is higher than the 1.96 t-table value, and a P-Values value of 0.000, which is lower than α 0.05. The Ministry of State Secretariat workers job resource variable is negatively impacted by the job demand variable, as indicated by the coefficient value of -0.306. This means that the more job demands an employee has, the employee's job resources will decrease. Work resources are elements of the workplace that support workers in overcoming working demands and the resulting physiological and psychological effects, as well as promoting learning, growth, and personal development (Sitio & Utami, 2021).

Additionally, the work environment has a positive effect on job resources is stated in the fourth hypothesis. The fourth hypothesis is accepted, according to the findings of the hypothesis test. This is due to the fact that hypothesis testing yields a P-Values value of 0.000, which is less than α 0.05, and a t-statistics value of 6.789, which is higher than the t table value of 1.96. The coefficient value is positive, namely 0.650, meaning that work environment variables have a positive effect on job resources for employees of the Ministry of State Secretariat. This implies that an agency will have more employment resources the better its work environment is. The work environment, according to Krisnaldy and Pasaribu (2019), is a crucial component of a business as providing employees with a positive work environment or favorable working circumstances may help them do their duties more effectively.

Job resources have a positive effect on employee engagement is the sixth hypothesis. The fifth hypothesis is accepted, according to the findings of the hypothesis test. The reason for this is that the results of the hypothesis test yield a t-statistics value of 5.028, which is higher than the 1.96 t-table value, and a P-Values value of 0.000, which is less than α 0.05. The Ministry of State Secretariat employees' employee engagement variable is positively impacted by the job resource variable, as indicated by the positive coefficient value of 0.507. This means that the better the job resources, the higher the employee engagement. According to Aprilianingsih and Frianto (2022) when employees feel supported by the organization (in the form of job resources or adequate job resources), employees reciprocate this support by having a positive impact on their work and the organization. Additionally, studies by Barkhowa (2020) and Oshio et al. (2018) support this, demonstrating that job resources raise employee engagement.

The sixth hypothesis states that "job resources can mediate the relationship between job demand and employee engagement." Based on the results of the hypothesis test, the sixth hypothesis is accepted. This is due to the fact that the hypothesis test findings indicate that the t-statistics value is 3.002, which is more than the t table value of 1.96, and the P-Values value is 0.003, which is less than α 0.05. The negative coefficient value of -0.155 indicates that the Ministry of State Secretariat workers' job resource variable mediates the influence of job demand on employee engagement. Our findings corroborate those of studies by Bakker et al. (2007); Nurendra (2018), which found that job resources can moderate the impact of the link between work demand and employee engagement.

Job resources can mediate the relationship between the work environment and employee engagement, according to the seventh hypothesis. The seventh hypothesis is accepted, according to the findings of the hypothesis test. This is because the results of the hypothesis test yield a P-Value of 0.001, which is less than α 0.05, and a t-statistics value of 3.499, which is higher than the t table value of 1.96. The job resource variable mediates the effect of the work environment on employee engagement in employees of the Ministry of State Secretariat, as indicated by the positive coefficient value of 0.330.

CONCLUSION

It is possible to draw the conclusion that, while the work environment has a positive impact on job resources and employee engagement, job demand has a negative impact on both. Consequently, job resources have a positive impact on employee engagement, as previously discussed in the research results and discussions. Additionally, it was discovered that the job resource variable might act as a mediator between the impact of work demand and employee engagement. Next, it was discovered that job resources might act as a mediator between the impact of the work environment and employee engagement.

The results of this research suggest to leaders at the Ministry of State Secretariat to increase staffing job resources by implementing appropriate policies, creating a productive work environment and maintaining good relations with employees. Apart from that, leaders also need to adjust the weight of work given to employees. There are things that can be done, such giving workers enough time to do their task and fostering and preserving positive working relationships between managers and staff. In order to have a deeper understanding of the dominating characteristics that exert a greater impact on the creation of employer engagement, it would be beneficial for future studies to incorporate additional variables that can also determine employer engagement.

There are limitations in this research, such as the scope of the research which was only carried out at the Ministry of State Secretariat, so this research has limited generalization. This research only uses the variables job demand, work environment, and job resources, while there are still other variables that have quite a strong influence on employee engagement. The data collection method used was only through questionnaires without being equipped with interviews or observation methods, so it is very likely that the information obtained is vulnerable to biased information.

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