

JOB DEMANDS AND WORK ENGAGEMENT: THE MEDIATING ROLE OF WORKPLACE WELL-BEING

By Herlina Siwi Widiana



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Abstract.

High work engagement can be supported by employees feeling happy and prosperous in the organization. Workplace well-being is important to have so that employees can exert their best performance to face all the demands in the work environment. Many studies have shown those job characteristics that are like job demands impact workers' well-being. This study aimed to determine whether there is an effect of job demands on work engagement with workplace well-being as a mediation. This study was conducted on 62 employees of X Publishers with a QRCP measuring instrument (21 items) to measure job demands, a workplace well-being scale (12 items) to measure workplace well-being, and a UWES measuring device (18 items) to measure work engagement. The data obtained were analyzed using the PROCESS by Hayes processed with SPSS for MacOS. The results indicated that job demands did not affect work engagement ($p = 0.500$). Workplace well-being was also proven to mediate between job demands and work engagement ($p = 0.508$). Whereas workplace well-being has a very significant effect on work engagement ($p = 0.000$). Therefore workplace well-being is important to enhance work engagement of the employees.

Keywords: Job Demands; Work Engagement; Workplace Well-being

INTRODUCTION

Business competition occurs in all industrial sectors. Along with the increasing competitiveness, the organization's HR management must be adequately managed to remain aligned with organizational goals. Therefore, the organization's human resources must be appropriately used and maximally so that organizational goals can be achieved, and the organization can carry out its business processes. One of the alternative solution is enhancing employees' work engagement.

Employees with work engagement tend not to leave their jobs, make every effort possible for their career development, and indirectly develop the organizations where they work (Schaufeli & Bakker, 2004). Work engagement has positive benefits for the organization, including job satisfaction. Previous study found that work engagement positively correlates with job satisfaction (Sadida & Fitria, 2018). Engaged employees will show enthusiasm and dedication at work, and both of these are needed to advance and increase the organization's productivity and effectiveness (Brock, De



Cuyper, Luyckx, & De Witte, 2012). In addition, work engagement impact employees' health and positive work attitude (Demerouti, Bakker, De Jonge, Janssen, & Schaufeli 2001; Rothbard 2001). Work engagement also employees in facing stressful work (Britt, Adler, & Bartone, 2001).

High employee involvement can also be supported by employees feeling happy and prosperous in the organization. Workplace well-being is essential to have so that employees can exert their best performance to face all the demands that exist in the work environment. Lyubormisky (Avey, Luthans, Smith, & Palmer, 2010) revealed that employees who have well-being tend to look happier and have healthier physical, mental, and behavioral conditions. Organizations that have implemented workplace wellness programs report positive business results such as increased employee retention, productivity, and psychological well-being, among various other benefits. For individuals, workplace well-being means a healthy and balanced life.

Job stressors are things that may be the cause of low well-being, health, and job performance (Grebner, Semmer, & Elfering, 2005). Previous studies found that employee well-being is affected by job characteristics, including job demands, job control, and job resources (Bakker & Demerouti, 2006). Therefore, workplace well-being plays a role in employees' work engagement. Employees who have work engagement will give their best performance for the organization, which has a very positive impact on the organization.

Islamy (2018), in his research, shows that employee engagement impact significantly on employee turnover, where higher employee engagement will reduce employee turnover. Besides, too much workload can lead to high turnover (Simanjuntak, Seren, and Afdilah, 2020).

Therefore this study will explore the mediating role of workplace well-being in the relationship between job demands on work engagement.

THEORETICAL FRAMEWORK

1. Work Engagement

Work engagement is a state of mind and attitude to positively express itself physically, cognitively, and effectively in doing work (Schaufeli and Bakker, 2004). Work engagement is a positive, satisfying mental condition associated with work characterized by vigor, dedication, and absorption (Schaufeli, González-Romá, & Bakker, 2002).

Rothbard (2001) defines engagement as a psychological presence that involves attention and absorption. Attention refers to cognitive willingness and the time spent to think about a role. At the same time, absorption means being engrossed in a position and refers to the intensity a person focuses on a part. Kahn (1990) defines work engagement as a condition in which members of an organization identify themselves with work. A person will employ himself and express himself physically, cognitively, and emotionally while working in a bonded state. Thus, work engagement is a state of mind and a positive attitude related



to work characterized by vigor, dedication, and absorption.

Dimensions of Work Engagement Schaufeli and Bakker (2004); Schaufeli, Bakker and Salanova (2006); and Schaufeli and Bakker (2010) explain the dimensions of work engagement, namely:

1) Vigor is an aspect characterized by a high level of mental strength and resilience at work, a desire to try earnestly at work, persistence in facing difficulties.

2) Dedication, characterized by a feeling of meaning, enthusiasm, inspiration, pride, and challenge at work.

3) Absorption, characterized by deep concentration and interest, immersed in work, time seems to pass quickly, and individuals find it challenging to get away from work and forget everything around them.

Workplace Well-being

Workplace well-being is a sense of well-being obtained from work related to the feelings of workers in general (core affect) and the intrinsic and extrinsic values of work (work values) (Page, 2005). The core effect is a condition where a sense of comfort and discomfort mixed with passion affects human activities (Anwarsyah, Salendu & Radikun, 2012; Mangundjaya, 2011). Workplace well-being is an obligation, where many people believe that improving workplace well-being will positively impact overall workplace performance (Warr, 2007). Thus, workplace well-being is the sense of well-being that employees get from their work, linked to employees' general feelings and intrinsic values and work.

Dimensions of Workplace Well-being

Workplace well-being is based on intrinsic and extrinsic work values, referring to Herzberg's two-factor theory of motivation (Page, 2005). Employment policies, salaries, interpersonal relationships, working conditions, and employers are extrinsic factors. The intrinsic factors include achievement, awareness of achievement, responsibility, and the resulting progress.

The intrinsic dimension consists of aspects that refer to employees' feelings regarding the tasks they have from their workplace. This intrinsic dimension consists of five elements (Page, 2005), namely:

1) Responsibility at work is employees' feeling about the organization's work responsibilities and the trust to do a good job.

2) The meaning of work is employees' feeling that their work has meaning and purpose both personally and on a broader scale.

3) Independence in work, is the individual's feeling that he is trusted to carry out his duties without management guidance independently.

4) The use of abilities and knowledge in work is a feeling that the job given allows them to use their knowledge and skills.

5) Feelings of achievement in work, is a sense of belonging to specific achievements related to work-related goals.

Furthermore, the external dimension is a dimension that refers to matters outside the employee's job but can affect employees in their work which consists of the following eight aspects:



- 1) The best use of time is employees knowing their working time is essential because balancing between employees in dividing work time and personal life (work-life balance).
- 2) Working conditions is employee satisfaction with their work environments such as workspace and organizational culture.
- 3) Surveillance is employees towards superior treatment, such as fair treatment, providing support, assisting when needed, appropriate feedback, and appreciation from superiors. Several studies have found that good relationships between employees with supervisors will increase well-being levels and decrease stress.
- 4) Promotion opportunities are working environment conditions that provide opportunities for employees to develop professionally.
- 5) Recognition of good performance is employees' feelings that employees who produce good performance, and employees do not get different treatment in their work environment.
- 6) Appreciation as an individual in a workplace is employees' feeling that they are valued and accepted as individuals by their colleagues and superiors.
- 7) Wages (pay), is employees' satisfaction with wages, benefits, and rewards in the form of money they get and the work environment.
- 8) Job security, is satisfaction with a sense of security in their job position.

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3. Job Demands
Job demands refers to physical, psychological, social, and organizational

aspects of a job that require effort to achieve and impact certain physical or psychological elements (Bakker & Demerouti, 2014). Job demands can result in fatigue and other health complaints, which are related to job stress. According to Gibson, Ivancevich & Donnelly (2003), the job demand is defined as excessive work, either quantitatively or qualitatively. Quantitative excess has too much work to do or not having enough time to complete a job. If individuals feel they do not have the skills needed to meet their work or the demanded performance standards are too high, this is a qualitative overload. Robbins (2006) states that job demand is a factor related to a person's job and can pressure people if the task demands are too high and increase anxiety and stress. Based on the explanation above, it can be concluded that job demands are something employees feel outside the employees' ability to do their job.

Dimensions of Job Demands

Lequeurre, Gillet, Ragot, and Fouquereau (2013) explained that aspects of job demands consist of:

- 1) Pace and amount of work, reflecting the feeling of having too much work to be done in the time available (Bakker et al., 2010; Boyd et al., 2011).
- 2) Mental workload, representing cognitive work demands, mainly intersects with brain processes involved in information processing (Chrisopoulos, Dollard, Winefield, & Dormann, 2010; van den Tooren & de Jonge, 2010).
- 3) Emotional workload characterizes the emotional work demands that refer to the efforts required to deal with the emotions attached to the job (for example, being angry



with a problematic client) and the feelings the organization wants (Bakker et al., 2008, 2010).

4) Physical effort refers to physical work demands associated with the musculoskeletal system (Jonge & Dormann, 2006; van Veldhoven et al., 1997).

5) Changes in tasks refer to changes in functions that can affect employee work (Bakker, Demerouti, & Schaufeli, 2003; Bakker, Demerouti, de Boer et al., 2003).

6) Ambiguities about work refer to the mismatch between job roles or confusing ideas about the roles and responsibilities given (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Kalbers & Cenker, 2008).

7) Uncertainty about the future, representing feelings of uncertainty about work or company resilience (Schieman, Milkie, & Glavin, 2009; van Vuuren & Klandermans, 1990).

The Mediating Role of Workplace Well-being on the Relationship between Job Demands on Work Engagement

Research conducted by Bakker, Demerouti, & Euwema (2005) shows that high job demands result in employee mental and physical fatigue in some organizations. A study conducted by Broeck, Vansteenkiste, Witte, & Lens (2008) explains that the more work demands employees have to accept, the more easily employees will be tired. Fatigue experienced by employees will impact low vigor, dedication, and absorption, indicating low work engagement. Research conducted by Broeck, De Cuyper, De Witte & Vansteenkiste (2010) also shows a negative relationship between job demand and work engagement even though it is not explicitly mentioned in the JD-R model.

Research conducted by Anwarsyah, Salendu, & Radikun (2012) shows that individuals who feel that their job demands are low will feel welfare in a high work environment due to positive experiences to feel their basic needs are met, and vice versa. Previous studies found that job characteristics, including job demands, job control, and job resources, can profoundly impact employee well-being (Bakker and Demerouti, 2006). Wood et al. (2011) explained that the low level of job demands for a person combined with high job control and supportive relationships in the workplace increases staff well-being. A study conducted by Wulan & Putri (2016) shows that an increase in the job demands variable would predict a decrease in workplace well-being.

Previous research conducted by several researchers were obtained workplace well-being has a contribution to the emergence of a positive attitude, namely worker attachment (Mangundjaya, 2011; Fachruddin & Mangundjaya, 2012; Kurniadewi, 2016). This is in line with Schmidt's (2004) opinion, which states that workplace well-being plays a significant role in creating workforce engagement. Research conducted by Tesi, Aiello, & Giannetti (2019) also shows that higher job demands will increase the psychological well-being in social worker work engagement.

RESEARCH METHOD

Research Participants

The participants of this study were employees of X Publishers. Participants consisted of 62 people, with the



characteristics of the respondents being permanent employees. The research instrument is distributed using google form and giving physical scale to respondents, based on a request from the company. Respondent profiles are shown in Table 1.

Table 1. Respondent Profile

Variable	N	Presentation (%)
Education		
High School equivalent	7	11,29%
Diploma	6	9,67%
Bachelor	47	75,82%
Master	2	3,22%
Years of service		
<2 Years	33	53,23%
25 years	20	32,26%
> 5 Years	9	14,51%
Age		
20-24 years	16	25,82%
25-29 years	34	54,83%
30 - 34 Years	12	19,35%
Gender		
Male	35	56,45%
Female	27	43,55%
Married Status		
Single	41	66,13%
Married	21	33,87%

Intruments

Three measuring tools, to measure Work Engagement, Workplace Well-being, and Job D²¹ands were used to collect the data. The Utrecht Work Engagement Scale (UWES) instrument, which was first proposed by Schaufeli and Bakker (2003) was used in this study. The UWES which has been adapted by Aulia (2016) & Aulia (2019) with modification on several items. There are editorial changes and the addition of one item in the dedication dimension,

which initially consists of five items, then becomes six items. The distribution of items for the UWES is described in Table 2.

Table 2. Distribution of Work Engagement Items

No	Dimension	Items	Number of Items
1.	Vigor	1,4,8,12,15,17	6
2.	Dedication	2,5,7,10,13,18	6
3.	Absorption	3,6,9,11,14,16	6
	Total	18	18

The workplace well-being scale is compiled based on workplace well-being aspects, according to Page (2005). The measuring tool has been adapted into Indonesian and was tested by Sawitri (2013) on 48 factory workers. The workplace well-being measurement tool used in this study consisted of 14 items that measured the intrinsic and extrinsic dimensions and the core effect of the workplace well-being construct. The distribution of items for workplace well-being will be described in Table 3.

Table 3. Distribution of Workplace Well-being Items

No	Dimension	Items		Number of Items
		F	UF	
	Core			
1.	Effect	1	-	1
	Intrinsic			
2.	Factors	2,3,4,5	6	5
	Extrinsic			
3.		7,9,11,	8,10	8



Factors	12,13, 14		
Total	11	3	14

Job demands were measured using the *Questionnaire Sur Les Ressources et Contraintes Professionnelles* (QRCP) measurement tool. The scale was then validated by Lequeurre, Gillet, Ragot, and Fouquereau (2013). The scale used is QRCP, which is selected based on items assessing demands based on several subscales of the questionnaire's experience and Assessment of Work (QEAW) (van Veldhoven, Meijman, Broersen, & Portuyn, 1997). The QRP scale is based on the JD-R model (Demerouti et al., 2001), representing aspects of job demands and job resources. Based on the research of Lequeurre, Gillet, Ragot, and Fouquereau (2013), the QRCP scale is a unidimensional construct, which means that the items on the scale only measure one construct to be measured. The job demands on the QRCP scale used to measure job demands in this study are aspects of the pace and amount, emotional workload, mental workload, physical effort, tax changes, ambiguities about work, and uncertainty about the future. The scales used in this study are those translated and modified into Indonesian and adapted to the research location. The distribution of items for the job demands scale is described in Table 4.

Table 4. Distribution of Job Demands Items

No	Dimension	Items		Number of Items
		F	UF	
1.	Pace and Amount of Work	1,8, 15,22	-	4

2.	Emotional Demands	2,9,16,23	-	4
3.	Mental Demands	3,10, 17,24	-	4
4.	Physical efforts	4,11, 18,25	-	4
5.	Changes in tasks	5,12,1 9,26	-	4
6.	Ambiguities about work	-	6,13, 20,27	4
7.	Uncertainty about the future	-	7,14, 21,28	4
	Total	20	8	28

The Cronbach alpha coefficient of the three measurements tools is presented in Table 5.

Table 5. Reliability of the Scales

Scale	Reliability
Work Engagement	0,914
Workplace Well-being	0,778
Job Demands	0,684

Based on the reliability, the measure of work engagement, workplace well-being, and job demands are reliable. In regards to the reliability of the Job Demands scale, Nunnally and Bernstein (1994) stated that the alpha coefficient level of 0.6 is considered sufficient and adequate.

Data analysis

PROCESS by Hayes which was processed with the Statistical Package for the Social Sciences (SPSS) for MacOS. was used to analyse the data. Hayes (2013) recommends using a bootstrapping method to calculate indirect effects of the mediating variable.



This PROCESS produces output for the indirect impact ($a * b$), including the confidence interval and the effect size.

RESULTS AND DISCUSSION

Descriptive Statistic

The descriptive analysis is intended to provide an overview of the trends in research subjects' responses to research variables, work engagement, workplace well-being, and job demands. Table 6 provides an overview or brief description of the research variables that contain essential statistical functions, including the minimum, maximum, mean and standard deviation scores divided into empirical scores (obtained from research subjects) and hypothetical scores (which are possible).

Table 6.Descriptive Statistics

Variables	Min	Max	M	SD
<i>Hypothetical Score</i>				
Work Engagement	17	68	42,5	8,5
Workplace Well-being	12	48	36	6
Job Demands	21	84	52,5	10,5
<i>Empirical Scores</i>				
Work Engagement	27	65	50,0	7,50
Workplace Well-being	29	46	36,9	3,36
Job Demands	42	61	51,1	3,55

After obtaining descriptive statistical data, it was possible to categorize the scores for work engagement variables, workplace well-being, and job demands. The categorization of research variables was based on the

empirical mean value and the observed standard deviation.

Categorization

a. Work Engagement

The categorization of work engagement for XPublisher employees can be seen in Table 8.

Table 8.Work engagement categorization

Interval	Category	Subject	
		Frequency	Percentage
X < 42,54	Low	8	12,90%
42,54 ≤ X < 57,55	Moderate	45	72,58%
57,55 ≤ X	High	9	14,52%
Total		62	100%

Based on the results of the categorization in Table 8, it can be concluded that of the total number of research subjects, there were 8 (12.90%) subjects who had work engagement in the low category, 45 (72.58%) subjects had work engagement in the medium category and 9 (14, 52%) subjects who have work engagement in the high category.

b. Well-being Workplace

The categorization of workplace well-being for X Publisher employees can be seen in Table 9.

Table 9.Well-being's Workplace Categorization

Interval	Category	Subject	
		Frequency	Percentage
X < 6	Low	6	9,68%



33,57				
33,57 ≤ X < 40,30	Moderate	46	74,19%	
40,30 ≤ X	High	10	16,13%	
Total		62	100%	

6 Based on the results of the categorization in Table 9, it can be concluded that of the total number of study subjects, there were 6 (9.68%) subjects who had workplace well-being in the low category, 46 (74.19%) subjects had workplace well-being in the middle class and 10 (16, 13%) subjects who have workplace well-being in the high category.

c. Job demands

The categorization of support for job demands for employees of X Publishers can be seen in Table 10.

Table 10. Job Demands Categorization

Interval	Catego-ry	Subject	
		Frequ-ency	Percenta-ge
X < 47,61	Low	5	8,06%
47,61 ≤ X < 54,71	Moderate	48	77,42%
54,71 ≤ X	High	9	14,52%
Total		62	100%

Based on the categorization results in Table 10, it can be concluded that of the total number of research subjects, there were 5 (8.06%) subjects who had job demands in the low category, 48 (77.42%) subjects had

job demands in the medium type and 9 (14, 52%) the issue had job demands in the high class.

Model Analysis Test

The mediation test was carried out using PROCESS in SPSS for macOS developed by Andrew F. Hayes. Based on the tests that have been done, it was found that job demands (X) did not significantly affect workplace well-being (M). The results were that the value of $\beta = 0.082$, $p > 0.05$. The magnitude of the effect between job demands (X) on workplace well-being (M) was $R^2 = 0.007$, $F = 0.459$, $p = 0.500 (> .05)$. It can be concluded that the two variables have no relationship. The result also shows that job demands (X) did not affect work engagement (Y) $\beta = 0.252$, $p => 0.05$. The magnitude of the influence between job demands (X) on work engagement (Y) is $R^2 = 0.145$, $F = 0.869$, $p => 0.05$. It can be concluded that the two variables have no relationship. Further test results showed that job demands (X) did not affect work engagement (Y) through workplace well-being (M) as a mediating variable. The results obtained were $\beta = 0.153$, $p => 0.05$.

Then, the results of workplace well-being (M) and work engagement (Y) tests showed that workplace well-being (M) significantly affected work engagement (Y) $\beta = 1.194$, $p => 0.05$. The amount of influence between workplace well-being (M) on work engagement (Y) is $R^2 = 0.299$, $F = 12.594$, $p => 0.05$. It can be concluded that the two variables have a positive relationship. The higher the workplace well-being, the higher the work engagement of employees will be.



The results of data processing prove that in the direct effect (X against Y in the presence of M), the variable X against M has a value of $p > 0.05$. This shows that job demands do not have a significant effect on workplace well-being directly. In the indirect impact (X against Y in the presence of M), variable X against Y has a value of $p > 0.05$. This shows that job demands do not significantly affect work engagement mediated by the workplace well-being variable. Furthermore, the results of data processing also prove that the workplace well-being (M) variable has a very significant positive relationship to the work engagement variable (Y), which has a p-value < 0.05 . Detailed calculations regarding this can be seen in Figure 1 below:

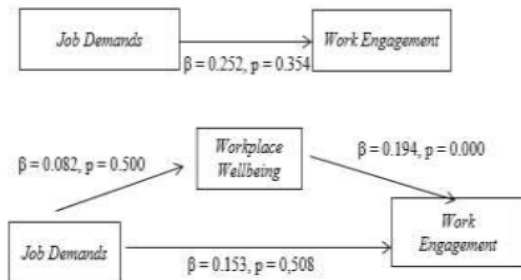


Figure 1. Analysis Results

Discussion

Based on the analysis results, it was found that there was no mediating role of workplace well-being in the relationship between job demands and work engagement. It was also known that job demands had no significant relationship with work engagement. The results of the research by Coetzer & Rothmann (2007) obtained similar results where job demands did not have a significant effect on employee engagement. Job demands have no effect on

employee engagement if job resources, such as organizational support and growth opportunities are available in the job. Demerouti, Nachreiner, Bakker, & Schaufeli (2011) stated that when job demands are high, it will cause fatigue but not disengagement.

In this study, the absence of the effect of job demands on work engagement on employees of X Publishers could be due to the organizational climate that exists in X Publishers. The environment that is formed in this organization is a learning culture as outlined in the acronym BLUE OCEAN, which means having character: knowing oneself, having integrity and maturity, value-adding: adding value is beneficial for everything we do for ourselves, others, and the company. Always creative and innovative in personal and professional life; progressive: dynamic learners, move fast, start first, and have the principle of never failing to succeed and act share learn: always be passionate about sharing useful knowledge, skills and experiences to everyone—a career to understanding and realize personal and company goals. Dare to act real, open, and always communicate intensively with colleagues and leaders. Thus, the job demands received by X Publisher employees are considered as challenges from companies and learning media to upgrade their abilities. No matter how heavy the needs of the work they feel will still make them feel enthusiastic, dedicated, and do their best.

This finding is supported by Field & Buitendach's (2012) research, which states that job demands in the form of challenging



5 job demands will have a positive impact on employee engagement levels. Employees will consider accepted job demands as a form of a challenge from the company to increase employees' motivation to continue to engage.

12 Besides, the results of this study also showed that there was no effect of job demands on workplace well-being. As previously explained, job demands that take the form of challenging job demands will increase employees' motivation so that even though the job demands are high, employees will still feel prosperous. Herdianti, Widyawati, and Haprianti's research (2020) shows that the higher the employees' motivation, the better their performance, and vice versa. This is supported by the results of interviews conducted, where employees of the X Publisher company can maintain a balance between their personal and work lives. X Publisher employees feel they have a complementary view of their job and the place where they work. Employees feel happy and happy working at this company because they are positive and supportive employees for mutual progress. Employees also assist in the self-development of other employees. Employees feel that the company requires employees to work, but the company also facilitates employees in self-development. Thus, it can be concluded that even though the job demands received by employees are high, employees still feel the existence of workplace well-being because the aspects of workplace well-being that have been previously described have been fulfilled.

1 Furthermore, it is known that there is a significant effect of workplace well-being on work engagement. This is in line with Angundjaya's (2011) research, which shows that workplace well-being has a positive and meaningful relationship with worker attractiveness. The higher a person's workplace well-being score, the higher the employee engagement score will be, and vice versa. Marques (2013) on employees from the University of Namibia also found that welfare is conceptualized as a process that is interrelated with work attachments. The results of the analysis show that employment plays a vital role in job involvement. Cholilah (2019) believes that in general, employees who have welfare at work or workplace well-being will feel satisfied and comfortable at work to produce a good performance. Besides, they have beliefs or beliefs about whatever they do. Faith is a feeling that someone can make a meaningful contribution to their work, their organization, and society as a whole.

CONCLUSION

11 It can be concluded that job demands do not have a significant effect on work engagement. Therefore, workplace well-being has also been shown not to mediate between job demands and work engagement. The level of job demands on employees does not affect employees' welfare or employment if the climate and organizational culture are firmly rooted in employees. In comparison, workplace well-being has a very significant effect on work engagement. This shows that the more prosperous the employees are, the higher the employee engagement at the company.



Further research need to pay attention to the theoretical constructs and measuring instruments of the job demands. Control on respondents can also be carried out, such as variables of gender and years of service, to obtain a broader picture. Besides, to receive a complete picture of the contribution of Work Engagement and Workplace Well-being from working attitudes and individual characteristics, further research with more diverse sample types and using a larger number of samples by adding several variables, which is strongly suspected of having a significant and uncorrelated effect with the existing independent variables in this research model.

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