INFLUENCE MODEL OF JOB DEMAND AND JOB RESOURCES THROUGH WORK ENGAGEMENT ON ORGANIZATIONAL COMMITMENT OF NURSES IN HOSPITAL

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ABSTRACT

Background: Organizational commitment is a behavior that can be used to measure individual strengths within the organization and their alignment with the organization, so it is very important to know the factors that can affect organizational commitment.

Objective: This study aims to look at the direct and indirect effects of job demand and job resources on organizational commitment through the work engagement of nurses at Stella Maris Hospital Makassar.

Method: This type of quantitative research and data analysis using SmartPLS software. The population in this study were all nurses at Stella Maris Hospital Makassar. The sampling technique with total sampling is the entire population used as a research sample, as many as 200 respondents.

Results: The results showed that job demand had no direct effect on work engagement (β=0.131; P=0.262) and organizational commitment (β=0.196; P=0.166). Job resources have a direct effect on work engagement (β=0.346 P=0.004) and organizational commitment (β=0.281 P=0.007). Work engagement has a direct effect on organizational commitment (β=0.269 P=0.015). Job demand has no effect on organizational commitment through work engagement (β=0.035 P=0.253). While job resources have an indirect effect on organizational commitment through work engagement (β=0.093 P=0.048).

Sugestions: Therefore, that nurses’ assessment of job resource and work engagement variables is mostly of high value, so that it can be used as capital for hospital management to continue to maintain and increase nurses’ organizational commitment. As well as being able to use this series as a process of motivating nurses to overcome high job demand for nurses in the workplace and retain nurses who have high enthusiasm at work.

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Influence Model of Job Demand and Job Resources Through Work Engagement on Organizational Commitment of Nurses in Hospital

Keywords: job demand, job resources, work engagement, organizational commitment, nurses, hospital.

Received: 26/06/2023
Accepted: 22/09/2023
DOI: https://doi.org/10.55908/sdgs.v11i8.692

MODELO DE INFLUÊNCIA DA DEMANDA DE EMPREGO E DOS RECURSOS DE EMPREGO ATRAVÉS DO ENGAJAMENTO NO COMPROMISSO ORGANIZACIONAL DE ENFERMEIROS NO HOSPITAL

RESUMO

Histórico: Comproismo organizacional é um comportamento que pode ser usado para medir os pontos fortes individuais dentro da organização e seu alinhamento com a organização, por isso é muito importante saber os fatores que podem afetar o compromisso organizacional.

Objetivo: O presente estudo visa analisar os efeitos diretos e indiretos da procura de emprego e dos recursos de emprego no compromisso organizacional através do compromisso de trabalho dos enfermeiros do Hospital de Stella Maris Makassar.

Método: Este tipo de pesquisa quantitativa e análise de dados usando o software SmartPLS. A população deste estudo eram todos enfermeiros do Hospital Makassar Stella Maris. A técnica de amostragem com amostragem total é toda a população usada como amostra de pesquisa, com até 200 entrevistados.

Resultados: Os resultados mostraram que a demanda por trabalho não teve efeito direto sobre o engajamento no trabalho ($\beta=0.131; P=0.262$) e comprometimento organizacional ($\beta=-0.196; P=0.166$). Os recursos de trabalho têm um efeito direto no compromisso de trabalho ($\beta=0.346; P=0.004$) e comprometimento organizacional ($\beta=0.281; P=0.007$). O compromisso de trabalho tem um efeito direto no compromisso organizacional ($\beta=0.269; P=0.015$). A procura de emprego não afeta o compromisso organizacional através do compromisso laboral ($\beta=0.035; P=0.253$). Enquanto os recursos de trabalho têm um efeito indireto no comprometimento organizacional por meio do engajamento no trabalho ($\beta=0.093; P=0.048$).

Sugestões: Portanto, que a avaliação dos enfermeiros sobre as variáveis de recursos do trabalho e de engajamento no trabalho é principalmente de alto valor, de modo que pode ser usada como capital para a gestão hospitalar para continuar a manter e aumentar o compromisso organizacional dos enfermeiros. Além de ser capaz de usar esta série como um processo de motivar enfermeiros para superar a alta demanda de trabalho para enfermeiros no local de trabalho e manter enfermeiros que têm alto entusiasmo no trabalho.

Palavras-chave: demanda de trabalho, recursos de trabalho, engajamento no trabalho, compromisso organizacional, enfermeiros, hospital.

1 INTRODUCTION

Employee commitment in the current business environment is one of the challenges faced by modern organizations (Radosavljevic et al., 2017). Organizational commitment is a concern in the part of human resource management that has been studied in various sectors, both the public, private and non-profit and international sectors (Kheir
khah et al., 2014). Human Resources are required to be able to adapt to existing developments, so that companies can compete globally (Neparahman & Ekhsan, 2023). Human resources play an important role in carrying out various activities, so the commitment of employees is needed to determine the success or failure of an organization to achieve its goals. As organizational commitment is an outcome in the form of behavior that can be used to measure individual strengths within the organization and their alignment with the organization. Robbins and Judge, (2015a) explained that organizational commitment is the level at which a worker identifies an organization, its goals, and hopes to remain a member. Organizational commitment is very important because when employee commitment is built it will lead to various profitable organizational outcomes (Hanaysha, 2016).

Organizational commitment can be influenced by several factors such as factors such as work engagement which have been shown to be an important antecedent of affective organizational commitment (Orgambídez, Borrego and Vazquez-Aguado, 2019). As Kahn (1990) stated that work engagement can have an impact on the individual level (personal growth and development) and also on the organizational level. Ogunyemi (2019) that workers with high engagement tend to be energetic and committed to their work. Work engagement according to Schaufeli and Bakker, (2004) is influenced by job demands and job resources, furthermore in Schaufeli’s research, (2012) states that job resources and personal resources have a big role in motivating employees when the employee is faced with a high job demands. As revealed by Schaufeli and Bakker, (2004) that work engagement plays an important role in the motivating process which is supported by the availability of job resources. Job demand and job resources play an important role in job engagement (Russell et al., 2020). Meanwhile Bakker, (2009) states that job resources are better at predicting work engagement than job demands.

Job demand is a factor that requires energy to handle, such as high workload and role ambiguity (Borst et al., 2019). The more job demands on employee work, the higher the potential role of job resources in work engagement needed to achieve the desired job results. Meanwhile Bakker and Demerouti, (2014) classify job characteristics into two, namely job demand and job resources. According to Steers, (1977) organizational commitment is influenced by personal characteristics or personal factors, job characteristics (job characteristics). The results of research conducted by Garcia-Sierra, Fernandez-Castro and Fermin, (2016) stated that social support is a significant predictor
of nurse engagement, social support is a dimension of job resources. Meanwhile Lee, Shin and Baek, (2017) stated that job resources (eg, job autonomy and performance feedback predict work engagement. (Lopez-martin & Topa, 2019) job resources are positively correlated with worker health and welfare. Research (Oshio et al., 2018) shows that work engagement is positively related to job resources.

The JD-R theory models that job demands and work resources are two different psychological processes, which ultimately affect important organizational outcomes (Bakker & Demerouti, 2014). This is important because it can affect future results. Therefore, it is expected that it is important to know how nurses perceive these variables. In addition, the differences in results regarding JD-R and researchers wanting to conduct research in a different and more specific scope such as nurses working in hospitals, also underlie the need for researchers to conduct further research on the effect of job demand and job resources on work engagement and organizational commitment to nurses so that later they are able to support in providing quality health services especially as it is known that hospital organizations are organizations that are often faced with uncertain conditions such as conditions during a pandemic so it is necessary to know the commitment of nurses to hospitals and the influence of job demand variables and job resources on organizational commitment through work engagement. In addition, during the search for research with the JD-R variable, it had not been studied at the Stella Maris Makassar Hospital. We tried through this research to raise several questions that we will try to answer through this research:

A. Is there a direct effect of job demand on the work engagement of nurses?
B. Is there a direct influence of job resources on the work engagement of nurses?
C. Is there a direct effect of job demand on the organizational commitment of nurses?
D. Is there a direct influence of job resources on the organizational commitment of nurses?
E. Is there a direct effect of work engagement on the organizational commitment of nurses?
F. Is there an indirect effect of job demands on organizational commitment through the work engagement of nurses?
G. Is there an indirect effect of work resources on organizational commitment through the work engagement of nurses?

2 THEORETICAL FRAMEWORK

Meyer and Allen, (1991) stated that organizational commitment as a psychological construct, characterizes the relationship between members of the organization and their organization and has implications for individual decisions to remain in the organization. Meanwhile, according to Greenberg & Baron (2003) organizational commitment is the extent to which an employee is involved and intends to remain a member of the organization where they work. Organizational commitment is a situation in which an employee is in favor of a particular organization, goals, and wants to remain a member. Dimensions of organizational commitment According to (Mowday, T, et al., 1982) states the dimensions of organizational commitment, namely as follows: Strong belief and acceptance of organizational goals and values, Readiness to work hard and a strong desire to survive in the organization. Meanwhile, according to (Meyer & Allen, 1991) classified into three, namely Affective Commitment, is the emotional bond of employees, their identity, and their involvement in the organization. Continuance Commitment, namely a commitment based on benefits associated with the release of employees. In other words, it is based on the belief that staying in an organization is more important than leaving it. Normative Commitment, is a feeling of obligation to remain in the organization.

The concept of engagement was first introduced by (Kahn, 1990) defining the concept of work engagement as the use of organizational members to play an active role in their work. Work engagement according to Schaufeli and Bakker, (2004) states work engagement is a positive feeling, motivation and work related to psychological states. Schaufeli and Bakker, (2004) explained the three dimensions contained in work engagement, namely: Vigor, namely this enthusiasm is shown by the level of energy and mental resilience when working, the willingness to spend all one's energy on work, and persistence when facing challenges. Absorption, i.e. employees can be absorbed and immersed in their work, concentrate and focus completely, be happy with their work, and time flies by. And dedication is related to a worker's strong involvement in his work, a sense of enthusiasm, inspiration, pride in work, and likes challenges.
In the JD-R theory, it is a model that determines how employee welfare can be generated by two specific sets of conditions (Schaufeli & Bakker, 2004). Job demand is indicated as an aspect of work that includes physical, psychological, sociological and organizational which requires both physical and psychological efforts and everything related to psychological and physiological costs (Lee, Shin and Baek, 2017). Lequeurre et al., (2013) divided the dimensions of job demand into seven dimensions such as; pace and amount of work, mental load, emotional load, physical efforts, changes in tasks, ambiguities about work and uncertainty about future. Job resources are functional aspects of work in achieving work goals, which can reduce work demands, stimulate personal growth, learning, and development (Demerouti et al., 2001). Lequeurre et al., (2013), which divides job resources into seven dimensions such as information, communication, participation, relationships with colleagues, relationships with supervisors, remuneration and independence in the work.

3 RESEARCH METHODS

This research was conducted at Stella Makassar Hospital. This type of research is quantitative research. The population in this study were all nurses working at Stella Maris Hospital Makassar. The sampling technique in this study was total sampling, all respondents were sampled in this study, namely 200 respondents. Data collection was carried out using a questionnaire. The research questionnaire relates to statements regarding the variables of job demand, job resources, work engagement and data collection regarding job demand and job resources variables based on Lequeurre et al., (2013), while data collection regarding work engagement variables according to (Schaufeli et al., 2002) with the UWES 9 measuring tool and Organizational commitment from Meyer & Allen (1991), by giving a score to each statement using a Likert scale. The questionnaire was first tested for validity and reliability. Data processing was carried out by path analysis using the Smart PLS program and then presented in the form of models and tables accompanied by explanations in narrative form.

4 RESULTS

| Characteristics of Respondents at Stella Maris Hospital Makassar in 2022 |
|---------------------------------|----------------|-------|
| Characteristics     | Category | Number | %     |
| Sex                | Male     | 24     | 12.0% |
|                    | Female   | 176    | 88%   |

Table 1 shows the frequency distribution based on the characteristics of the nurses who were sampled in this study at the Stella Maris Hospital Makassar. Most of them were female, namely 176 people (88.0%), with the longest working period of nurses being in the range of 6-10 years as much as 39%. Characteristics based on the most common age is in the age group of 26-35 years as many as 135 people (67.5%) who are in the early adulthood category. Characteristics based on the most recent education with D3 education level, namely as many as 93 people (46.5%). Characteristics based on employment status with the most frequent types of permanent staff, namely as many as 170 people (85.0%).

Table 2 describes the percentage of respondents' assessment of the research variables. Respondents mostly stated that the job demand for nurses at Stella Maris Hospital Makassar was high at 55.50%, in the high job resources category at 95.00%,
then in the work engagement category it was high at 98.00% and the organizational commitment category was high at 85.50%.

4.1 MODEL ANALYSIS

![Figure 1. Test Results](source)

This test is a structural model test by looking at the R-square value and the relationship between constructs and the significance value of the model used in this study.

<table>
<thead>
<tr>
<th>Table 3 results of R Square</th>
<th>R Square</th>
<th>R Square Adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Commitment</td>
<td>0.239</td>
<td>0.228</td>
</tr>
<tr>
<td>Work Engagement</td>
<td>0.129</td>
<td>0.120</td>
</tr>
</tbody>
</table>

Source: Prepared by the Author (2023)

Based on table 3 it can be seen that the R-square results for the organizational commitment variable with a value of 0.239 indicate that <0.50 so that the R-Square in this study is categorized as weak. This shows that the percentage of organizational commitment can be explained by the value of job demand and job resources of 23.9%, while the remaining 76.1% is explained by other variables not analyzed in this study. While the work engagement variable with a value of 0.129 indicates that <0.50, the R-Square in this study is categorized as weak. This shows that the percentage of work engagement can be explained by the value of job demand and job resources of 12.9%, while the remaining 87.1% is explained by other variables not analyzed in this study.
Table 4. Hypothesis Testing

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Way</th>
<th>Estimate</th>
<th>Std.all</th>
<th>P Value</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>JD $\rightarrow$ WE</td>
<td>0.131</td>
<td>0.206</td>
<td>0.262</td>
<td>Not influence significantly</td>
</tr>
<tr>
<td>H2</td>
<td>JR $\rightarrow$ WE</td>
<td>0.346</td>
<td>0.128</td>
<td>0.004</td>
<td>influence significantly</td>
</tr>
<tr>
<td>H3</td>
<td>JD $\rightarrow$ OC</td>
<td>-0.197</td>
<td>0.203</td>
<td>0.166</td>
<td>Not influence significantly</td>
</tr>
<tr>
<td>H4</td>
<td>JR $\rightarrow$ OC</td>
<td>0.281</td>
<td>0.113</td>
<td>0.007</td>
<td>influence significantly</td>
</tr>
<tr>
<td>H5</td>
<td>WE $\rightarrow$ OC</td>
<td>0.269</td>
<td>0.123</td>
<td>0.015</td>
<td>influence significantly</td>
</tr>
<tr>
<td>H6</td>
<td>JD$\rightarrow$WE $\rightarrow$ OC</td>
<td>0.035</td>
<td>0.053</td>
<td>0.253</td>
<td>Not influence significantly</td>
</tr>
<tr>
<td>H7</td>
<td>JR$\rightarrow$WE $\rightarrow$ OC</td>
<td>0.093</td>
<td>0.056</td>
<td>0.048</td>
<td>influence significantly</td>
</tr>
</tbody>
</table>

JD: Job demands; JR: Job resources; WE: Work engagement; OC: Organizational commitment
Source: Prepared by the Author (2023)

Table 4 shows the path analysis between variables based on the hypothesis. Job demand has no positive effect on work engagement ($\beta=0.131; P=0.262$) and has no effect on organizational commitment ($\beta=-0.197; P=0.166$). So, Hypothesis 1 and Hypothesis 3 are rejected. Job resources have a positive effect on work engagement ($\beta = 0.346; P = 0.004$) and have a positive effect on organizational commitment ($\beta = 0.281; P = 0.007$), meaning that job resources increase work engagement by 34.6% and organizational commitment by 28.1%, this result supports Hypothesis 2 and Hypothesis 4. Work engagement has a positive effect on organizational commitment ($\beta =0.269; P=0.015$) meaning that work engagement increases organizational commitment by 26.9%, with Thus Hypothesis 5 is supported. Work engagement does not mediate the effect of job demand on organizational commitment ($\beta = 0.035; P=0.253$), hypothesis 6 is not supported while Work engagement mediates the effect of job resources on organizational commitment ($\beta = 0.093; P=0.048$) meaning that every increase in job resources will have an effect indirectly to the increase in organizational commitment through work engagement of 4.8%, therefore, Hypothesis 7 is supported.

5 DISCUSSION

This research is to determine the model of direct and indirect influence of Job demand and Job resources variables on organizational commitment through work engagement. This research was conducted on nurses at Stella Maris Hospital Makassar.

The results of the data analysis show that the three hypotheses are rejected. The results of testing the first hypothesis indicate that Job Demands do not have a direct effect on the Work Engagement of nurses. The results of research conducted by Radic et al., (2020) showed that job demands do not have a negative effect on work involvement because it is considered a specific environment for cruise ship employees, but has a negative effect on well-being. Similar to the research conducted by Priyono, Irawanto and
Suryadi, (2022), this study also found no negative effect of job demands on work involvement. Supported by the results of research by Garcia-Sierra, Fernandez-Castro and Fermin, (2016) stated that job demands are a predictor of nurse burnout while social support, which is a job resource, is a significant predictor of nurse engagement.

The results of testing the second hypothesis Job resources have a direct positive effect on the work engagement of nurses at the Stella Maris Hospital Makassar. The results of this study are in line with the research of Radic et al., (2020), namely job resources positively influence work involvement among workers on cruise ships. Similar to research by Borst, Kruyen and Lako, (2019) job resources and personal resources are positively related to work engagement.

In Basir et al., (2023) stated that job resources have a directly impact on work engagement among employees at PT. Maruki Internasional Indonesia. The results of the research by Vincent-höper, Lengen and Kersten, (2020) show that job resources have a positive relationship with welfare indicators and a negative correlation with indicators of impaired welfare. This is consistent with the benefits of job resources in increasing employee welfare at work and can reduce pressure at work.

The results of testing the third hypothesis indicate that job demand has no direct effect on organizational commitment. Different results are shown in the research results of Priyono, Irawanto and Suryadi, (2022) showing that organizational commitment is negatively affected by work demands on human resources in SOEs, according to him employees have negative perceptions of work and organization, thus encouraging intentions to leave the organization. In Bakker's research, van Veldhoven and Xanthopoulou, (2010) stated that task enjoyment and organizational commitment are the result of a combination of many job demands. Means Job demand that appears at work can contribute to or influence employee commitment in an organization. However, in this study, the results were not significant.

The results of testing the fourth hypothesis show that job resources have a direct positive effect on the organizational commitment of nurses at the Stella Maris Hospital Makassar. Employees who have positive perceptions and experiences with their organization show a higher level of affective commitment to the organization and are therefore more willing to invest in and contribute to the organization and tend to stay with the organization longer (Kotzé & Nel, 2020). Job resources can influence future work engagement which predicts organizational commitment as a motivational process.
(Hakanen, Schaufeli and Ahola, 2008). Meanwhile according to (Bakker et al., 2003) who applied the JD-R model to nutritional production employees, and used the model to predict future company enrollment absenteeism stated that job performance is a unique predictor of organizational commitment, and indirectly absence.

The results of the fifth hypothesis test show that work engagement has a direct positive effect on the organizational commitment of nurses at the Stella Maris Hospital Makassar. These results are also supported by Orgambídez, Borrego and Vazquez-Aguado, (2019) whose research results show that organizational affective commitment is positively predicted by self-efficacy and work engagement. The results of research by Cao et al., (2019b) show the role of organizational commitment as mediating calling in influencing nurses' work engagement. Where work engagement is considered a core competency of the hospital, in order to show a positive attitude of employees towards the organization. While the results of the study (Tevichapong & Smithikrai, 2017), show that work engagement is positively related to organizational commitment, while work engagement is the factor that has the strongest relationship between all factors and organizational commitment. This means that employees of the organization feel themselves involved in work, the higher the level of organizational commitment they have.

Based on the results of the statistical analysis performed, it shows that the sixth hypothesis is rejected, namely that Work Engagement cannot mediate the effect of Job Demands on the organizational commitment to work engagement of nurses at Stella Maris Hospital Makassar, so the results received have no effect. The results of this study contradict the results of Field and Buitendach's research, (2014) which state that work engagement mediates the relationship between job demands and organizational commitment and further states that job demands that can hinder the growth of organizational members must be reduced as much as possible, so that they can develop in the work environment. Then R. S. Lee et al., (2021) stated that it is necessary to reduce high job demand, by increasing supportive job resources, recognizing all aspects of performance, and it is expected to increase high levels of work engagement, in order to encourage a climate of work-life balance later.

The results of testing the seventh hypothesis indicate that Work Engagement can mediate the effect of Job Demands on organizational commitment. Job resources affect work involvement, which in turn affects the organizational commitment of nurses at
Stella Maris Hospital Makassar. The results of this study are supported by Field & Buitendach, (2014) that work engagement mediates the relationship between job resources and organizational commitment, where organizational commitment is a positive organizational outcome. The importance of job resources as reflecting respect and concern for workers to increase work engagement and affective organizational commitment (Kotzé & Nel, 2020). This is supported by the statement of Hakanen et al., (2008) which states that the relationship between job resources and organizational commitment through work engagement is considered as a motivational process. Where according to Hakanen and Roodt, (2002) job resources are considered capable of fostering extrinsic motivation in the workplace because they are needed to deal with existing job demands in order to achieve work goals. This is also supported by the statement of Mowday, Porter and Steers, (1982) saying that employees who have high organizational commitment will be more motivated to be present in the organization and try to achieve organizational goals. This supports that these three variables are motivational processes and can provide positive things for the organization later. Then Safwan et al., (2023) stated that individuals with high organizational commitment will always voluntarily give as much effort as possible to help improve the organization's performance.

6 CONCLUSION

Job demand has no direct influence on work engagement and organizational commitment. Job resources have a direct effect on work engagement and organizational commitment, work engagement has a direct effect on organizational commitment. Job demand does not have an indirect effect on organizational commitment through work engagement while job resources have an indirect effect on organizational commitment through work engagement.

It is suggested to the Stella Maris Hospital that job resources and work engagement in this study are already high, so that they can be used as capital for hospital management to continue to maintain and increase the organizational commitment of nurses. As well as being able to use this series as a process of motivating nurses to overcome high job demand for nurses in the workplace and retain nurses who have high enthusiasm at work. Still need further study regarding this research but with different respondents, different methods or with different dimensions of job demand and job resources.
REFERENCES


