

Job Resources and Job Demands as Predictors of Employee Engagement with Organizational Commitment as A Mediator on Workers at PT. X

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ABSTRACT: This study examines job resources and job demands as predictors of employee engagement with organizational commitment as a mediator for workers at PT X. Job resources and job demands are internal factors implemented by employees as demands from the company and this can predict employee engagement in carrying out their duties and responsibilities. In addition, job resources and job demands can be factors that shape employee commitment in carrying out all their duties so that this factor is believed to be a mediator to predict employee engagement. The study was conducted on 86 participants who worked in a company which proved the role of job resources and job demands as predictors of employee engagement with organizational commitment as a mediator for workers at PT X which was described as having a large influence with a value of $R^2 = 0.88$ (88%).

KEYWORDS: job resources, job demands, organizational commitment, employee engagement.

I. INTRODUCTION

In the era of modern competitive organizations, companies face major challenges to retain high-performing employees, who are maximally engaged in their work and are required to continuously improve their performance and productivity. One important factor in achieving this is having employees who are highly engaged and committed to the organization. Employee engagement is defined as a positive psychological state of an employee related to their work, characterized by high dedication, vigor, and absorption. Employee engagement has been recognized as a crucial factor influencing productivity, employee retention, and overall organizational success. This engagement includes not only emotional aspects (positive feelings towards work), but also cognitive (attention and focus on work) and behavioral (additional effort and initiative). (Robinson & Judge, 2017; Saks, 2019).

In a study conducted by Bakker and Demerouti (2017), it was shown that Job Resources such as social support from superiors, career development opportunities and autonomy in work can increase the level of employee engagement. On the other hand, Job Demands such as high workload and time pressure can potentially reduce employee engagement levels (Demerouti et al., 2001). In 2017, research conducted by Bakker and Demerouti showed that Job Resources such as social support and development opportunities can increase employee engagement in employee work in a company. On the other hand, Job Demands such as high workload can have a negative impact on employee engagement. However, the direct influence of Job Resources and Job Demands on employee engagement has not been able to fully explain the mechanism behind the relationship. Organizational Commitment, as explained by Meyer and Allen (1991), that Organizational Commitment can act as a mediating variable between internal factors in an organization (Job Resources and Job Demands) with Employee Engagement. At this level of commitment reflects the level of emotional attachment and employee identification with the organization where employees work, which can directly affect the extent to which employees in a company will be involved in their work.

At PT X, a company engaged in the TIC (Testing, Inspection, Certification) industry by providing impartial guarantee services and adhering to company values. PT X provides services covering the Oil, Gas, and Renewable Energy, Mineral, Coal, and Environmental, Infrastructure, Institutions and Government, Halal and Lubricant Certification, and Sustainability industries. PT X is strategic for the government, private sector and other company partners to optimize the use of domestic resources and products in the fields of infrastructure, maritime, energy and food security. Partners are not only customers when working together, but as sustainable business partners in long-term relationships. Although PT X involves a lot of workers, this company is not an outsourcing company, which means outsourcing has a limited scope of services while PT X has a broad scope of services covering various industrial sectors such as oil and gas, mining, infrastructure, and energy. PT X not only provides workers, but also provides added value in the form of data analysis, report preparation, and technical recommendations. This shows that PT X is more than just a provider of labor (outsourcing), PT X has a team of experts who have special expertise in the fields of surveying, inspection, and certification. This expertise requires special education and training, unlike outsourcing workers who generally have more general skills. As a company wholly owned by the state, PT X has an important role in providing services that support industrial sectors,

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both nationally and internationally.

With a reputation that has been built for more than 30 years, this company has a variety of services, including quality inspection, certification, audits, and field surveys, all of which aim to ensure that the products and projects implemented meet applicable quality standards and regulations. As an institution that supports the supervision process for various projects, from infrastructure, construction, to the energy sector, PT X plays a strategic role in ensuring the success and smooth operation of various national projects. Therefore, the quality of human resources (HR) is a very important factor in supporting the smooth operation and success of this company.

In this context, human resource management plays a crucial role in ensuring that employees remain engaged (employee engagement) and have a high commitment to the organization (organizational commitment). Employee engagement plays an important role in improving individual and organizational performance. Engaged employees tend to be more productive, loyal, and contribute positively to the Company's goals. Job Resources are defined as aspects of work that can do one of the following: function in achieving work goals, reduce job demands and associated physiological and psychological expenditures, and stimulate personal growth and development as explained by Tabitha, et al. (2020). Job Resources are elements of the workplace that provide workers with the tools they need to do their jobs well (Tabitha, et al., 2020). Job Demand is all aspects of the organization, social, psychological or physical, that have an impact on performance through ongoing cognitive and emotional efforts associated with psychological or/and certain physiological costs as explained by Tabitha, et al. (2020). Job Demand is a challenging aspect of work that can cause stress (Tabitha, et al., 2020). Organizational Commitment is the level of attachment of an employee to the organization where he works along with employee loyalty to the values, goals, and sustainability of the organization and the employee's desire to remain in the organization in the long term as explained by Alima, et al. (2018). Employee Engagement is an important element for success as supported by many studies, engaged employees are motivated to try harder and contribute maximally to the organization in the research of Frank, et al. (2023).

PT. X was chosen as the research location for several reasons related to the characteristics of the company, the relevance of the research variables, and the potential benefits for the company. As a company engaged in survey, inspection, verification, and consulting services, PT. X has a dynamic and diverse work environment, involving various types of work with varying levels of complexity and demands. This allows researchers to obtain a rich variety of data related to job resources and job demands, and to see how changes in the work environment affect employee engagement and commitment.

The type of work at PT. X often involves time pressure, technical demands, and interaction with clients, which allows researchers to measure job demands effectively. On the other hand, the company is expected to provide adequate job resources, such as training, technical support, and career development opportunities. Employee engagement and organizational commitment are very important for service companies that rely on employee expertise and dedication. This study can provide insight into how job resources and job demands affect employee engagement and commitment at PT. X, as well as provide practical recommendations for companies to improve employee performance and develop more effective human resource programs.

This study also has the potential to provide benefits for PT. X in terms of improving employee performance, developing human resource programs, and increasing employee retention. The results of the study can be the basis for developing more effective training programs, career development, and stress management. By understanding the factors that influence employee commitment, PT. X can take steps to reduce turnover rates.

II. LITERATURE REVIEW

A. The Relationship between Job Resources and Employee Engagement

In previous research conducted by Christian, et al (2011), research has shown a strong and positive relationship between Job Resources and Employee Engagement. Job resources refer to aspects of work that help employees achieve their goals, reduce stress, and feel motivated. Employee Engagement refers to a psychological state in which employees feel enthusiastic, motivated, and connected to their work in a company. Research conducted by Bakker, et al. (2009) found that Job Resources can mediate the relationship between Job Demand and Employee Engagement. Schaufeli, et al. (2004) found that Job Resources such as autonomy, social support, and learning opportunities are related to higher Employee Engagement.

B. The Relationship between Job Demands and Employee Engagement

In previous research conducted by Demerouti, et al. (2001) found that Job Demands are related to lower Employee Engagement, but this relationship is moderated by Job Resources. Bakker, et al. (2004) found that Job Demands can have a positive or negative effect on Employee Engagement, depending on factors such as personality and self-control. Xanthopoulos, et al. (2010) found that Job Demands are related to lower Employee Engagement, but this relationship is moderated by organizational characteristics such as organizational culture and leadership.

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C. The Relationship between Organizational Commitment and Employee Enggagement

In a study conducted by Saks, et al. (2007) found that Organizational Commitment is related to higher Employee Engagement, even after controlling for other factors such as personality and job demands. Erdogan, et al. (2010) found that Organizational Commitment mediates the relationship between human resource management practices and Employee Engagement. Alima, et al. (2018) This study shows that organizational commitment is an important factor that can increase employee engagement and, ultimately, improve organizational performance.

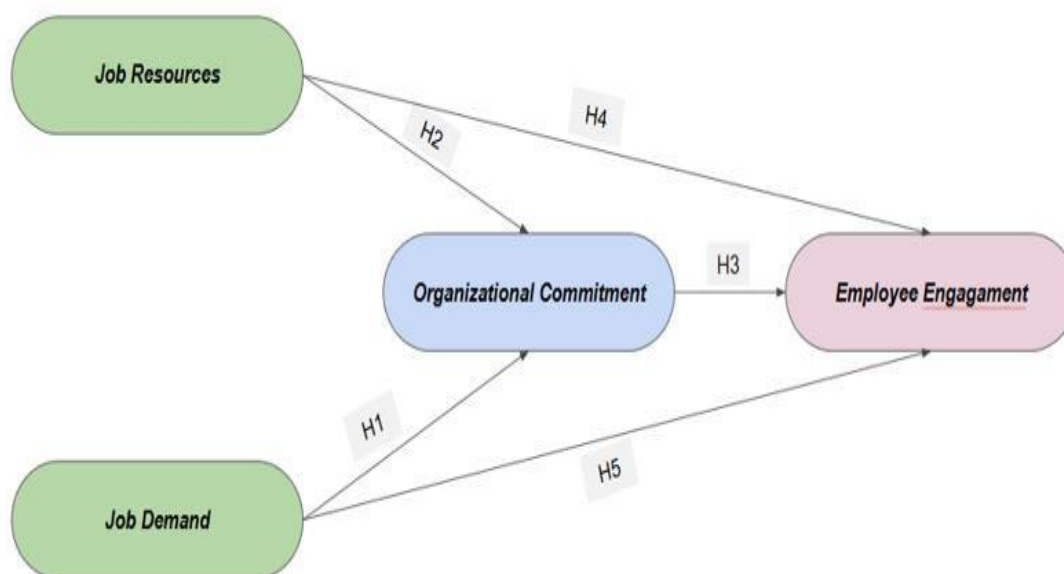
D. The Relationship between Job Resources with Organizational Commitment

Research conducted by Ho, H.F. (2018) related to the relationship between Job Resources and Organizational Commitment has research results that show that Job Resources are related to higher Organizational Commitment. This shows that perceived organizational support can strengthen the relationship between Job Resources and Organizational Commitment. Christian, et al. (2011) found that Job Resources can increase Organizational Commitment and employee performance. Bakker & Xanthopoulos (2009) found that Job Resources can mediate the relationship between job demands and Organizational Commitment.

E. The Relationship between Job Demands with Organizational Commitment

Research conducted by Akbarsyah et al. (2019) examined the relationship between Job Demand and Organizational Commitment with the results of the study showing that Job Demand is related to lower Organizational Commitment. This suggests that perceived organizational support can strengthen the relationship between Job Demand and Organizational Commitment. Xanthopoulos, et al. (2010) found that Job Demand is related to lower Organizational Commitment, but this relationship is moderated by organizational characteristics such as organizational culture and leadership. Bakker, et al. (2004) found that Job Demand can have a positive or negative effect on Organizational Commitment, depending on factors such as personality and self-control.

Figure 1. Research Model



Source: Researcher (2025)

F. METHODOLOGY

Data collection in this study was carried out using a quantitative approach through an online questionnaire survey, which was created in digital format using Google Form. Measurement of indicators for each variable uses a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The subjects of this study were employees in PT X, with a total of 86 respondents. Then, because the number of populations that meet the established criteria cannot be identified with certainty, this study adopts a non-probability method with purposive sampling technique. Data analysis of this study applies LISREL software version 8.80.

G. RESULTS AND DISCUSSION

The research subjects were reviewed based on last education, length of work. Attached is all the information obtained regarding the 139 respondents who have filled out the questionnaire:

Table 1. Respondent's Demographic Data

Information	Total	Percentage (%)
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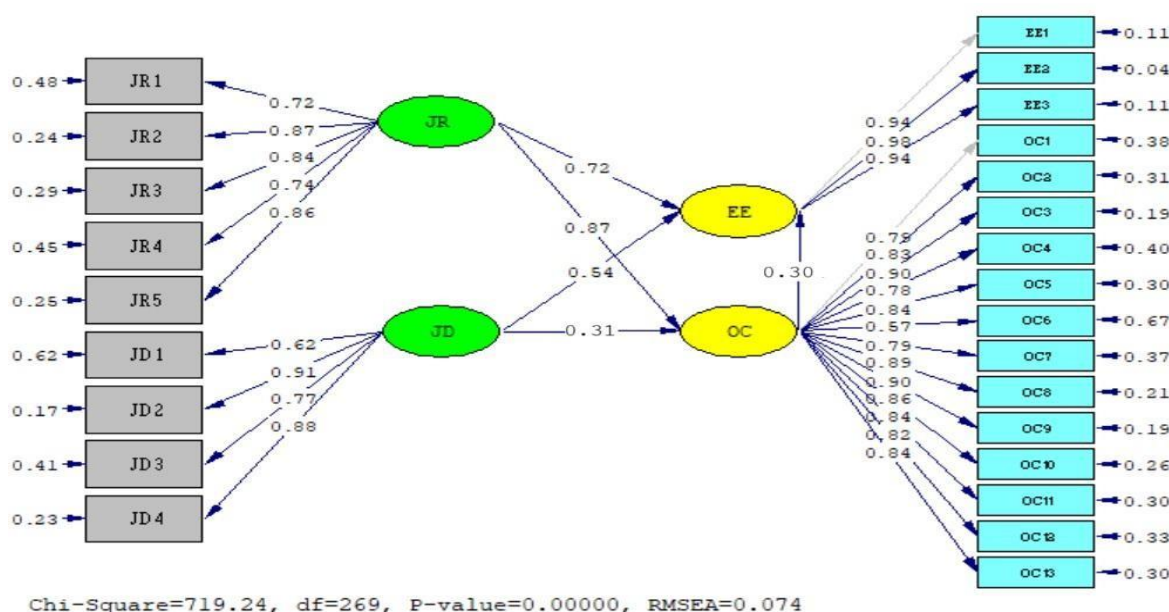
Last education:		
Diploma (D3)	5	5,8
Pascasarjana (S2)	4	4,7
Sarjana (S1)	63	73,3
SLTA/Setara	14	16,3
Total	86	100,0
Length of Work:		
>1 - 5 Tahun	50	58,1
>5 tahun	8	9,3
>6 Bulan - 1 Tahun	22	25,6
5 tahun	6	7,0
Total	86	100,0

Source: Results of Primary Data Processing Using Google Form (2025)

Validity and Reliability Test

Validity test in this study was conducted by testing convergent validity and discriminant validity. Convergent validity analysis in this study consists of loading factor and composite reliability (CR) tests shown in Figure 2 and Table 2 below:

Figure 2. Loading Factor Test Results



Source: Data Processing Results Using LISREL 8.80 (2025)

Based on the results of the loading factor test above, it can be concluded that all statements from the indicators of all variables have a loading factor value above 0.30, thus the results of the convergent validity analysis through the loading factor test for each item are declared valid.

Table 2. Composite Reliability (CR) Test Results

Variable	Composite Reliability (CR)
(X1) Job Reasources	0,861
(X2) Job Demands	0,873
(Y) Employee Engagement	0,884
(Z) Organizational Commitment	0,874

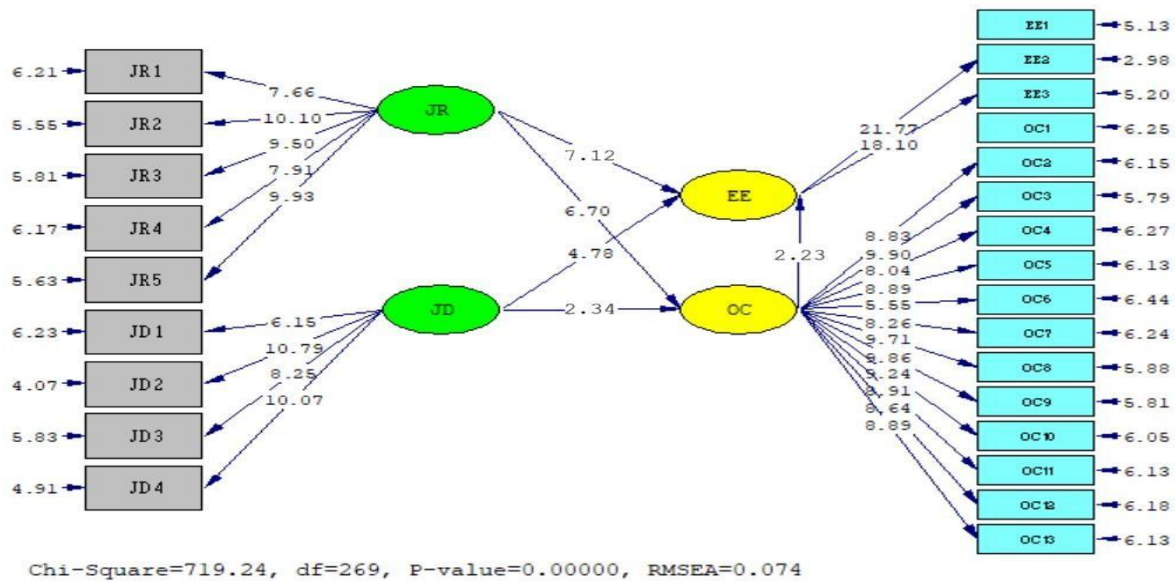
Source: Data Processing Results Using LISREL 8.80 (2025)

Based on the results of the Composite Reliability (CR) test above, it can be concluded that all variables have values above 0.50, thus the results of the convergent validity analysis through the Composite Reliability (CR) test are declared reliable.

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RESEARCH HYPOTHESIS TEST

Figure 3. Research Hypothesis Test Results



Source: Data Processing Results Using LISREL 8.80 (2025)

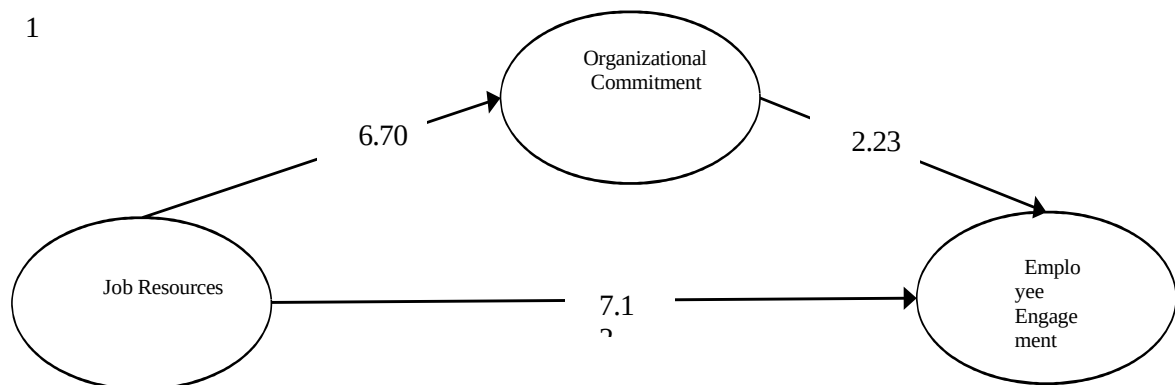
In this study, the first hypothesis investigates whether job resources affects organizational commitment. The result of the t-count value is 6.70, so the t-count value is greater than the t-table value of 1.96, so it can be stated that the hypothesis is accepted with a positive and significant influence. The second hypothesis investigates whether organizational commitment affects employee engagement. The result of the t-count value is 2.23, so the t-count value is greater than the t-table value of 1.96, so it can be stated that the hypothesis is accepted with a positive and significant influence.

The third hypothesis investigates whether job demands affects employee engagement. The result of the t-count value is 4.78, so the t-count value is greater than the t-table value of 1.96, so it can be stated that the hypothesis is accepted with a positive and significant influence. The fourth hypothesis investigates whether job demands affects organizational commitment. The result of the t-count value is 2.34, so the t-count value is greater than the t-table value of 1.96, so it can be stated that the hypothesis is accepted with a positive and significant influence.

MEDIATION TEST ANALYSIS INDIRECT EFFECT TEST

Indirect effect testing tests the influence of independent variables on dependent variables through mediating variables. The following are the results of indirect effect testing of the variables in this study, which are shown in figure 4 below:

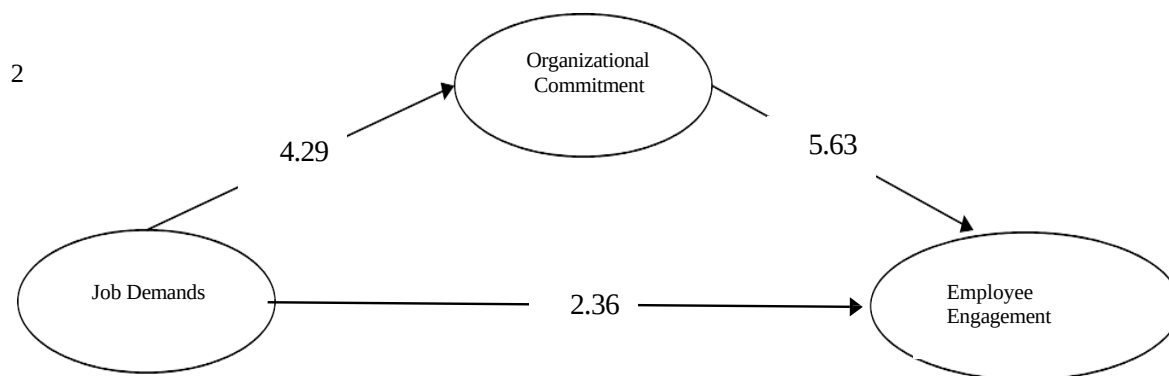
Figure 4. Mediation Test Results



Source: Data Processing Results Using LISREL 8.80 (2025)

Based on the results of the research, organizational commitment acts as a partial mediator variable because the role through the mediator variable or directly job resources on Employee engagement is equally significant.

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Organizational commitment acts as a partial mediator variable because the role through the mediator variable or directly job demands on employee engagement is equally significant.

DISCUSSIONS

The Effect Job Demands to Employee Engagement

The results of Demerouti, et al. (2001) found that Job Demands are related to lower Employee Engagement, but this relationship is moderated by Job Resources. Bakker, et al. (2004) found that Job Demands can have a positive or negative effect on Employee Engagement, depending on factors such as personality and self-control. Xanthopoulos, et al. (2010) found that Job Demands are related to lower Employee Engagement, but this relationship is moderated by organizational characteristics such as organizational culture and leadership.

The Effect of Job Resources to Employee Engagement

Christian, et al (2011), research has shown a strong and positive relationship between Job Resources and Employee Engagement. Job resources refer to aspects of work that help employees achieve their goals, reduce stress, and feel motivated. Employee Engagement refers to a psychological state in which employees feel enthusiastic, motivated, and connected to their work in a company. Research conducted by Bakker, et al. (2009) found that Job Resources can mediate the relationship between Job Demand and Employee Engagement. Schaufeli, et al. (2004) found that Job Resources such as autonomy, social support, and learning opportunities are related to higher Employee Engagement.

The Effect Organizational Commitment with Employee Engagement

Saks, et al. (2007) found that Organizational Commitment is related to higher Employee Engagement, even after controlling for other factors such as personality and job demands. Erdogan, et al. (2015) found that Organizational Commitment mediates the relationship between human resource management practices and Employee Engagement. Alima, et al. (2018) This study shows that organizational commitment is an important factor that can increase employee engagement and, ultimately, improve organizational performance.

CONCLUSIONS AND RECOMMENDATIONS

Based on the discussion that has been described above, it can be concluded that:

- Job resources influences employee engagement in employees PT X.
- Job demands influences employee engagement in employees PT X.
- Organizational commitment influences employee engagement in employees PT X.
- Job resources and job demands with Employee engagement through organizational commitment (mediating).

There are several recommendations that can be used as considerations for further research:

For Further Researchers or Academics:

- Further researchers should increase the number of samples to more than 86 respondents in order to obtain more accurate research results.
- Further researchers should expand the independent variables and mediating variables used to study their influence on employee engagement, such as work stress, flexible working arrangements, and other variables in order to better explain the actual conditions related to the factors.

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