



## **Job Resources As a Predictor of Work Engagement**

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### **ABSTRACT:**

Employee engagement essentially needs nowadays for successful business outcomes. For that organizations must motivate the employees for engagement and for better performance. According to JDR model, job resources considered as motivational process for employees. So, the paper investigates that job resources act as a predictor of work engagement among the employees in different organizations. This paper examines the association of variables by using simple correlation and linear regression analysis. A Cross-sectional survey pilot study was used for this study. The results revealed clearly that there is a positive association between the variables and job resources act as a potential predictor for employee's engagement. Discussion and recommendations are further discussed in this study.

**Keywords:** Job resources, Work engagement, JD-R Model, Organizational Success

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### **INTRODUCTION**

Individuals who are highly engaged and identify personally in their jobs and are motivated by the work itself. They tend to work harder and more productive than others; also, they are more likely to produce the results to their customers and organisations want. Engaged employees report that their jobs make good use of their skills and abilities, challenging & stimulating, and provide them with a sense of personal accomplishment (Rothmann, S., & Jordaan, G.M.E., 2006); and do not neglect their social life outside work, rather they enjoy the things in their lives other than work (Bakker, A.B, Hakanen, J.J., Demerouti, E., & Xanthopoulou, D., 2007). Effective talent management policies and practices demonstrate commitment to human capital, resulting in more engaged employees and lower turnover. Consequently, employee engagement has a substantial impact on employee productivity and talent retention (Bhatnagar, J., 2007).

It is plausible that engaged employees may recognize and assess the existing job resources more positively than employees with a lower level of engagement. Moreover, an engaged employee may also be more capable of mobilizing and actively developing new job resources (Hakanen, J. J., Perhoniemi, R., & Tanner, S. T., 2008). Engagement is characterised by vigour, dedication and absorption as well as the three direct opposite dimensions of burnout, which are exhaustion, cynicism and inefficacy (Coetzer, C.F., & Rothmann, S., 2007a). Personal disengagement is described as the uncoupling from the work roles.

Engaged employees may perceive more resources and be better able to mobilize their resources, because they are more pleasant colleagues to interact with (Bakker, A.B., & Demerouti, E. (2007). People with resources are less likely to experience resource loss and the possession of resources facilitates the collection of more resources (Quiñones, M., Van den Broeck, A., & De Witte, H., 2013). Compared to the past, engineers in South Africa currently have to invest more in their jobs in terms of time, effort, skill, and flexibility, whereas they receive less in terms of career opportunities, lifetime employment and job security (Rothmann, S., Mostert, K., & Strydom, M., 2006). When the external environment lacks resources, individuals cannot reduce the potentially negative influence of high job demands and they cannot achieve their work goals. Additionally, they cannot develop themselves further in their job and organization (Bakker, A.B., Demerouti, E., & Verbeke, W., 2004).

Job resources play an important role in a certain organization or occupation depends on the specific job characteristics that prevail (Bakker, A.B, Hakanen, J.J., Demerouti, E., & Xanthopoulou, D., 2007). Examples of job resources include social support, job enhancement opportunities, autonomy, participation in decision-making, and being psychologically well. Workload, role ambiguity, role conflict, and stressful events in general are examples of job demands. By increasing job resources such as social support, job control and feedback; it prevents the burnout and at the same time, it fosters the engagement. Still more research is needed regarding the job resources as experienced by employees in different organisations. Research regarding the psychological foundations of work engagement will enable researchers and practitioners to understand and predict about why some employees psychologically identify with their jobs (Coetzer, C.F., & Rothmann, S., 2007a).

The present study of the aim is two-fold. Firstly, it identifies the level of work engagement. Secondly, it investigates the relationship between job resources and work engagement among the employees and how it impacts on employees work engagement.

## REVIEW OF LITERATURE

### THE JD-R MODEL

According to (Demerouti, E., & Bakker, A.B., 2011), Job Demands–Resources (JD–R) model is a theoretical framework that tries to integrate two fairly independent research traditions: the stress research tradition and the motivation research tradition. In JD–R model, job demands are the initiators of a health impairment process and job resources are the initiators of a motivational process. In addition, the model specifies how demands and resources interact, and predict important organisational outcomes.

One central assumption of the JD-R model is that, although every occupation (or organisation) may have its own specific work characteristics associated with well-being, it is still possible to model these characteristics in two broad categories, namely job demands and job resources.

**Job demands** refer to those physical, psychological, social, or organisational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs. Examples include high work pressure, an unfavourable physical environment and irregular working hours.

#### **Job resources**

It refers to those physical, psychological, social, or organisational aspects of the job that may be functional in achieving work goals, reducing job demands and associated with physiological and psychological costs and finally Stimulating personal growth, learning, and development.

Resources may be located at the level of the organisation (e.g., salary, career opportunities, job security), interpersonal and social relations (e.g., supervisor and co-worker support, team climate), the organisation of work (e.g., role clarity, participation in decision-making), and the level of the task (e.g., performance feedback, skill variety, task significance, task identity, autonomy). Job resources may play either an intrinsic motivational role (by fostering the employee's growth, learning and development), or an extrinsic motivational role (by being instrumental in achieving work goals).

### WORK ENGAGEMENT

Several studies have indicated that work engagement has positive consequences at the individual and organizational levels (Bakker, A.B., Hakanen, J.J., Demerouti, E., & Xanthopoulou, D., 2007). According to Kahn (1990), an individual invests all their energy into three psychological conditions (meaningfulness, safety & availability), including physical, cognitive & emotional, to achieve high work role performances. *Psychological meaningfulness* occurs when individuals feel useful and valuable, and is influenced by job characteristics (such as variety, learning opportunities and autonomy), work-role fit and rewarding interpersonal interactions with co-workers. Supporting and trusting supervisory and co-worker relations lead to feelings of *psychological safety*. *Psychological availability* is influenced by physical energy, emotional energy, insecurity (e.g., lack of self-confidence, heightened self-consciousness and ambivalence about fit with the organisation), and non-work events.

According to Schaufeli et al. (2002), engagement can be defined “as a positive, fulfilling, and work-related state of mind that is characterised by vigour, dedication and absorption”. *Vigour* is characterised by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence in the face of difficulties. *Dedication* is characterised by a sense of significance, enthusiasm, inspiration, pride and challenge. *Absorption* is characterised by concentration and being happily engrossed in one's work, so that time seems to pass quickly and one has difficulties in detaching oneself from work.

The concept of work engagement is a relatively new addition to the field of occupational health psychology; and it could be viewed as a part of more general emerging trend towards a positive psychology that focuses on human strengths and optimal functioning rather than on weaknesses and malfunctioning (Seligman & Csikszentmihalyi, 2000; Schaufeli, W.B., & Bakker, A.B., 2004).

### JOB RESOURCES AND WORK ENGAGEMENT

Individuals who have rewarding interpersonal interactions with their co-workers also should experience greater meaning in their work (May, D.R., Gilson, R.L., & Harter, L.M., 2004), which leads to higher levels of work engagement; whereas lack of job resources it leads to disengagement (Demerouti, E., & Bakker, A.B., Nachreiner, F. & Schaufeli, W.B., 2001). Resources are not only necessary to deal with job demands and to “get things done”, but they also are important in their own right because they increase work engagement (Schaufeli, W. B., Bakker, A. B., & Van Rhenen, W., 2009).

The COR theory predicts that, employees will experience a loss of resources or failure to gain an investment (Hobfoll, 1989). Job resources concern the extent to which the job offers opportunities to individual employees. The Conservation of Resources (COR) theory (Hobfoll, 1998, 2001) is a relevant theory for understanding the effects of job resources on employees. The COR theory's central tenet is that people strive to obtain, retain and protect what they value. Job resources impact work engagement in following ways such as job characteristics, rewarding and supportive relationship with co-workers, organisational support, overload & job insecurity (Rothmann, S., & Jordaan, G.M.E., 2006). Thus, people who have some important resources are often able to gain other resources. The opposite also holds: losing an important resource causes a loss of other resources, yielding finally a negative spiral of resource loss. Consequently, work engagement—as a positive resource—may result in a positive spiral of resources as well as in positive health effects (Mauno, S., Kinnunen, U., & Roukolainen, M., 2007). Hence, by increasing resources, such as social support, job control and feedback, two birds are hit by one stone: burnout is prevented and engagement is fostered (Schaufeli, W. B., 2017).

Based on the review of literature studies regarding job demands, job resources and work engagement, our present study made an assumption of hypothesis as followed below,

**Hypothesis:** Job resources will be positively related to work engagement

## METHODS & PROCEDURE:

The current study used cross sectional design pilot study. A survey research questionnaire was sent to the respective employee in the organizations. A convenience sampling was used (N=25) responses were received from employees with confidentiality and anonymity.

## MEASURES

**Job resources:** Using JDRS originally developed by Jackson and Rothmann (2005), the present study utilized the job resources measures by it 5 dimensions namely (organizational support measured by 15 items, growth opportunities measured by 8 items, social support measured by 6 items, Advancement measured by 6 items and job insecurity measured by 3 items). Items were developed and checked for face validity. Totally 38 items, a 5-point Likert type scale was permitted to measure job resources.

**Work engagement:** UWES- 17 was used, and it was adapted from the long version of (Schaufeli, W.B., & Bakker, A.B., 2003), and it has three dimensions (Vigor, dedication & absorption). Totally 17 items, in that vigor & absorption has six items and dedication has five items for measuring work engagement. A 5-point Likert type scale was permitted.

## DATA ANALYSIS:

By using SPSS version 25, the person product-moment correlation and simple linear regression was used and table.1 as,

In correlation analysis (Table. 1), job resources and work engagement are directly proportional with each other. And the correlation value was 0.884 for both variables. Result shows that clearly that job resources were positively correlated with work engagement.

For regression analysis output table (2,3, & 4) as below,

Table. 2 provides the  $R$  and  $R^2$  values. The  $R$  value represents the simple correlation and is 0.884 (the " $R$ " Column), which indicates a high degree of correlation. The  $R^2$  value (the " $R$  Square" column) indicates how much of the total variation in the dependent variable (employee engagement), can be explained by the independent variable (psychological empowerment). In this case, 78.2% can be explained by job resources which indicates the good fitness of data.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2747.085	1	2747.085	82.532	.000 <sup>b</sup>
	Residual	765.555	23	33.285		
	Total	3512.640	24			

a. Dependent Variable: WORK\_ENGAGEMENT

b. Predictors: (Constant), JOB\_RESOURCES

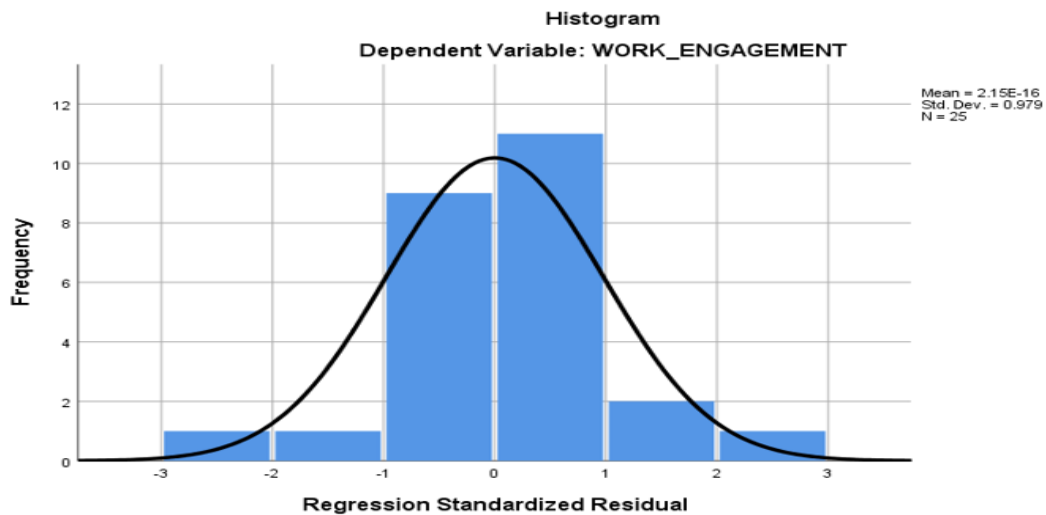
Table. 3 indicates that the regression model predicts the dependent variable significantly well. Here  $p$  value is less than 0.05, it indicates that overall, the regression model statistically significantly predicts the work engagement (dependent variable) by job resources independent variable.

(Table. 4) Coefficients table provides us with the necessary information to predict work engagement from job resources, as well as determine whether job resources contribute statistically significantly to the model.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.947	6.697		1.037	.310
	JOB_RESOURCES	.398	.044	.884	9.085	.000

a. Dependent Variable: WORK\_ENGAGEMENT

Work engagement = 6.947+0.398 (work engagement) is the regression output equation by analyzing this coefficient table. And (fig.1), the histogram graph clearly shows that data are normally distributed.



There is a strong linear relationship between the variables by analysing in normal P-P plot regression residual diagram shown below,

So finally, by analyzing our data there is a positive linear relationship with work engagement (i.e., job resources as a strongest predictor of work engagement).

## RESULTS

Our present study results revealed and confirms that job resources have a strong positive relationship with work engagement among the employees. Further it throws additional light for the academic researchers and practitioners that job resources as a strong predictor of work engagement and fulfills the study objective that higher job resources would lead to high levels of engagement.

## DISCUSSION

The study findings concluded that individuals who experience job insecurity they experience less work engagement, and more exhaustion and disengagement at work (Bosman, J., Rothmann, S., & Buitendach, J.H., 2004). The study results confirmed that job resources are positively related to work engagement; and also implies that managers should place a greater emphasis on increasing job resources as it predicts work engagement (De Braine, R., & Roodt, G., 2011). So, managers in the organizations must give more attention on increasing job resources for enhancing work engagement.

## RECOMMENDATIONS & CONCLUSION

It is a cross sectional survey pilot study. So, this could not lead to the generalisation of findings between the relationship of variables. It could be necessary to study the relationships between job resources and work engagement in a longitudinal design. Second instead of job resources, it is a thirsty need to know the relationship between job demands and work engagement. In addition, whether job resources might buffer the impact of job demands on work engagement. Because, only few studies for these relationships and there is a scarcity of more need to examine these relationships.

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