

# The Effect of Job Demands and Work Engagement on Job Satisfaction of KOPINDOSAT Employees in Jakarta

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**Abstract.** The purpose of this study is to find out how the influence of job demands and work engagement on job satisfaction among KOPINDOSAT employees in Jakarta. This research uses survey method with ex post facto approach. The data used is quantitative data using technical path analysis. The population in this study were all employees of the Indosat Cooperative, amounting to 100 people. All members of the population were used as a sample of 100 people. The results obtained: 1) There is a negative and significant effect of job demands on job satisfaction. 2) There is a negative and significant influence of job demands on work engagement. 3) There is an influence and positive and significant work engagement to job satisfaction. 4) There is a negative influence of job demands on job satisfaction through work engagement.

**Keywords:** Job Demands · Employment Engagement · Job Satisfaction

## 1 Introduction

Saved by cooperatives in the economic crisis in 1998 resulted trust in a stronger public cooperatives followed by growth in the number of cooperatives increasing each year, although growth in each year was still volatile. However, in terms of quality, there are not many changes that occur, the cooperative still seems not professional in carrying out its economic activities, partly because of unprofessional human resources, technology, and capital.

The role of human resources in cooperatives is very important, because it functions as a support for cooperative success. Technology and capital, supported by HR. Given the importance of the role of HR, it must be fostered and directed in accordance with the goals of the cooperative itself so that the cooperative's goals can be achieved as expected. One important means of human resource management in an organization is the creation of job satisfaction of employees (Melani, 2017).

Variables that affect employee job satisfaction directly and indirectly include: compensation or wages / salary. Wages are considered fair if based on job demands, individual skill levels, community wage standards are likely to produce satisfaction. The fairer the employee gets the reward he gets, the higher the job satisfaction the employee has.

Workers who feel (engaged) with their work also tend to have high job satisfaction,

because work engagement is a positive attitude held by employees towards the organization and its values. An employee who is aware of his engagements will try to prioritize his work for the benefit of the organization. Employees who have a high sense of engagement to their work will always provide the best for the interests of the organization in achieving its goals. Therefore job satisfaction of an employee is also influenced by the variable work engagement, the better the engagement the higher job satisfaction they have.

High job demands can make employees vulnerable to experiencing stress at work or fatigue. If this happens, then the cooperative is in trouble because efforts to achieve its objectives are hampered where HR as the mainstay in achieving the goals does not work as expected so work motivation will be reduced. Employees who work optimally, should be given an engagement. A sense of engagement is a connection, engagement, commitment, desire to contribute. Thus will arise sense of belonging, loyalty, and pride in work. According to previous research, if a company has employees with a high sense of engagement, it will make employees feel at home working there as well as their satisfaction will increase (Koesoemaningsih, 2013). So, no matter how high the job demands carried out by an employee, it will not have a negative impact if the employee has a high sense of engagement to his work. Job demands are an employee's responsibility to the organization/ company. Employees will try their hardest to resolve their job demands. Various studies have been conducted related to the effect of job demand on job satisfaction, such as Sigit Jatmika found that job demand has a negative effect on job satisfaction (Nugraha, 2018), but Yurasti said that job demand has a positive effect on job satisfaction (Yurasti, 2016).

Based on the statement above, it is necessary to examine the factors that influence job satisfaction which in this case is job demands and work engagement to Kopindosat employees.

## 2 Literature Review

Job satisfaction is defined as the general attitude of an individual to his work, the difference between the amount of reward received by a worker and the amount that a worker believes should be received (Robbins, 2003). Another definition states that job satisfaction is the result of various attitudes (attitudes) held by employees (Church, 1995). In this case, meant by job satisfaction are things related to work along with specific factors such as supervision or supervision, salary and benefits, opportunities to get promotions and promotions, working conditions, experience of skills, fair and non-detrimental work assessment, good social relations in work, fast resolution of complaints and good treatment from leaders towards employees.

According to Karasek job demands are defined as working very hard, and not having enough time to complete work (Patrick, 2012). Job demands refer to the physical, psychological, social or organizational aspects of a job that requires certain physical and / or psychological efforts or abilities. Examples are high work pressure, unsupportive physical working environment conditions, and emotional interactions with stakeholders (Demerouti et al., 2001).

Employee engagement, ownership, commitment and engagement in the organization are the main roles in the organizational structure. Workers with a strong

work engagement to the organization, tasks and work environment will be easier to manage work relationships, manage stress over work pressure and manage change (Meyer, 2011). Work engagement is defined as the opposite of burnout, where engagement as a permanent emotional state is characterized by a high level of activation and pleasure (Maslach, et al., 2001).

Some relevant research has been carried out by previous researchers, among others: research conducted by Solomon Markos Kompaso and M. Sandyha Sridevi, Employee engagement is a broad construction that touches almost all parts of the aspects of human resource management. If every part of human resources is not handled in the right way, then employees will be reluctant to involve themselves in work (Markos & Sridevi, 2010). Another study was by Diah Restu Ayu, Syamsul Maarif and Angraini Sukmawati, at a company that PT Goodyear Indonesia Tbk. The results showed that job demands directly affect work engagement. Job demands and human resources have a significant effect on work engagement, while job resources are the highest predictor of work engagement. Work engagement has a negative and significant effect on turnover intentions (Ayu, 2015).

### **3 Theoretical Framework**

#### **3.1 Job Demands on Job Satisfaction**

Locke (1994), Individuals will be satisfied with institutions that have policies and procedures that are designed so that individuals who are able to achieve awards in accordance with the results achieved in the tasks or jobs entrusted to him.

Porter (2015), a person will feel satisfied if there is no difference between what is desired with his perception of the existing reality, because the desired minimum threshold has been met.

Sigit Jatmika Nugraha (2018), High volume of work must be completed in a limited time and with maximum quality. Obstacles in carrying out the mandatory work in their implementation often occur. The biased conditions in the field have the effect of reducing job satisfaction.

#### **3.2 Work Engagement on Job Satisfaction**

Solomon Markos (2010), Employees who are actively involved in the organization indicate that the company has a positive work climate. This is because there are employees who have a good engagement to the organization where they work, so they will have a great enthusiasm to work.

Cendani (2017), Job satisfaction can be influenced by work engagement. Work engagement is a degree of willingness to unite himself with work, invest time, abilities and energy for work and consider his work as part of his life.

Mishra and Kumar (2017), The higher the work engagement of employees, the higher the job satisfaction obtained by employees because employees feel more involved by the company in completing their work.

### 3.3 Job Demands on Work Engagement

Wilmar B. Schaufeli (2004) work engagement, work engagement is formed by two main factors, namely job demands and job summaries, job demands do not always produce negative effects, but job demands can turn into work stress when accompanied by demands requires a lot of effort, which in turn can cause negative effects.

Upaydayda (2016), High workload, in turn, is positively associated with symptoms of fatigue and depression and negatively related to work.

Van Den Broeck (2008), Fatigue experienced by employees will have an impact on low morale, dedication and understanding which results in low work engagement.

### 3.4 Job Demands on Job Satisfaction through Work Engagement

Joseph Tiffin (1958), job satisfaction is closely related to the attitudes of employees towards their own work, work situations, cooperation between leaders and employees.

Stephen P. Robbins (2007), Work requires interaction with coworkers and superiors, follows organizational rules and policies, meets performance standards, lives in working conditions that are often less than ideal, and other similar things.

Kreitner (2001), Functional relations reflect the extent to which superiors help the workforce to satisfy work values that are important to the workforce. The overall relationship is based on interpersonal interests that reflect basic attitudes and similar values, for example both have the same outlook on life. A pleasant work environment and good coworkers can increase employee job satisfaction.

Based on the conceptual description and theoretical framework on which this research is based, a research hypothesis can be formulated as follows:

- a. There is a negative influence of job demands on job satisfaction
- b. There is a negative effect of job demands on work engagement
- c. There is a positive effect on job engagement and job satisfaction
- d. There is a negative influence on job demands on job satisfaction through work engagement

## 4 Research Methodology

This research was conducted at the Indosat Cooperative, in Jakarta. When the research was conducted for 9 (nine) months from February-October 2019. The method used in this study was a survey method with an ex post facto approach. The survey method is used for data collection, distributing questionnaires, interviews and so on.

The population in this study were all Kopindosat employees totaling 100 people. Researchers used saturated or census sampling techniques, where all members of the population were used as samples (Arikunto, 2013).

Data collection techniques both on the variable Job Satisfaction, job demands and work engagement, using the instrument lattice. The grid is used to measure variables and to illustrate the extent to which this instrument reflects indicators and sub-indicators.

To provide direction or an overview of the research conducted, where there is a

relationship between the independent variable (X), namely the demands of work and work engagement with the dependent variable (Y), namely job satisfaction, the Influence of Variables is used. Below is presented a picture of the constellation of influences between variables:

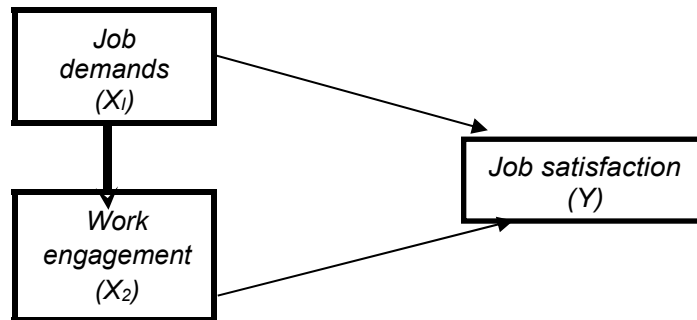


Fig. 1. Constellation of Influences between Variables.

Information:

X1 = Independent Variable

X2 = Independent Variable Y

Y = Bound Variable

→ = Direction of Influence

Data Analysis Techniques using: Descriptive analysis, Test requirements Analysis such as normality and linearity tests, and looking for path analysis similarity. Path analysis was used to determine the relationship between variables. The aim is to determine the direct, or indirect effect or through intervening variables (Sugiyono, 2013). Path analysis is also used to formulate or answer the proposed hypothesis.

## 5 Results and Discussion

The analysis used by researchers is path analysis to answer hypotheses in research. to determine the direct effect of the independent variables on the dependent variable, stages are used. The first stage calculates the correlation coefficient. In this study using Pearson correlation, namely Product Moment correlation to determine the relationship between the variable job demands (X1), work engagement (X2) with job satisfaction (Y).

Table 1. Job demands Correlation (X1), the Working Engagement (X2) and job satisfaction (Y).

No	Correlation between Variables	Job Satisfaction	Job Demands	Job Engagement
1.	Job Satisfaction	1	-, 777	,735 **
2.	Job demands	-, 777 **	1	-, 623 ***
3.	Work Engagement	, 735 **	-, 623 ***	1

\*\* Correlation is significant at the 0.01 level (2-tailed) and N = 100.

Seen from the table above, job demands have a negative correlation with job satisfaction, job demands have a negative correlation with work engagement and work engagement has a positive correlation with job satisfaction. The test used is a 5% real level and it turns out all the significance.

### 5.1 Effect of Job Demands on Job Satisfaction

**Table 2.** Relationship of Job demands (X1) with Job Satisfaction (Y).

NO	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	168.192	7.198		23.368	.000
2	Demands of work	-.994	0,098	<b>-0,777</b>	-10.179,	.000

a. Dependent Variable: Job Satisfaction  
 Source: Primary data processed using SPSS v. 22.0

On the output results obtained Beta job demands (X1) is -0.777. This means that there is a direct negative effect of job demands (X1) on job satisfaction (Y) of -0,777. Furthermore, the table Coefficients obtained tcount of -10,179 and p-value of 0,000. P-value is a probability that assumes that the null hypothesis is true. The probability Sig is smaller than 0.05, so job demands (X1) have a negative and significant effect on job satisfaction (Y) of -0.777. T test can be seen in the table above that the output results obtained tcount job demands (X1) of -10,179. For table can be found in the 0.05 significance table with  $df = nk - 1 = 70 - 2 - 1 = 67$  (n is the number of samples and k is the number of independent variables) then obtained ttable of 1.667. If  $t_{arithmic} > T_{table}$  is  $-10,179 > 1,667$ . This means that Job Demand (X1) has a negative and significant effect on job satisfaction (Y).

This finding strengthens theories which state that there is a relationship between job demands and work engagement, as stated by Locke, according to Locke, individuals will be satisfied with institutions that have policies and procedures designed in such a way that individuals within them are able to win awards accordingly with the results achieved in the tasks or work entrusted to him. Individuals in institutions will feel dissatisfied if the institution applies unclear or conflicting rules, giving inappropriate job demands can reduce individual satisfaction at work (Wagner, John A, 1994).

This finding is also strengthened by previous research conducted by R Zirwatul Aida R Ibrahim who conducted research by examining the relationship between psychological work environment named Job Demands, Job Control, Social Support and Job Satisfaction in manufacturing companies aimed at testing the Job Demands Control (JDC) model Karasek and Job Demands Control Support (JDCS) models (Ibrahim, 2013). The results of the study show a negative relationship between job demands and job satisfaction.

According to the logic of researchers' thinking, Kopindosat employees have high employment targets. High volumes of work must be completed in limited time and with maximum quality. Obstacles in carrying out the work in its implementation often occurs. So that it can reduce employee job satisfaction.

## 5.2 Effect of Job demands (X1) on Work Engagement (X2)

**Table 3.** Relationship of Job demands (X1) with Work Engagement (X2).

No	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	111.856	4.233		26.425,	000
2	Claims Work	-0,337	0,057	<b>-, 623</b>	-6.566,	000

a. Dependent Variable: Work Engagement

Source: Primary data processed using SPSS v. 22.0

Based on table II Coefficients which are stated as Standardized Coefficients or known as Beta. On the output results obtained, the results Beta of job demands (X1) is -0,623. This means that there is a direct influence of job demands (X1) on work engagement (X2) of -0,623. Furthermore, the Coefficients table obtained  $t_{count}$  of -6.566 and p-value of 0,000. P-value is a probability that assumes that the null hypothesis is true. The Sig probability is smaller than 0.05, so job demands (X1) have a negative and significant effect on work engagement (X2) of -0, 623. In the t test,  $t_{count} > t_{table}$  is  $-6,566 > 1,667$ . This means that job demands (X1) have a negative and significant effect on work engagement (X2). This means that there is a negative and significant influence of job demands on work engagement

This finding reinforces theories that state that there is a relationship between job demands and work engagements, as stated by Schaufeli and Bakker that work engagement is formed by two main factors, namely job demand and job resources. Job demands do not always produce negative effects, but job demands can turn into work stress when accompanied by demands that require a lot of effort, which in turn can cause negative effects (Schaufeli & Bakker, 2004).

Job demands have a negative relationship and have a significant effect on work engagement, which means that the greater the job demands, the lower the level of employee work engagement. This is supported by Broeck's research that the more job demands that must be accepted by employees, the employee will get tired easily. Fatigue experienced by employees will have an impact on the low vigor, dedication and absorption resulting in low work engagement (Van Den Broeck, Vansteenkiste, De Witte, & Lens, 2008).

This finding is also strengthened by previous research conducted by Andi Muhammad Surya with the title Effect of Job demand and Job Resources on turnover intentions through Work Engagement on Staff at Dr. Wahidin Sudirohusodo Hospital - Makassar. The results obtained by the results of a probability of 0,000 with a standard significance value of 0.5 and a t-statistic value of 5.55 with a value of two tailed 1.96 at a significance of 5%. The original sample value shows 0.481 which means that there is a negative influence on the variable job demands on work engagement (Surya, 2018).

## 5.3 Effect of Job Engagement (X2) on Job Satisfaction (Y)

The same thing as the table above, explains that based on the results of the calculation of path analysis obtained the direct effect of work engagement on job

satisfaction of 0.735. The probability value is smaller than the value of 0.05 while the regression value is 8,942 is bigger than table t 1,667. This means that there is a positive and significant influence of work engagement on job satisfaction.

**Table 4.** Relationship of Work Engagement (X2) to Job Satisfaction (Y).

No	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-35.344	14,698		-2.405	0,019
2,	Work engagement	1,553	0,174	<b>0,735</b>	8.942,	000

a. Dependent Variable: Job Satisfaction

Source: Primary data processed using SPSS v. 22.0

This finding reinforces theories which state that there is a relationship between job demands and job engagement, as stated by Solomon Kompasso, Employees who are actively involved in the organization indicate that the company has a positive work climate. This is because there are employees who have a good engagement to the organization where they work, so they will have a great enthusiasm to work (Markos & Sridevi, 2010).

This finding was also strengthened by research conducted by Lu, Alan & Dogan, which empirically proved that work engagement consisting of vigor, dedication and absorption, was proven to have an effect on job satisfaction, with the strongest influence on the dedication dimension. The research proves that there is a positive relationship between work engagement with job satisfaction .

Mishra & Kumar, in their research also found that there is a positive relationship between work engagement and job satisfaction. The higher the work engagement of employees, the higher the job satisfaction obtained by employees because employees feel more involved by the company in completing their work (Mishra, S, & Kumar, 2017). According to the logic of thinking, researchers' enthusiasm and commitment desire to devote/contribute and expand efforts to help organizations achieve success/ goals, where engagement is obtained by aligning job satisfaction and maximum work contribution from employees.

#### 5.4 Effect of Job Demands on Job Satisfaction through Employment

**Table 5.** Work Path Demand Coefficient (X1) and Work Engagement (X1) to Job Satisfaction (Y).

No	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	71,023	20,983		3,401	0,001
2	Job Demands	-0,667	0,108	<b>-0, 521</b>	-6,167	0,000
3	Entanglement,	0,867	0,179	<b>0,410</b>	4,852	0,000

a. Dependent Variable: Work Engagement

Source: Primary data processed using SPSS v. 22.0



Based on the calculation results, it can be seen the values of the path coefficients in the column of Standardized Coefficients (Beta) to obtain the following equation:  $Y = 71,023 - 0,521 X_1 + 0,410 X_2 + \epsilon$ . The interpretation of the equation is the coefficient value for the job demands variable ( $X_1$ ) of -0,521. This means that each increase in work demand variable one unit then the work engagement variable will decrease by -0.521 with the assumption that the other independent variables from the model above are fixed.

Based on the calculation results of the path analysis in table I above obtained the value of job demands on job satisfaction through work engagement of -0.457, the figure is obtained by multiplying the direct effect of  $X_1$  against  $X_2$  with the direct effect of  $X_2$  on  $Y$  (Arikunto, 2013). This means that each increase in one unit of job demands through work engagement will reduce job satisfaction by -0.457. More probability values smaller than the value of 0.05. The value of the indirect effect is smaller than the value of the direct effect of -0.777, these results indicate that indirectly the demands of work through work engagement do not have a significant effect on job satisfaction.

This finding is not in line with theories which state that there is a relationship between job demands and job satisfaction through work engagement, as stated by Stephen P. Robbins who states that work requires interaction with coworkers and superiors, follows organizational rules and policies, meets performance standards, living in working conditions that are often less than ideal, and other similar things (Robbins, Stephen P, 2007). Meanwhile, Joseph Tiffin also stated that job satisfaction is closely related to the attitudes of employees towards their own work, work situations, cooperation between leaders and employees (Tiffin, Joseph, 1958).

According to the logic of researchers' thinking, when any job demands faced by employees will not greatly affect the job satisfaction of the employee if the employee has a strong work engagement where the employee has understood his duties as an employee and is fully responsible for the work he gets is not very influential significantly, but with a sense of being bound to work can provide a better sense of work, the results of the study strengthen the logic of thinking in which the results of the influence of job demands on job satisfaction will be smaller if through work engagement.

## 6 Conclusion

There are negative and significant effects of job demands on job satisfaction. There is a negative and significant influence of job demands on work engagement. This means that the higher the job demands of employees, the lower job satisfaction of employees or/and reduce employee work engagement. There is a positive and significant influence of work engagement on job satisfaction. This means that the higher the work engagement the employees have will increase the employee job satisfaction. There is influence job demands on job satisfaction through work engagement but not significant, or have no significant influence. Likewise, job demands have a strong effect on job satisfaction. Job demands affect job satisfaction, with the right job demands, job satisfaction will increase, high demands will make employees feel tired while low demands will make employees lose motivation at work. For the results and analysis of respondents' answers about job demands have a strong effect on work engagement. Work engagement is a positive attitude received by Kopindosat employees. But the high work engagement makes job demands do not have a strong influence in carrying out responsibilities in

work. While the results of the analysis of respondents with variables felt bound responded positively by Kopindosat employees.

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