

# The Effect Of Job Demands, Job Resources, And Personal Resources On Work Engagement (Study At Personnel Of West Nusa Tenggara Regional Police Traffic Directorate)

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## ABSTRACT

Every organization needs members who are psychologically connected to their work. Not only that, but organizations also need members who are proactive and have high work engagement. The objectives of this study are: (1) To analyze the effect of Job Demands on Work Engagement of Personnel, (2) To analyze the effect of Job Resources on the Work Engagement of Personnel, (3) To analyze the influence of Personal Resources on Personnel Work Engagement of Personnel. This type of research is associative quantitative research. The data collection method used by researchers is the census method. Respondents in this study were all 144 Personnel of West Nusa Tenggara Regional Police Traffic Directorate. The data collection in this study used questionnaire. The data analysis used multiple regression analysis. The conclusions of the research that can be drawn are: (1) Job Demands have a positive and significant effect on Personnel Work Engagement. (2) Job Resources have a positive and significant effect on Work Engagement. (3) Personal Resources have a positive and significant effect on the Work Engagement of the West Nusa Tenggara Police Traffic Office Personnel.

Keywords: Job Demands, Job Resources, Personal Resources, Work Engagement

## INTRODUCTION

The fluctuating era of globalization as it is today raises new demands for every organization. The emergence of these demands makes every organization continue to make various efforts to survive and be the best (Widodo & Sami'an, 2013). An organization that will survive and is the best in the world of competition is certainly not free from the role of human resources. This is because the human resource factor is very crucial as a driving force in maintaining, directing, and developing a company (Hidayati, Purwanto, & Yuwono, 2010).

Today organizations need members who are psychologically connected to their work. Not only that, but organizations also need members who are proactive and have a commitment to show the best quality performance. Bakker and Demerouti (2009) state that workers with better work performance than their peers will have a high level of employee

engagement. Workers who have high employee engagement will often have positive emotions at work (Bakker & Demerouti, 2009).

Every organization needs members who have an attachment to their work or often known as employee engagement (Bakker & Leiter, 2010). Employees who have high engagement will have an increase in organizational commitment, increase job satisfaction, reduce turnover rates, improve health and well-being, increase role behavior, generate proactive behavior and motivation to learn, show higher work performance and initiatives, and low absenteeism or absenteeism (Schaufeli & Salanova, 2007, in Chughtai & Buckley, 2008).

Engagement Low labor is then called disengagement (Kahn, 1990). On the other hand, employees or members who show low engagement will harm the organization. Schaufeli and Bakker (2004) explain that the impact of members who have low engagement will result in reduced worker efficacy. This will affect the productivity and performance of employees in the organization. Bandura (in Bakker & Leiter, 2010) explains that efficacy in individuals is directly related to absorption and effort to complete a task or job. In addition, symptoms of disengaged employees can also be seen from lack of enthusiasm, frequent mistakes, lack of energy, and lack of attachment to the organization (Pech & Slade, 2006).

Employee engagement can be influenced by various factors. According to Schaufeli & Bakker (2003), two things can affect employee engagement: job demand and job resources.

Job demands defined as work demands that trigger psychological fatigue (psychological stressor), for example, such as: working non-stop for long working hours, too much workload and limited time given to complete the work, and conflicts over job demands that must be completed (Love, Irani, and Standing, 2007). Gana, Lourel, Abdelloui, and Chevalyere (2008) revealed that job demands are physical, social, and organizational elements in work activities that affect the psychological health of members.

Job resources are an aspect of work that functions to help employees cope with job demands and the physiological and psychological consequences that occur while stimulating growth, learning, and personal development (Demerouti, 2001). Job resources are obtained through interpersonal and social relationships, work arrangements, and work itself (Bakker & Demerouti, 2007). Aspects of job resources include work schedule, workload and work pace, job content, and job control.

Research on the effect of job demand and job resources on employee engagement was conducted by Prieto, Soria, Martínez, & Schaufeli (2008) in Spain. The results of this study indicated that job demands had a significant effect on employee engagement and job resources and had a significant effect on employee engagement. The results of this study are also supported by research conducted by Bakker & Demerouti (2008) which states that job demands and job resources directly affect employee engagement in members.

Although job demands stated that they had a significant effect on employee engagement, other studies stated that job demands did not have a significant effect on employee engagement. This is in the previous research conducted by Coetzer and Rothmann (2007) which stated that job demands did not have a significant effect on employee engagement. In addition, research conducted by Ayu, Maarif, and Sukmawati (2015) shows that job resources do not have a significant effect on employee engagement.

Apart from these two factors, personal resource factors also play a role in influencing the work involvement of members. Research by Bakker and Demerouti (2008) confirms that member engagement can relate to personal resources. Personal resources are positive self-evaluations related to resilience and refer to an individual's sense of their ability to control and have a good impact on their environment. Personal resources are aspects of the self that are generally associated with joy and a feeling that the self is capable of manipulating, controlling, and having an impact on the environment according to their wishes and abilities.

Research results from Bakker and Demerouti (2008) confirm that work engagement can be predicted by personal (personal resources). Research results from Mantri, Shaleh, and Miftahuddin (2017) found that personal resources have a significant effect on work engagement. Likewise, research conducted by Bimantri, Shaleh, and Miftahuddin (2017), Ayu (2015), and Oktaviani, Hidayati, and Syaharuddin (2018) found that personal resources have a significant effect on work engagement.

Although many research results indicate that employee engagement has a positive impact on organizations and personnel. In reality, there are still many organizations that have sub-optimal levels of employee engagement. One of them is West Nusa Tenggara Regional Police.

The performance of West Nusa Tenggara Regional Police agencies in a region can be seen from the Governance Index Achievement. Governance Index Achievement is an instrument for measuring the performance and achievements of the Bureaucratic Reform program at the National Police unit. The achievement of GIA is a contribution to the assessment of nine work units at the relevant Polda. The following is the score for each sarcasm at the West Nusa Tenggara Regional Police based on the highest ranking. Meanwhile, the public service assessment of the West Nusa Tenggara Regional Police was in 24th place with a score of 2.341.

Based on these GIA achievements, the West Nusa Tenggara Regional Police ranked 20th in the GIA assessment out of a total of 31 Regional Police in Indonesia with a score of 5.555. This value falls into the "medium" category scale. This GIA figure is lower than the national average of 5,693, which means that the West Nusa Tenggara Police's performance is still below most of the assessed.

The performance, which is still at moderate levels, shows that the work involvement of personnel is still not optimal. Job Involvement is one of the internal factors that need to be improved for the progress of the organization. Job involvement will increase when members in the organization face a situation that is important to discuss together. One of the situations that need to be discussed together, for example, is the personal needs and interests that the members want to achieve. If these needs can be met, it will make these members more committed to the organization. These members will realize the importance of trying and contributing to the interests of the organization.

Work involvement reflects the members' enthusiasm for their work. When Members feel engaged in their work, Members will feel compelled to strive to achieve challenging goals, want to succeed, and have a personal commitment to achieving organizational goals and tend to feel passionate and enthusiastic about their work so that they show better performance (Bakker & Bal, 2010). Conversely, members who have a low level of work involved will experience negative feelings and feel unhappy at work, so that they can influence their colleagues through negative emotions and tend to experience emotional exhaustion (Maslach, in Heikkeri, 2010). Members are also less innovative and creative and are less likely to share new ideas with colleagues.

Police are known to have high job demands. Traffic police have to deal with a variety of situations when dealing with traffic-related cases. They must be ready for 24 hours because they have to work immediately in case of various kinds of events such as traffic accidents.

Job demands members of the West Nusa Tenggara Regional Police Traffic Directorate are perceived as excessive work. The job demands that are given are still felt to be inadequate with the individual's ability in the field of work being engaged in or the amount of work that must be completed on time. Physical and mental burdens become heavy because concentration is needed in detecting problems, overcoming unexpected events, and making

decisions quickly related to work and the extent of the level of expertise and work performance of individuals in the Traffic Sector.

In terms of job resources, there is still relatively many personnel who have not conducted training to hone their work skills because they have to be carried out outside the region. Work facilities are felt to be incomplete at work. When carrying out surveys and investigations about traffic accidents, it is often only supported by makeshift working tools.

Based on the description above, the objectives of this study are as follows:

- 1) To analyze the effect of Job Demands on Work Engagement Personnel
- 2) To analyze the effect of Job Resources on Work Engagement Personnel
- 3) To analyze the influence of Personal Resources on Work Engagement Personnel.

## THEORETICAL BASIS

Specifically, Schaufeli, Salanova, Gonzales-Roma, and Bakker define work engagement as positivity, fulfillment, work from the center of the mind that is characterized (Schaufeli et al., 2008). Schaufeli, Salanova, and Bakker (2008) provide limitations regarding work engagement as a strong agreement to the implementation of work and other work-related matters. According to Gallup (2010), engaged members will work with enthusiasm and feel a deep connection with the company where they work, they encourage innovation and drive the progress of the company.

The conclusion that can be drawn from the description of the theory above regarding work engagement is the attitude and behavior of the level to which members at work can express themselves totally physically, cognitively, affectively, and emotionally. Members find meaning in work, pride in being part of the company where they work, working to achieve the overall vision and mission of a company. Members will go the extra mile and strive for work that is above what is expected in both time and energy.

Gana, Lourel, Abdelloui, and Chevalere (2008) revealed that job demands are physical, social, and organizational elements in work activities that affect the psychological health of members. Cain and Jex (2010) define job demands as stimuli that occur in a work environment, which require continuous attention and responses from individuals to overcome stimuli until they are completed or finished. Furthermore, Peeters, Montgomery, Bakker, and Schaufeli (2005) define job demands as the extent to which the environment contains stimuli that strictly require attention and response. Job demands are physical, psychological, social, or organizational aspects of work that require ongoing physical and/or psychological effort and skills and are therefore associated with certain physiological and/or psychological costs (Sang-Hoon Lee et al, 2017).

Job resources are an aspect of work that functions to help employees cope with job demands and the physiological and psychological consequences that occur while stimulating growth, learning, and personal development (Demerouti, 2001). Job resources are obtained through interpersonal and social relationships, work arrangements, and work itself (Bakker and Demerouti, 2007).

Job resources are defined as physical, social, psychological, or organizational aspects of work that are important in achieving work goals, can reduce job demands, and can encourage personal growth, study, and development (Schaufeli et al. 2007 in Suan and Nasur din. 2013: 320).

Personal resources is a positive self-evaluation related to resilience and refers to individuals who have the ability to succeed and influence their environment (Hobfoll, Johnson, Ennis, and Jackson, 2003). This conclusively shows that positive self-evaluation predicts goal setting, motivation, performance, work, and life satisfaction, and other desired outcomes (Hakim, Van Vianen, and De Pater, 2004).

According to Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007), personal resources are personal aspects that are generally related to resilience and refer to the individual's ability to control and successfully impact their environment. Personal resources according to Heuvel, Demerouti, Bakker, and Schaufeli (2010) refer to individual and environmental interactions that can relate specifically to work-related self-efficacy.

## **HYPOTHESIS DEVELOPMENT**

Job demands are an important part of work, one of which is to clarify what work the employees need to do, and also to achieve the goals the company wants to achieve. Job demands relate to physical, psychological, and social jobs that require physical and psychological effort to do. Job demands can be both positive and negative based on the level of job demands and abilities of the employee. Job demands that are high and tiring physically and psychologically often harm job performance and often result in burnout or absenteeism, while less burdensome job demands make employees have positive attitudes about their work and show good job performance.

Job demands are included in one of the factors that affect work engagement. Work engagement is a behavior that shows a positive state of mind at work characterized by enthusiasm and energy, enthusiasm and involvement, and full concentration (Schaufeli et al, 2002). Employees who know clearly what they have to do and know that they have a role in achieving company goals can affect increasing employee work engagement (Harter et al, 2002). However, there will be a negative impact when employees feel that job demands require too much effort to complete the job.

Research conducted by Taipale et al (2011) and Saari et al (2017) shows that job demands have a negative relationship with work engagement. High job demands will lower work engagement. Demanding job demands can occur in many situations such as high work pressure, unpleasant work environment, and emotional and cognitive demands (Bakker & Demerouti, 2007). Therefore, the following research hypothesis can be formulated, H1: the higher the job demands will result in higher work engagement.

Schaufeli and Bakker (2004) state that work engagement is formed by job resource factors. Schaufeli and Bakker (2004) state that job resources are physical, psychological, social, and organizational aspects of work that require continuous physical, cognitive and emotional efforts. Therefore, it is associated with certain physical and/or psychological costs.

Job resources is a physical, social, psychological, or organizational aspect of the job that is capable of (1) reducing job demands with psychological costs (psychological costs) given by employees; (2) give effect to the achievement of goals; (3) stimulate development and learning. Job resources make a significant contribution to work engagement when job demands are high (Bakker et al. 2007). Therefore, the following research hypothesis can be formulated, H2: the higher the job resources will result in higher work engagement.

Further research by Bakker and Demerouti (2008) also confirms that work engagement is related to personal resources which will ultimately show the level of performance. Personal resources are positive personal resources related to resilience and refer to their ability to control and have a good impact on their environment.

Individuals who have the readiness and personal resources will respond positively to environmental factors to formwork engagement behavior. Bakker (2009) mentions important factors besides work resources, namely personal resources to reduce workload, emotional exhaustion, and burnout.

Bakker & Xanthopoulou (2013) briefly describe personal resources, namely individual feelings of their ability to succeed by controlling and having an impact on the environment. Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) in their research found that work engagement has a positive correlation with personal resources (self-efficacy, optimism, and



organizational-based self-esteem). Therefore, the following research hypothesis can be formulated, H3: the higher personal resources will result in higher work engagement.

## CONCEPTUAL FRAMEWORK

Based on theoretical studies. Previous research and research hypotheses can be described as the following research framework:

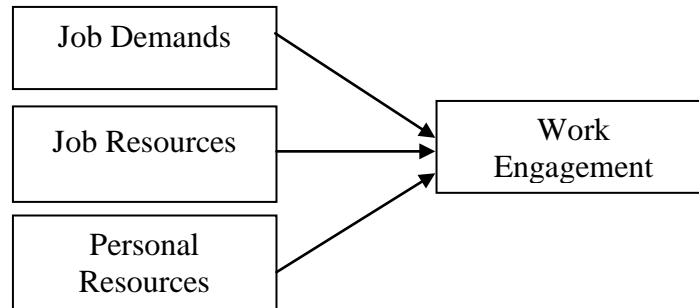


Figure 1. Conceptual Framework

## RESEARCH METHODS

This research is a type of quantitative research. In terms of the level of explanation, this research is causal associative research. A causal relationship is a relationship that is causal in nature, one of the independent variables affects the dependent variable (Silalahi, 2012: 59). So, here there are the independent variables (influence) and the dependent variable. This means that the research focuses on the Effect of Job Demands, Job Resources, and Personal Resources on Work Engagement at the Personnel of the West Nusa Tenggara Regional Police Traffic Police.

The data collection method in this research is using the census method. The census method means that the researcher conducts field research to study and prove the phenomenon that is the problem in the research by taking the entire population as research respondents, namely all members of West Nusa Tenggara Police Traffic Directorate 144 people.

The data collection tool that will be used is a questionnaire containing a questionnaire, namely a list of questions/statements that are logically related to the research problem, and each question/statement is an answer that has meaning in testing the hypothesis (Nazir, 2005).

The instrument in measuring Work Engagement refers to the concept of Schaufeli and Bakker (2003) as many as 12 items. The instrument in measuring Job Demands (X1) refers to a concept saunter, Murphy, and Hurrell in Kelloway (2008) with 12 items of statement. The instrument in measuring Job Resources (X2) refers to the concept of Schaufeli et al. (2004) with statement items as many as 12 items. The instrument in measuring Personal Resources (X3) refers to the concept of Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) with 9 items.

To test the validity of the research instrument, it was carried out using the Pearson product-moment correlation where the r table value of the Pearson product-moment for 143 respondents was 0.2714. Testing the validity and reliability of the questionnaire was carried out with the SPSS 25 program. The instruments of Job Demands that were smaller than 0.2714 were instruments X1.4, X1.10, X1.11, X1.12 so they had to be removed from the Job Demands variable indicator. The instrument from Job Resources that is smaller than 0.2714 is

the X2.8 instrument, so it must be removed from the Job Resources variable indicator. Instruments from Personal Resources that are smaller than 0.2714 are the X3.1 and X3.4 instruments, so they must be removed from the Personal Resources variable indicator. The instrument of Work Engagement that is smaller than 0.2714 is the Y1 instrument.

In analyzing the influence of the independent variable on the dependent variable, multiple regression analysis is used if the number of independent variables is at least two. According to Sugiyono (2010), "Multiple regression is an analytical tool used to predict how the state (fluctuation) of the dependent variable if two or more independent variables are predictor factors that are manipulated (their value increases and decreases)".

The F test is used to determine the significance of the influence of the independent variables on the dependent variable, meaning that it is to determine the feasibility of the effect of Job Demands, Job Resources, and Personal Resources on Work Engagement on the Personnel of West Nusa Tenggara Regional Police Traffic Directorate.

The t-test is used to test the degree of confidence between the variables under study partially, meaning that it is partially to determine the significant effect of the effect of Job Demands, Job Resources, and Personal Resources on Work Engagement on Personnel at West Nusa Tenggara Regional Police Traffic Directorate. To show the influence of one independent variable individually by comparing t count with t table at the level of confidence chosen  $\alpha = 0.05$  with the test criteria if  $t \text{ count} > t \text{ table}$  The hypothesis is acceptable.

## RESULTS

### Respondent Description

In terms of gender, based on the results of questionnaires that have been distributed, it shows that there is 115 male gender personnel with a percentage of 79.7%, while the respondents with female gender are 29 people with a percentage of 20.1%. This shows that most of the respondents are male. Duties of Personnel are to carry out Police Duties in the Traffic Sector which include all efforts, jobs, and activities in traffic control to prevent and eliminate all forms of disturbances and threats to ensure security, order, safety, and smooth traffic of traffic on public roads. Each of these jobs requires a physically stronger and more primed, which is very likely to be owned by men. Therefore, each job is predominantly done by men.

In terms of age, 22 people aged less than 31 years old with a percentage of 15.3%, 50 respondents aged 31-40 years with a percentage of 34.7%, respondents aged 41-50 years as many as 72 people with a percentage of 50%. Therefore, it can be concluded that most of the personnel were already senior. At this age range, everyone can be called an adult and wise in every action and decision. This is in accordance with the needs in the work of West Nusa Tenggara Regional Police Traffic Directorate which is more dominant in interacting with the cloud community so that it requires wise and wise thoughts in every act of communication with the community.

Education is a very determining aspect of the quality of a person's work. In terms of education, personnel with high school education/equivalent are 97 people with a percentage of 67.4%, respondents with Diploma education are 3 people with a percentage of 2.1%, respondents with undergraduate education are 42 people with a percentage of 29.2%, respondents with Master's education as many as 2 people with a percentage of 1.4%. This illustrates that most of the personnel of the West Nusa Tenggara Regional Police Traffic Directorate have high school graduate. Domination in each force of Police Personnel recruitment at the high school education level. Most of the personnel continue their education level to bachelor's degree after holding Police status. That is still relatively small.

In terms of tenure, there is 5 personnel with a working period of less than 1-5 years with a percentage of 3.5%, 17 people between 6-10 years with a percentage of 11.8%, 11.8%

working period. - 15 years as many as 21 people with a percentage of 14.6%, and a work period of more than 15 years as many as 101 people with a percentage of 70.1%. Therefore, it can be concluded that most of the personnel have very long working tenure. This means that personnel has very high experience in working within the West Nusa Tenggara Regional Police Traffic Directorate. Police Traffic Office is a directorate that has a lot of work, especially regarding traffic. A lot of work, often direct contact with the community, is a job that requires experience in acting.

**Description of Variables**

Job Demands are the respondent's response to the demands for work that must be done within the scope of the West Nusa Tenggara Regional Police Traffic Office. The total average of Job Demands is 3.63, with the high category, meaning that the job demands felt and perceived by personnel in carrying out their duties and functions at the West Nusa Tenggara Regional Police Traffic Directorate are still at a high level.

Job Resources are the respondent's response to work resources that can motivate personnel to achieve work goals and as a resource that reduces job demands within the scope of the West Nusa Tenggara Regional Police Traffic Directorate. The average total number of Job Resources is 3.84 which is in the high category, meaning that the job resources provided are able to support and support the work of the West Nusa Tenggara Regional Police Traffic Directorate.

Personal Resources is the respondent's response to the interaction of individuals and the environment in supporting work performance. The total average of Personal Resources is 3.89 in the high category, meaning that the high interaction between individuals and the environment supports the work of personnel at the West Nusa Tenggara Regional Police Traffic Directorate.

Work Engagement This is the respondent's perception of the participation of personnel in the implementation of work and other matters related to work. The total average of Work Engagement is 4.06 which is a high category, meaning that person has high involvement in their work and organization at the West Nusa Tenggara Regional Police Traffic Directorate.

**Results of Multiple Linear Regression Analysis**

Multiple regression analysis was used to determine the effect of Job Demands and Job Resources on Work Engagement. To see how the regression function can be formulated from the calculation results, see table 1., below.

**Table 1. Significance of Individual Parameters**

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	0.639	0.170
<i>Job Demands</i>	0.284	0.091
<i>Job Resources</i>	0.418	0.083
<i>Personal Resources</i>	0.191	0.081

a Dependent Variable: Work Engagement

Through table 1., above, the function of linear regression can be formulated as follows:

$$Y = 0.639 + 0.284X_1 + 0.418X_2 + 0.191X_3$$

Information :

$$\text{Constant} = 0.639Y = \text{Work Engagement}$$



$$\begin{aligned}
 b_1 &= 0.284X & X_1 &= \text{Job Demands} \\
 b_2 &= 0.418X & X_2 &= \text{Job Resources} \\
 b_3 &= 0.191X & X_3 &= \text{Personal Resources}
 \end{aligned}$$

The linear function mentioned above can be described as follows. A constant value of 0.639 means that if each of the independent variables, namely Job Demands, Job Resources, and Personal Resources, has a value of 0.639 then the Work Engagement of the Personnel is 0.639. This means that Work Engagement in the absence of Job Resources and the absence of Job Demands is 0.639.

The regression coefficient of Job Demands ( $b_1$ ) which is equal to 0.284 means that if the Job Demands variable ( $X_1$ ) is added to the research model, it will affect *Work Engagemente* equal to 0.284. The positive Job Demands regression coefficient ( $b_1$ ) means that, higher job demands will result in higher Work Engagement of Personnel.

The regression coefficient of Job Resources ( $b_2$ ) which is worth 0.418 explains that if the Job Resources variable ( $X_2$ ) is added to the research model, it will affect *Work Engagemen*t amounting to 0.418. The positive regression coefficient for Job Resources ( $b_2$ ) means that, higher Job Resources will result in higher Work Engagement.

The regression coefficient of Personal Resources ( $b_3$ ) which is valued at 0.191 explains that if the Personal Resources variable ( $X_3$ ) is added to the research model, it will affect *Work Engagemen*t amounting to 0.418. The positive regression coefficient for Personal Resources ( $b_3$ ) means that, higher Personal Resources will result in higher Work Engagement.

### Results of Goodness Of Fit Analysis (F Test)

The F-test is used to determine the feasibility of the effect of the independent variables on the dependent variable collectively (Priyatno, 2008: 81). In other words, this test aims to see how the feasibility of the influence of Job Demands, Job Resources and Personal Resources on Work Engagement. The following is presented in table 2., the calculation results of the F test with SPSS 25.

**Table 2. The results of the F-Test**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,659	3	2,553	86,992	,000b
	Residual	4,109	140	,029		
	Total	11,768	143			

a. Dependent Variable: Work Engagement

b. Predictors: (Constant), Personal Resources, Job Demands, Job Resources

Based on table 2., the calculated F value is 219.038. Then, using the 95% confidence level,  $\alpha = 5\%$ ,  $df_1$  (number of variables-1) = 3-1 = 2, and  $df_2$  ( $nk-1$ ) = 74-2-1 = 71, so the results for F table are obtained. amounting to 3.13 (in attachment 7). So, because  $F_{count} > F_{table}$  (219.038 > 3.13) it can be concluded that the results of the goodness of fit test (feasibility test) of the regression model are significant. These results indicate that the regression model produced in this study is feasible to use as a prediction.

### Partial Significance Test Results (t-test)

To see how partially the influence of Job Demands, Job Resources, and Personal Resources on Work Engagement P, the t-test is used.

**Table 3 The Results of the T-Test**

Model	Standardized Coefficients Beta	T	Sig.	Information
<i>Job Demands</i>	0.369	6.297	0.000	Significant
<i>Job Resources</i>	0.406	5.283	0.000	Significant
<i>Personal Resources</i>	0.178	2.372	0.019	Significant

Dependent Variable: Work Engagement

By using the 95% confidence level where  $\alpha = 5\%$ , the results for the t table are 1.976. From this table it can be seen that t count > t table of each variable as well as the significance value of each variable is lower than the error tolerance value of 5% (0.05), it can be concluded that the formulation of the hypothesis that has been proposed with an explanation below this.

The first hypothesis (H1) which states that "The higher the Job Demands, the higher the Work Engagement Personnel of West Nusa Tenggara Regional Police Traffic Directorate" has been proposed and proven by the results of the T-test where t count Job Demands > t table (6.297 > 1.976). In addition, the significance value of 0.000 which is smaller than 0.05 (5%) indicates that Job Demands have a significant effect on the Work Engagement of Personnel at West Nusa Tenggara Regional Police Traffic Directorate, meaning that the higher the Job Demands the higher the Work Engagement. Therefore, it can be said that the first hypothesis (H1) can be accepted.

The second hypothesis (H2) which states that "The higher the Job Resources, the higher the Work Engagement Personnel of the West Nusa Tenggara Regional Police Traffic Directorate" has been proposed and proven by the results of the T-test with the t value of Job Resources > t table (5.283 > 1.976). In addition, the significance value of 0.000 which is smaller than 0.05 (5%) indicates that Job Resources have a significant effect on Work Engagement, meaning that the higher the Job Resources will result in higher Work Engagement. Therefore, it can be said that the second hypothesis (H2) can be accepted.

The third hypothesis (H3) states that "Personal Resources affect the Work Engagement Personnel of West Nusa Tenggara Regional Police Traffic Directorate" which has been proposed and proven by the results of the T-test with t value of Personal Resources > t table (2.373 > 1.976). In addition, the significance value of 0.019 which is smaller than 0.05 (5%) indicates that it shows that personal resources have a significant effect on the work engagement o. Therefore, it can be said that the third hypothesis (H3) can be accepted.

## DISCUSSION

### The Influence of Job Demands on Work Engagement

The results showed that Job Demands have a significant effect on Personnel Work Engagement at the West Nusa Tenggara Regional Police Traffic Directorate. Meaning that the higher the Job Demands the higher the Work Engagement. Job demands that focus on psychological stress related to workload and time pressure. These focus on the skills needed to apply or learn in their respective jobs and do their respective jobs properly and efficiently.

The personnel of West Nusa Tenggara Regional Police Traffic Directorate often do work under time pressure, the work shift schedule at the organization is congested until the time for resting is reduced, the demand for speed in doing work encourages personnel to have great energy in doing work so that it makes personnel involvement high in order to immediately finish his job.

Too much workload at West Nusa Tenggara Regional Police Traffic Directorate is too draining and thoughts have become commonplace in the traffic environment. West Nusa

Tenggara Regional Police Traffic Directorate is one of the Police Unit that work extra busy. So that even though the workload is high, it still makes them actively involved in accordance with the work demands that the person must carry out.

In addition, the West Nusa Tenggara Regional Police Traffic Directorate continues to provide opportunities for its members to develop their ability to do work, to provide freedom in doing work in order to grow innovative power at work so that creativity is born at work which in turn can make them happy in their work activities.

This finding is consistent with the concept put forward by Schaufeli et al. (2002) that job demands are one of the factors that influence work engagement. Work engagement is a behavior that shows a positive state of mind at work characterized by enthusiasm and energy, enthusiasm and involvement, and full concentration. Employees who know clearly what they have to do and know that they have a role in achieving company goals can affect increasing employee work engagement (Harter et al, 2002). However, there will be a negative impact when employees feel that job demands require too much effort to complete the job.

Job demands are an important part of work, one of which is to clarify what work the employees need to do, and also to achieve the goals the company wants to achieve. Job demands relate to physical, psychological, and social jobs that require physical and psychological effort to do. Job demands can be both positive and negative based on the level of job demands and abilities of the employee. Job demands that are high and tiring physically and psychologically often harm job performance and often result in burnout or absenteeism, while less burdensome job demands make employees have positive attitudes about their work and show good job performance.

This finding is also consistent with the results of research conducted by Taipale et al (2011) and Saari et al (2017) showing that job demands have a relationship with work engagement. Prieto, Soria, Martínez, & Schaufeli (2008) found a significant effect of job demands on employee engagement. The results of this study are also supported by research conducted by Bakker & Demerouti (2008) which states that jobs directly affect employee engagement.

### **Effect of Job Resources on Work Engagement**

The results showed that Job Resources have a positive and significant effect on Personnel Work Engagement at the West Nusa Tenggara Police Traffic Office. This means that the higher the Job Resources, the higher the Work Engagement of the West Nusa Tenggara Police Traffic Office Personnel.

The West Nusa Tenggara Police Traffic Office provides opportunities for self-development for members in the form of training to hone skills at work, providing adequate facilities and work infrastructure for personnel to have high involvement in work. Likewise with the role of the leader who pays attention to the welfare of members, gives attention by receiving suggestions from members so that they become active in their work.

In terms of knowledge, personnel is also familiar with each of their main tasks and functions. They are very capable of complementing and complimenting each other's work because with their colleagues they can work actively together in groups. This makes them active in carrying out jobs that reflect their high work involvement.

This finding is in line with the concept put forward by Schaufeli and Bakker (2004) which states that work engagement can be formed by job resources. Schaufeli and Bakker (2004) state that job resources are physical, psychological, social, and organizational aspects of work that require continuous physical, cognitive and emotional efforts. Therefore, it is associated with certain physical and/or psychological costs.

Job resources are the physical, social, psychological, or organizational aspect of work that can (1) reduce job demands concerning psychological sacrifices (psychological costs)

given by employees; (2) give effect to the achievement of goals; (3) stimulate development and learning. Job resources make a significant contribution to work engagement when job demands are high (Bakker et al. 2007).

This finding is also consistent with the results of research by Prieto, Soria, Martínez, & Schaufeli (2008) in Spain which showed that job resources also had a significant effect on employee engagement. The results of this study are also supported by research conducted by Bakker & Demerouti (2008) which states that job resources directly affect employee engagement within members.

### **The Influence of Personal Resources on Work Engagement**

The results showed that Personal Resources has a positive and significant effect on Work Engagement. This means that the higher the personal resources owned by the person can increase the work engagement of personnel at work, whereas the personal resources owned by personnel are getting lower, which can increase the work engagement of personnel at work.

Personnel has confidence in themselves to be able to work well and honestly, have the ability to move their personal motivation, do not need to wait for orders to work because of their own initiative, and always feel that they are very important to the organization making them always involved in work.

In addition, they strongly believe that the work they are doing now is a place to be able to meet their needs, always try to participate a lot in the organization, have a positive attitude in themselves, can work according to self-control so that it rarely causes problems in the organization. , and always try to be the best at work to make them active personnel in working within the West Nusa Tenggara Regional Police Traffic Office.

The results of this study are in accordance with the concept put forward by Bakker and Demerouti (2008) and also emphasize that work engagement is related to personal resources which will ultimately show the level of performance. Personal resources are positive personal resources related to resilience and refer to their ability to control and have a good impact on their environment.

Individuals who have the readiness and personal resources will respond positively to environmental factors so as to form work engagement behavior. Bakker (2009) mentions important factors besides work resources, namely personal resources to reduce workload, emotional exhaustion, and burnout.

Bakker & Xanthopoulou (2013) briefly describe personal resources, namely individual feelings of their ability to succeed by controlling and having an impact on the environment. Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) in their research found that work engagement has a positive correlation with personal resources (self-efficacy, optimism, and organizational-based self-esteem).

This finding is also in accordance with the research results of Bimantri, Shaleh, and Miftahuddin (2017) which found that personal resources have a significant effect on work engagement. Likewise, research conducted by Bimantri, Shaleh, and Miftahuddin (2017), Ayu (2015), and Oktaviani, Hidayati, and Syaharuddin (2018) found that personal resources have a significant effect on work engagement.

### **CONCLUSION**

From the results of the research and discussion above, the conclusions of the research that can be drawn are:

- 1) Job Demands have a positive and significant effect on Personnel Work Engagement.
- 2) Job Resources have a positive and significant effect on Work Engagement.

- 3) Personal Resources have a positive and significant effect on the Work Engagement of the West Nusa Tenggara Police Traffic Office Personnel.

## SUGGESTION

The suggestions that can be recommended regarding the results of this study include:

- 1) The item of the respondent's response to the variable Job Demands that was the lowest was related to the item 'The work shift schedule at the West Nusa Tenggara Regional Police Traffic Directorate is too busy so that the time for resting is reduced'. Therefore it is necessary to arrange work shifts even though they are busy but have sufficient rest hours so that in the practice of Job Demands that are felt by personnel, it does not lead to Work Fatigue.
- 2) The item of the respondent's lowest response to the Job Resources variable is related to the item 'Having the ability to distinguish the roles of other coworkers'. This means that each relative still thinks that the implementation of work is competition so that in carrying out the work, they often compete but in things that are not supposed to be. This needs to be minimized through continuous socialization and training so that each personnel in their role does not interfere with their colleagues' work roles within the West Nusa Tenggara Police Traffic Office.
- 3) The item on the respondent's lowest response to the variable is related to the item 'Personal Resources that is lowest on' Always feel that I am very important to the organization '. This aspect can be said to be part of self-belief. The dominance of personnel, most of whom still have a high school education, maybe the reason for this perception to emerge. Therefore, it is necessary to develop spirit, especially national insight so that they become more active and have more confidence and confidence in themselves and their work.

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