

The Influence Of Job Demands And Personal Resources On Employee Well Being Of Contract Employees At Meuraxa General Hospital

Cut Aya Riadhah¹, Zulkarnain², Sherry Hadiyani³

Department of Psychology Industry and Organization, Faculty of Psychology
University of Sumatera Utara
North Sumatera, Indonesia



Abstract – Employees are an asset as well as an investment in organization. Organizations that invest in employee well-being can increase resilience, employee engagement, and productivity. This study aims to determine the effect of job demands and personal resources on employee well-being. The participants in this research totaled 221 employees at Meuraxa General Hospital. The measuring instrument in this study uses the scale of employee well-being, job demands, and personal resources. The data obtained were analyzed using multiple regression analysis techniques. The results significant effect of job demands and personal resources on employee well-being. The implication of this research is helped the hospital management to maintain or improve employee well-being by consider personal characteristics and job demands.

Keywords – Job demands, personal resources, employee well being, contract employee, general hospital

I. INTRODUCTION

Employee well-being is a condition where employees feel positive, able to reach or approach optimal points both defined and measured in terms of physical, mental, emotional, and social, so that it has positive implications for, family, community, organization, and society in general (Pruyne, 2011).

Organizations that strive for the welfare of their employees need to pay attention to several things such as; adequate company facilities, good working environment conditions, organizational culture, social conditions or relations between colleagues, and other things to support and improve the welfare of employees in the company environment. Employee-well-being has implications for work productivity and work motivation of employees which leads to the success of the company in general (Grant, 2007).

When a person feels fulfilled needs at work such as supportive social relations with colleagues and superiors, healthy finances which can affect stress levels, and a comfortable and safe work environment or culture this will have a positive effect on employee work behavior, both in terms of quality of work and commitment (Rigoni, 2016).

Employee well being is found in civil servants and contract employees. Contract employees tend to have problems with job insecurity, work hazards, poor working conditions and poor health conditions (Silla, et al 2005). According to Paramita (2008) there are several things that are common between PNS employees and contract employees, such as loyalty to agencies, obedience and participation that every organization demands from its employees. In addition, the differences between contract employees and civil servants are clearly seen in the following matters, contract employees generally do not have a position, so that compensation received in the form of an honorarium can be received once every three months with a much smaller nominal

compared to civil servants who have a permanent position. and payments are always given regularly every month (Septianti & Sakarina, 2017). Civil servant compensation can be in the form of salaries, various allowances, irregular income such as honoraria, gratuities (Devi, Noer, Rahmawati, 2017).

Job demands refer to the physical, psychological, social, or organizational aspects of a job that require continual physical and/or psychological effort or ability and are therefore associated with certain physical and/or psychological costs (Bakker and Demerouti, 2006).

Karasek (1979) defines job demands as aspects that cause stress or stressors from work. Bakker and Demerouti (2006) state that many studies show that job demands have a profound impact on employee well-being. Grabner, Semmer & Elfering (2005) stated that job demands are one thing that might be the cause of poor employee welfare, work performance and health.

The ability of employees to maintain their performance requires Personal resources (self resources). Individuals will try to maintain, protect and build resources and the existence of personal resources that can lead to positive organizational well-being, such as being responsible for their duties, this will make employees more initiative and act proactively (Mastenbroek, et al, 2014). Referring to the experiences that individuals feel, quality of life, workplace climate and feelings can affect employee welfare (Grant, 2008).

Contract employees who also have little self-development and career opportunities compared to civil servant employees, lack of appreciation and salary, many work demands and an uncomfortable work environment will have implications for their psychological, physical and social well-being. These things can be changed through personal resources where personal resources are also known as positive self-evaluations related to resilience and individual feelings related to how they control and influence their environment (Hobfoll, Johnson, Ennis, Jackson, 2003).

II. STATEMENT OF THE PROBLEM

This study wants to provide an overview of how big the influence of job demands & Personal resources on employee well being of Contract Employees at Meuraxa General Hospital.

III. LITERATURE OF VIEW

3.1. Employee well being

Employee well being can be defined as the quality of life of employees and psychological status at work (Zheng, Zhu, Zhao, & Zhang, 2015). And overall well-being, job satisfaction, and emotional exhaustion (Vanhala & Tuomi, 2006; Zheng, et al, 2015).

Zheng et al (2015), argued that employee well-being consists of three dimensions, there are:

a. *Life well being*

Includes employee and family personal emotions (family life issues). EWB implementation is closely related to policies related to family and work. If the implementation of policies related to family and work is bad, there is a tendency that EWB will be bad.

b. *Workplace well being*

Covers work-related elements, such as compensation and benefits, labor protection, logistical services, management style, and work regulations.

c. *Psychological well being*

Focused on learning, growth, personal growth work performance and self-actualization. Psychological well-being is defined as an urge to improve and realize one's true potential.

3.2. Job Demands

Job Demands refer to the physical, psychological, social, or organizational aspects of a job that demand continuous physical, psychological (cognitive or emotional) effort from an employee so that it can have physiological and psychological effects

(Demerouti et al, 2001). Bakker et al (2006) argue that job demands are circumstances in which a person (employee) has or feels the workload.

According to Bakker, Demerouti, (2006), the dimensions of job demands include:

- a. *Work overload* (excessive workload) is a work demand related to the amount of workload received by a person.
- b. Emotional load is a work demand related to a person's or individual's emotional attitude towards work
- c. Cognitive load is the burden experienced by employees due to the work of the brain in processing information that involves concentration, accuracy/precision of memory, or continuous attention.

3.3. Personal Resources

According to Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007), personal resources are personal aspects that are generally related to resilience and refer to the ability of individuals to control and successfully impact their environment.

There are several dimensions of personal resources, including:

- a. Self-efficacy is an individual's belief in the capabilities possessed by individuals in controlling events that can affect their lives. Self-efficacy is also a perception that arises from within the individual towards the ability he has to carry out and complete a task or work demands in various contexts.
- b. Organization based self-esteem (OBSE) is the level of belief that individuals have the ability and confidence to participate and do work in organizations (Bowling, Eschleman, Wang, Kirkendall, & Alarcon, 2010).
- c. Optimism, related to how individuals or someone believes he has the potential to be successful and successful in his life. Optimism can also be defined as a positive perception or positive thought that appears within a person.

IV. MATERIAL AND METHOD

The research used is quantitative research using statistical analysis methods, namely the analysis technique in this study using multiple linear regression models.

4.1. Employee Well-being

Employee well being is welfare as the quality of life of workers which is influenced by the work environment which describes happiness and balance of emotional conditions. In measuring employee well-being,. . The measurement of this research variable uses a scale compiled by the researcher based on the three dimensions of employee well being initiated Zheng (2015), as follow; *life well being*, *workplace wellbeing*, and *psychological well being*.

Employee well being score is obtained from the total score on the three dimensions. The higher the score obtained, the higher the employee well being. Conversely, the lower the score obtained, the lower the employee well being.

4.2. Job demands

Job demands are high-frequency job demands for workers, which have psychological and physical impacts. In measuring job demands using a scale compiled by the researcher based from Bakker's theoretical dimensions, Demerouti (2006) consists of work overload, emotional load and cognitive load.

Job demands score is obtained from the total score on the three dimensions. The higher the score obtained, the higher job demands. Conversely, the lower the score obtained, the lower job demands.

4.3. Personal Resources

Personal Resources are the personal aspects of workers where these aspects generally refer to the ability to control and have a positive impact on their environment. The measuring instrument used to measure personal resources is a scale based on the dimensions of Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) which consists of self-efficacy, Organizational Based Self Esteem (OBSE) and Optimism. Personal Resources score is obtained from the total score on the three dimensions. The higher the score obtained, the higher Personal Resources ,Conversely, the lower the score obtained, the lower Personal Resources.

4.4. Research Hypothesis

The hypothesis of this study is that job demands and personal resources together have an effect on employee well being. personal resources that have a high effect on reducing job demands and increasing employee well-being of contract employee.

V. RESULT

This study involved 221 of contract employee at Meuraxa General Hospital.

5.1. Normality Test

The normality test is done by looking at the Kolmogorov – Smirnov score.

<i>One-Sample Kolmogorov-Smirnov Test</i>		
	<i>Unstandardized Residual</i>	Description
N	221	
Asymp. Sig. (2-tailed)	.052 ^c	Normal

The data is declared normally distributed if the significance is greater than 5% or .05. Based on the table above, it can be seen that all research variables have data that are normally distributed (normal conditions: if the probability p value > .05).

5.2. Linearity Test

The relationship between the independent variable and the dependent variable is said to have a significant linear relationship if the p value is <.05 (Field, 2009)

Variabel	P	Description
Employee Well-Being * Job Demands	.004	Linier
Employee Well-Being * Personal Resource	.000	Linier

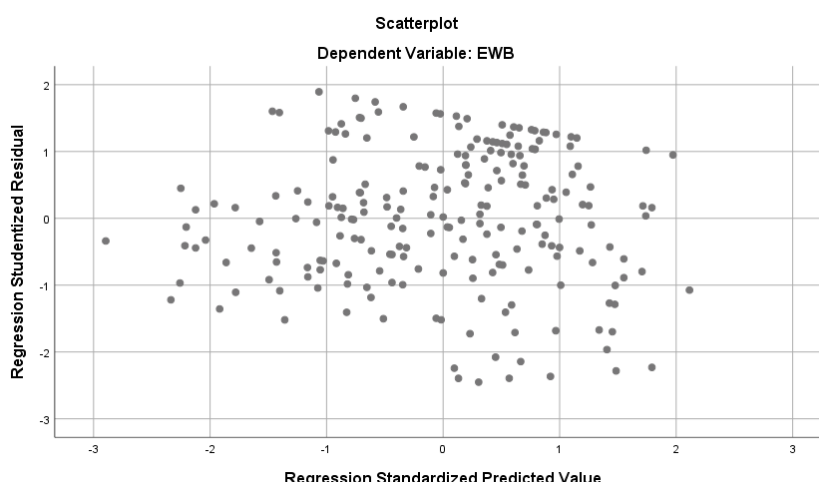
Note: p = *probability*

5.3. Multicollinearity Test

The multicollinearity test aims to determine whether there is a similarity between variables in a regression model. Multicollinearity statistical test can be seen as follows:

Variabel	Tolerance	VIF	Description
<i>Job Demands</i>	.953	1.049	Multicollinearity does not occur
<i>Personal Resources</i>	.953	1.049	Multicollinearity does not occur

5.4. Heteroskedasticity Test



From the graph above, it can be seen that the distribution of points on the graph is spread randomly (no systematic pattern) around 0, so it can be concluded that there is no symptom of heteroscedasticity.

5.5. Hypothesis Testing

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	41.990	3.799		11.052	.000
PR	.190	.054	.231	3.493	.001
JD	-.135	.061	-.146	-2.199	.029

Based on the table above, the t value for calculating job demands and employee well-being is -2.199 with a significance of .029 ($p < .05$). If you look at the t table, the value is -1.97091, meaning $-t \text{ count} < -t \text{ table}$, it can be concluded that job demands affect employee well-being negatively and significantly. Furthermore, the calculated t value of personal resources and employee well-being is 3,493 with a significance of .001 ($p < .05$), and when compared with the t table value of 1.97091, it means that $t \text{ count} > t \text{ table}$, it can be concluded that personal resources affect employee well-being being positively and significantly.

To find out the effect of job demands and personal resources together on employee well-being, the F test was carried out with the following results:

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1100.635	2	550.318	10.673	.000 ^b
Residual	11240.731	218	51.563		
Total	12341.367	220			

Based on the table above, the F value = 10,673 with a significance of .000 ($p < .05$), when compared to the F table value of 3.0372, it means that $\text{counted } F > F \text{ table}$. So it can be concluded, job demands and personal resources together have an effect on employee well-being.

To determine the magnitude of the effect of job demands and personal resources together on employee well-being can be seen in this following table:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.299 ^a	.089	.081	7.18074

The table above shows a correlation coefficient (R) of .299a, indicating that the correlation/relationship between the independent variable and the dependent variable has a linear relationship and a positive value of .299. The value of the determinant coefficient (R Square) is .089 or 8.9%. This shows that the job demands and personal resources variables have a significant effect on the employee well-being variable by 9%. While the rest is explained by other factors or variables outside this research model.

VI. DISCUSSION

This study proves that job demands have a significant negative effect on employee well-being. This negative and significant effect implies that the lower the job demands, the higher employee well-being will be and vice versa. This negative and significant effect can be explained by Bryson, et al. (2014) which states that one of the factors that influence well-being is the characteristics of work and workplace. He also explained that the characteristics of the job are job demands. High job demands can cause sleep problems, physical and psychological fatigue, and health problems that can affect well-being at work (Bakker & Demerouti, 2007; Love, Irani, Standing & Themistocleous, 2007) Selain itu, penelitian lainnya mendapatkan bahwa ada pengaruh negatif yang signifikan antara tuntutan pekerjaan dan kesejahteraan pekerja (Arwansyah dkk, 2012).

The results of the research data also show that job demands are in the moderate category with high employee well-being. It can be said that the job demands received by contract employees at Meuraxa Public Hospital are still conducive. This can be due to individuals who feel the demands of their work are moderate, they will feel well-being in a high work environment that is not too burdensome and can adjust to the demands of the work they are doing.

In addition, the effect of high job demands that are detrimental to employee well-being can be mitigated by control of work, social support, and other resources at work (Bakker & Demerouti, 2007; Van Der Doef & Maes, 1999). These things can make the employee well being of contract employees at Meuraxa General Hospital high.

Then this study proves that personal resources have a significant positive effect on employee well being. In addition, in this study found that contract employees at Meuraxa Hospital had personal resources in high category. The results are in line from the statement that Xanthopoulou, Schaufeli, Demerouti (2007) stated that high personal resources make individuals able to handle demanding conditions, and prevent them from fatigue which causes unwell. Thus this positive influence indicates that employees who have high personal resources with severe fatigue will be able to survive in bad conditions (Hobfoll, 2002). It can be said that Meuraxa Hospital employees are able to determine goals, motivation, performance and life satisfaction related to the results they want (Heuvel, Demerouti, Schaufeli & Bakker, 2010).

Furthermore, this study has proven that job demands and personal resources together have a significant effect on Employee Well-Being. In the statistical test simultaneously obtained an R Square value of .9. This shows that the contributions made by the job demands and personal resources variables together affect employee well-being by 9%. The rest is influenced by other variables or other causes outside this research model. Even though the contribution of the two variables to employee well being does not reach 50%, it is quite acceptable. The results of this low contribution can be influenced by several factors and other variables outside the study that also affect employee well-being.

The findings from this study are in line with the results of a study by Rinaldi and Susanto (2022) on employees of PT. Argha Karya Prima Industri Tbk shows that job demands have a negative effect on employee well-being. The influence of personal resources can weaken the effect of high job demands on employee well-being for these employees. This is in line with the results of this study that job demands have a significant and negative effect on employee well-being among contract employees at the Meuraxa public hospital. This indicates that the lower the job demands, the higher the level of employee well-being for these employees.

Ayu, Maarif and Sukmawati (2015) examined personal resources related to 116 manufacturing employees. The results of the study state that personal resources affect work engagement by 62%. Furthermore, in the study Wardani, Wulandari, Triasti and Sombuling (2020) stated in their study results that work engagement has a positive relationship with employee-well-being.

The negative influence given by job demands is weakened by the condition of personal resources owned by contract employees at Meuraxa General Hospital. This is in accordance with Sonnentag's statement (2015) which states that employees or workers who have initiative at work are considered to experience better well-being and rarely feel tired. In addition, he also added

the role of social support which is also considered a positive factor when employees do their work at work. When employees receive high social support from their superiors and co-workers, they can feel better well-being compared to people who experience barriers to getting social support.

A high level of well-being at work also has a correlation with positive changes in the results of work performed by workers or employees (Slemp, Kern, and Vella-Brodrick, 2015). Employee well-being in the scope of work is oriented towards a clear process in which an individual is able to work actively so that he/she can optimally discharge his/her function or potential with good physical, social, spiritual, and psychological conditions (Bennett, Weaver, Senft, and Neeper, 2017). Employees who have high employee well being are employees who are in a positive emotional state which causes employees to be happier and more productive. However, for employees who are at low employee well-being, employees can become less productive, less able to decide what is right and good and have the possibility of being absent or absent from work.

VII. CONCLUSION

1. Job demands have a negative and significant effect on employee well-being. The effect given shows that job demands reduce employee well-being in contract employees at Meuraxa Public Hospital.
2. Personal resources have a positive and significant effect on employee well being. The influence given shows that personal resources increase employee well being in contract employees at Meuraxa General Hospital
3. Job demands and personal resources have a significant effect simultaneously on employee well being with an effective contribution of 9% while the rest is explained by other factors outside this research model.
4. The level of employee well being for contract employees at Meuraxa Public Hospital is mostly in the high category with a percentage of 71.4%, then the level of job demands with a percentage of 75% is in the medium category and personal resources is in the high category with a percentage of 60.1%. . The results of these percentages show that contract employees at Meuraxa Public Hospital can be said to be prosperous supported by personal resources that reduce the effect of job demands on employees

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