



The Role of Job Resources in Enhancing Work Engagement: The Mediating Effect of Job Satisfaction

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Abstract

Work engagement is a key factor determining an organization's success in achieving optimal performance. Adequate human resources are believed to enhance employee motivation and commitment, thereby fostering a more productive work environment. This study aims to analyze the role of human resources in enhancing work engagement, with job satisfaction serving as a mediating variable. The research method employed is a quantitative approach using convenience sampling. A total of 350 active employees in Indonesia participated in this study by completing an online questionnaire using the Utrecht Work Engagement Scale by Schaufeli & Bakker in 2004, the Job Demands-Resources Questionnaire by Bakker in 2014, and the Job Satisfaction Measurement: The Alternative Method by Suyasa in 2007. The results indicate that job resources contribute positively and significantly to increased work engagement, and job satisfaction was found to act as a partial mediator in this relationship. These findings have important implications for organizations in designing and implementing human resource management strategies focused on enhancing job satisfaction as a means to strengthen employee work engagement.

INTRODUCTION

In an organization, human resources are the most important element that determines the success of the organization. Employees are the most important asset for a company, because competent individuals are essential for running business operations and achieving organizational goals (Lestari et al., 2025). However, companies must consider all aspects of employment resources in order to build a high-quality and efficient workforce. According to the Ministry of Manpower (Indonesia, 2023), employees are individuals who have the ability to carry out tasks that produce products or services, both to meet personal needs and the needs of the community.

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Based on data from the (BPS, 2025), the number of Indonesians actively working in various formal and informal sectors reached 145.777 million people. The growth of the workforce means that companies must not only recruit, but also manage and improve the quality of their human resources efficiently. Human resource management needs to focus on ways to increase employee enthusiasm and motivation. This is done by creating work engagement for employees.

Schaufeli & Bakker, (2004) define work engagement as a positive psychological state involving enthusiasm, responsibility, and full involvement in work, which is an important indicator of individual and organizational performance success. Employees with high levels of work engagement tend to show greater energy, enthusiasm, and dedication to their work (Schaufeli et al., 2006). Work engagement levels have a direct impact on productivity, job satisfaction, and employee retention. Work engagement encompasses three dimensions, namely vigor, dedication, and absorption (Schaufeli et al., 2006). These three dimensions indicate the physical, emotional, and mental involvement of employees in their work (Schaufeli et al., 2002). This condition has a positive impact on improving performance, innovation, and productivity, as well as reducing the desire to change jobs (Noveli & Zikrinawati, 2024). The higher the work engagement, the stronger the commitment of employees, so that they are more loyal and contribute positively to the organization. Conversely, employees with low work engagement tend to be less enthusiastic, pessimistic about their tasks, and only work passively without motivation (Schaufeli & Bakker, 2004). This condition causes a decline in performance, a lack of innovation, increased absenteeism, and a high intention to leave the job (Fajriani & Noer, 2025). Low work engagement can also trigger counterproductive work behavior and reduce overall work effectiveness (Bakker & Leiter, 2010).

However, in organizational activities, the phenomenon of declining motivation and work commitment remains a significant issue in various sectors. This is a challenge for companies. Based on the Gallup Global Workplace report (2025), the global employee engagement rate is only 21% (Orr, 2025). This condition indicates a low level of employee work engagement globally. In addition, research conducted by Prawira et al., (2022) shows that only 25% of employees in Indonesia feel truly engaged in their work, while 52% have a strong desire to resign. This condition makes it difficult for companies to retain active and committed employees. In this study, a preliminary survey was also conducted on 30 employees using the Utrecht Work Engagement Scale (UWES) measurement tool. It was found that the respondents' level of work engagement tended to be low, especially in terms of vigor and absorption. As many as 65.1% showed low work enthusiasm, and 50% did not feel immersed in their work.

Work engagement among employees is a significant concern, as it indicates that employees tend to be less emotionally connected to their work and have low levels of dedication (Salanova & Schaufeli, 2008). According to (Bakker & Leiter, 2010), work engagement is influenced by three main factors, such as job resources, job demands, and personal resources, which play a role in supporting work engagement. Job resources consist of work support, job demands consist of work pressure, and personal resources consist of an individual's ability to maintain psychological resilience. Of these three factors, job resources are one of the most important aspects most often associated with increased work engagement, as they play a direct role in facilitating employee motivation and optimal performance. According to (Schaufeli & Bakker,

2004), job resources are the physical, social, psychological, or organizational aspects of work that help employees achieve their goals, reduce workloads, and encourage personal growth and development. Job resources encompass several dimensions such as autonomy, social support, feedback, opportunities for development, and coaching (Bakker, 2014). Job resources dimension refers to various resources available in the workplace that can support work engagement, improve performance, and reduce the desire to resign (Bakker & Demerouti, 2007). Conversely, when job resources are low, employees may experience stress, fatigue, and a decline in well-being, which can lead to decreased motivation and work engagement (Han et al., 2020).

The previous study by Husain et al., (2022) revealed that job resources have a significant positive effect on work engagement, but only have a low correlation of 19.16%, which is classified as a “low correlation.” This shows that job resources have a significant positive effect on work engagement, but have a low correlation, which means that there are other factors that may play a greater role as mediators in this relationship. Furthermore, the results of research by Amelia et al., (2024) show that job resources do not significantly affect work engagement, with a t-value of -0.081. The study explains that the low level of work autonomy possessed by employees as a form of job resources contributes to a decline in work enthusiasm due to limited authority in decision-making and independent task management. Based on these findings, it appears that the role of job resources in work engagement is not always direct and can be influenced by other factors such as job satisfaction. In research conducted by Ansari, (2022), it was revealed that job satisfaction can increase employee work engagement. Employees with high job satisfaction tend to show greater engagement in their work, as demonstrated by their enthusiasm, sincerity, loyalty, and willingness to exert all their abilities to achieve organizational goals. Thus, job satisfaction is not only directly related to work engagement, but also has the potential to serve as a bridge that strengthens the indirect role between job resources and work engagement.

This is aligned with previous research by Prawira et al., (2022), which found that job satisfaction can act as an intervening variable that connects job resources and work engagement, as shown in a study at Bank DKI. The findings of this study indicate that the provision of sufficient job resources not only has a direct impact on work engagement, but also indirectly through increased job satisfaction. However, this study has several limitations, including a demographic scope that only focuses on Bank DKI employees, the norms of the measurement tools that are not yet optimal so that the categorization of scores cannot be done accurately, and the lack of path analysis to see the role of the path in more depth. Based on these limitations, this study presents novelty by expanding the scope of respondents to include employees in Indonesia, using the latest version of the job satisfaction measurement tool, namely Job Satisfaction Measurement: The Alternative Method, which has been normalized, and applying path analysis to provide a more comprehensive and robust understanding of the mediating role of job satisfaction in the relationship between job resources and work engagement.

According to Locke, (1969), job satisfaction is a positive feeling that results from an individual's assessment of their work, both in terms of achievement and as a means of realizing their personal values. Locke, (1969) explains that there are seven factors that support job satisfaction, namely work, pay, promotion, supervisor, top leadership, and benefits & policies. In this study, the dimensions of job satisfaction were measured using a measurement tool adapted by Suyasa, (2007), consisting of four dimensions, namely intrinsic

reward, organizational extrinsic reward, social extrinsic reward, and convenience extrinsic cost. Job satisfaction has both positive and negative impacts on employees and organizations. Employees with high job satisfaction tend to show stronger loyalty and attachment to the organization, thereby reducing the risk of leaving their jobs and lowering the risk of turnover (Locke, 1976). They are also more motivated, enthusiastic, and contribute to well-being, which has a positive impact on performance. However, low job satisfaction tends to lead to negative attitudes, increasing the risk of turnover, absenteeism, and decreased productivity. Job satisfaction is a positive feeling that arises from employees' assessment of their work, which encourages greater engagement (McShane & Glinow, 2013). This can also act as a mediator in increasing job resources and work engagement. Employees who are satisfied with their jobs usually show greater engagement, because they feel their needs are met and are motivated to contribute optimally (Kurniawati & Suliati, 2025).

Therefore, this study aims to examine problem statement is what is the role of job resources in employee work engagement, and how much does job satisfaction play a role as a mediating variable in this role. Based on these objectives, the research hypotheses are as follows:

- H1: Job resources role positive and significant effect on work engagement.
- H2: Job resources role positive and significant effect on job satisfaction.
- H3: Job satisfaction role positive and significant effect on work engagement.
- H4: Job satisfaction role as a mediator in job resources and work engagement.

METHODS

This study uses a quantitative research design with a cross-sectional approach, meaning that data collection was conducted at a specific point in time (Abduh et al., 2023; Az-Zahra et al., 2025; Engkizar et al., 2025; 2018; Eriyanti et al., 2020; Knapp, 2003; Zainal et al., 2020). The purpose of this study is to examine the role of job resources on work engagement, with job satisfaction serving as the mediator variable. The independent variable in this study is job resources, the dependent variable is work engagement, and the mediator variable is job satisfaction. The participants in this study were active employees in Indonesia. Initially, there were 384 participants who completed the questionnaire. However, after data cleaning and normality testing to eliminate outliers, the number of data used in the analysis became 350 participants. The sampling technique used in this study was convenience sampling, a non-probability sampling technique in which participants were selected based on ease of access according to the research criteria (Etikan, 2016). This technique was chosen based on considerations of time efficiency, resource limitations, and the breadth of the research area.

Researchers distributed questionnaires online via Google Forms to active employees. The questionnaires were distributed via social media such as WhatsApp, Instagram, Telegram, and LinkedIn. In the questionnaire, participants were asked to fill out an informed consent form, provide personal data, and answer questions measuring job resources, work engagement, and job satisfaction. The data will then be processed using SPSS version 29.0 and Jamovi. After processing, the data will be analyzed according to the theoretical study. The research results will be compared with the research hypothesis.

This study uses a measuring tool as an instrument to measure the three variables in this study, which is: i) Work engagement using the Utrecht Work Engagement Scale (UWES) instrument developed by Schaufeli & Bakker, (2004), and adapted into Indonesian. This measurement tool consists of 17 positive items and uses a Likert scale ranging from 0 (Never) to 6 (Very Often).

This instrument has three dimensions, namely vigor, dedication, and absorption. This measurement tool has a Cronbach's alpha reliability of 0.928 and a McDonald's Omega of 0.930, as well as construct validity with a good CFA fit model. ii) Job resources use The Job Demands-Resources Questionnaire instrument developed by Bakker, (2014), which has been adapted by Tjandra et al., (2023), a psychology student at Tarumanagara University. This measurement tool consists of 17 positive items and uses a Likert scale ranging from 1 (Rarely) to 5 (Very Often). This instrument has five dimensions, namely autonomy, social support, feedback, opportunities for development, and coaching, with Cronbach's alpha reliability of 0.917 and McDonald's Omega of 0.920, as well as CFA construct validity with a good model fit; and iii) Job satisfaction is measured using the Job Satisfaction Measurement: The Alternative Method instrument developed by Suyasa, (2007). This instrument consists of 19 pairs of items with a total of 38 statements, including 5 negative items. For each item, respondents were asked to state their level of agreement with the statement on a Likert scale ranging from STS (Strongly Disagree) to SS (Strongly Agree). This instrument has four dimensions, namely intrinsic reward, organizational extrinsic reward, social extrinsic reward, and convenience extrinsic cost, as well as Cronbach's alpha reliability of 0.902 and McDonald's Omega of 0.910, with CFA construct validity showing a good model fit.

The data processing and analysis were performed by extracting data from Excel, then processing it using SPSS 29.0 and Jamovi. The initial stage included CFA validity testing and measurement tool reliability testing using Jamovi. Next, the author conducted classical assumption tests in SPSS, including tests of normality, linearity, heteroscedasticity, autocorrelation, and multicollinearity. Hypothesis testing was performed using the PROCESS v4.2 model 4 with the bootstrapping method to test direct and indirect effects in the mediation model.

RESULT AND DISCUSSION

Participants in this study were active employees who had been working for one year. Their ages ranged from 19 to 55 years, with the largest age group being 20-25 years (64.3%), average length of employment being 1 year (28.9%), and the majority of participants holding staff positions (77.7%). The distribution of participants based on gender in this study was dominated by women (67.7%). Most participants had a bachelor's degree (58%), and the majority were permanent employees (54%).

The testing of classical assumptions was conducted to detect and avoid assumptions deviations that could affect the accuracy and reliability of the results, as well as to ensure that the data was ready for use in further analysis, including mediation tests. In this study, several types of classical assumption tests were conducted, namely normality tests, linearity tests, homoscedasticity tests, and residual independence tests, which included autocorrelation and multicollinearity tests. The normality test used the Shapiro-Wilk method, where data is normally distributed if the significance value $p > 0.05$. The normality test using Shapiro-Wilk showed that the dependent variable data met the normality test principle, where $p > 0.05$, so the data was considered normally distributed. The normality test results are presented in table 1.

Table 1. The Result of Normality Test (Shapiro-Wilk)

Variable	Shapiro Wilk	Sig. SW
Job Resources	0.975	0.000
Work Engagement	0.992	0.070

Job Resources 0.995 0.282

The linearity test was conducted to determine whether the three variables in the study showed a linear relationship and could be represented by a straight line. In this study, the interpretation was based on the significance of linearity. If the significance value of linearity was < 0.05 , the relationship between variables was declared linear. The results of the linearity test are presented in table 2.

Tabel 2. The Result of Linearity Test

Variable	Linearity	
	F	Sig.
Job Resources dan Work Engagement	157.720	0.000
Job Resources dan Job Satisfaction	205.976	0.000
Job Satisfaction dan Work Engagement	160.176	0.000

After that, homoscedasticity testing was conducted to find out whether there was heteroscedasticity. The test was performed using absolute residual regression (ABS_Res) calculations for each variable pair. The data was declared free of heteroscedasticity if the points on the scatterplot did not show a specific pattern and were randomly scattered above and below the 0 line. The results of the heteroscedasticity test are presented in figures 1, 2, and 3.

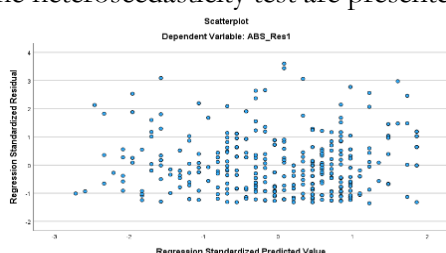


Fig 1. The Scatterplots Job Resources

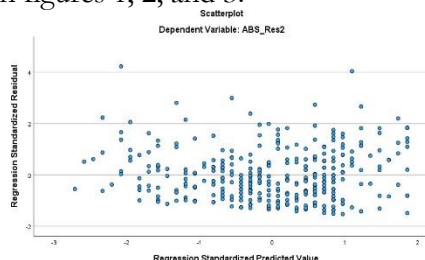


Fig 2. The Scatterplots Job Resources

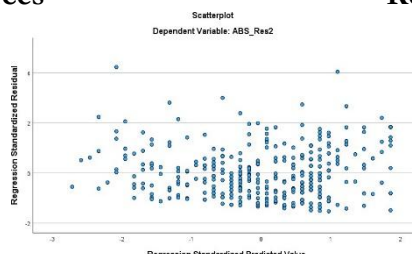


Fig 3. The Scatterplots Job Satisfaction

The researchers then conducted residual independence tests, which included autocorrelation and multicollinearity tests. Autocorrelation was assessed using Durbin-Watson, with a range of 1.5–2.5 indicating no autocorrelation. Meanwhile, the multicollinearity test was reviewed based on a Tolerance value > 0.1 or VIF < 5 , which indicated no multicollinearity between independent variables. The results of the autocorrelation and multicollinearity tests are presented in table 3.

Table 3. The Result of Autocorrelation and Multicollinearity Test

Variable	Durbin-Watson	Tolerance	VIF
Job Resources dan Work Engagement	1.990	1.000	1.000
Job Resources dan Job Satisfaction	2.010	1.000	1.000
Job Satisfaction dan Work Engagement	2.061	1.000	1.000

After all classical assumption tests were conducted and the results showed that the assumptions were met and there was an interaction between the three research variables, the researcher proceeded to the hypothesis testing stage. Hypothesis testing was conducted using regression analysis with the bootstrapping method through PROCESS version 4.2 in Model 4.

H1: Job resources have a role in work engagement

Based on the results, there is a positive and significant direct relationship between job resources and work engagement ($t_c = 6.7302$, $\text{Coeff}_c = 0.8613$, $p = 0.000$). These results indicate that there is a positive and significant direct relationship between job resources and work engagement. The analysis results show that the higher the job resources, the higher the work engagement. This is in accordance with the research by [Hakanen et al., \(2021\)](#); [Mazzetti et al., \(2023\)](#), which states that job resources can increase motivation and work engagement. In the Job Demands Resources (JD-R) model theory, job resources function as internal motivators because they provide the support, assistance, and facilities needed to complete work optimally, thereby increasing work engagement. Thus, the first hypothesis, which states that job resources have a positive effect on work engagement, can be accepted.

H2: Job resources have a role in job satisfaction

Based on the results, there is a positive and significant role between job resources and job satisfaction ($t_a = 0.0858$, $\text{Coeff}_a = 1.0392$ and $p = 0.000$). These results show that there is a positive and significant role between job resources and job satisfaction. The analysis results show that the higher the job resources, the higher the job satisfaction. This is in accordance with [\(Han et al., 2020; Zhang & Duan, 2023\)](#), which show that job resources increase job satisfaction. In JD-R Theory, job resources such as support, training, and work facilities help employees feel capable and motivated [\(Bakker & Demerouti, 2007\)](#). This is consistent with Herzberg's Two-Factor Theory, which emphasizes that supervisor support, good working conditions, and development opportunities increase job satisfaction. Thus, the second hypothesis, which states that job resources have a positive effect on job satisfaction, can be accepted.

H3: Job satisfaction have a role in work engagement

Based on the results, there is a positive and significant role between job satisfaction and work engagement ($t_b = 0.0396$, $\text{Coeff}_b = 0.3392$ and $p = 0.000$). These results show that there is a positive and significant role between job satisfaction and work engagement. The analysis results show that the higher the job satisfaction, the higher the work engagement. This is in line with [\(Rudini et al., 2024; Stella et al., 2024\)](#), who show that job satisfaction has a positive effect on work engagement. According to Social Exchange Theory, fair, supportive, and mutually beneficial working relationships encourage employees to show higher energy, dedication, and engagement [\(Mulinge & Mueller, 1998\)](#). Additionally, high work engagement also results in positive work experiences that ultimately increase employee satisfaction [\(Bakker & Demerouti, 2007; Mahira & Rozaq, 2025; Srihadiningrat et al., 2025\)](#). Thus, the third hypothesis, which states that job satisfaction plays a positive role in work engagement, can be accepted.

H4: Job satisfaction has a role as a mediator in the relationship between job resources and work engagement

In order to examine the mediating role, direct effect and indirect effect tests were conducted by including mediator variables in the model. Theoretically, if the independent variable becomes insignificant after the mediator is included, then full mediation occurs. Conversely, if the independent variable remains

significant even after the mediator is included, then this condition indicates partial mediation. The results of testing the fourth hypothesis and the path model can be seen in more detail in figure 4 and table 4.



Fig 4. The Result Bootstrap Test Results Mediator Variables

Table 4. The Result of Direct Effect Mediator

Path model	Coeff	se	t	p	LLCI	ULCI
a. Job Resources -> Job Satisfaction	1.0392	0.8580	12.1077	0.000	0.8704	1.2080
b. Job Satisfaction -> Work Engagement ->	0.3392	0.0396	8.5660	0.000	0.2613	0.4171
c. Job Resources -> Work Engagement	0.8613	0.0697	12.3591	0.000	0.7242	0.9984
c'. Job Resources -> Job Satisfaction -> Work Engagement	0.5087	0.0756	6.7304	0.000	0.3601	0.6574

Based on the mediation test results, in path model c', which shows a direct effect, job resources continue to play a positive and significant role in work engagement even though the mediator job satisfaction is included in the model. Based on these results, it can be concluded that partial mediation occurs, because the job resources variable continues to play a direct and significant role in work engagement even though job satisfaction also plays a significant role as a mediator. Thus, job satisfaction functions as a partial mediator that strengthens the total effect between job resources and work engagement.

Then, to determine the extent of job satisfaction's role as a mediator, testing was conducted through indirect effects. Based on the bootstrap results of the indirect effect, a coefficient of 0.3525 was found, and the bootstrap results showed a lower level for CI (BootLLCI) = 0.2453 and an upper level for CI (BootULCI) = 0.4751. With no value (0) in the BootLLCI and BootULCI ranges, it can be concluded that there is a significant mediating effect between job resources and work engagement through job satisfaction. This indirect effect contributes 0.3525 through job satisfaction as a mediator, which strengthens the direct effect of job resources on work engagement with a coefficient of 0.5087 ($tc' = 6.7304$, $p = 0.000 < 0.05$). Thus, based on the total effect calculation, a coefficient value of 0.8613 ($tc = 12.3591$, $p = 0.000$) was obtained, indicating that the overall role of job resources on work engagement is at a significant level.

This shows that job satisfaction acts as a partial mediator that strengthens the role of job resources in increasing work engagement among employees. This partial mediating role illustrates that although job resources still play a direct role in work engagement, the existence of job satisfaction provides a significant additional contribution, thereby strengthening the relationship between the two. Thus, the fourth hypothesis, which states that job satisfaction can mediate the

role of job resources and work engagement, can be accepted.

CONCLUSION

This study demonstrates that job resources have a positive and significant effect on work engagement, with job satisfaction acting as a partial mediator in this relationship. The findings highlight the crucial role of job satisfaction in strengthening work engagement, while acknowledging the potential influence of other variables. Practically, the results provide a foundation for organizations to design human resource management strategies that prioritize job satisfaction through consistent rewards, managerial support, career development opportunities, and objective performance appraisal systems.

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