# Are there any differences in the effect of job demands on employee engagement to bank employees with different gender?

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### Abstract

*Job demands and job resources are conceptual models that can explain employee engagement that is one of the foundations of a company in designing strategies to gain competitive advantage through human resource management. The purpose of this research is to analyze the influence of job demands and job resources to employee engagement in Bank XYZ; analyze the variables that influences employee engagement the most between job demands and job resources; and analyzing the effect of employee engagement on employee gender in Bank XYZ.*

*The study included a survey type study using a semantic-scale questionnaire. Therespondents were retail marketing employees with a 5% error margin tolerance and a total respondents of 120 employees using the Slovin formula. Sampling technique used is the probability sampling with simple random sampling type. Processing technique and data analysis uses the Structural Equation Modeling (SEM).*

*The results of this research are employee engagement of male employees influenced by job demands, and resources, while employee engagement of female employees is only influenced by job resources. The most affecting factor of employee engagement is job resources. The relationship between job demands and job resources variables is only found in male employees and has an inversely proportional relationship.*

*Keywords -employee engagement, gender, job demands, job resources, SEM*

## INTRODUCTION

Lately, globalization and the era of Asean Economic Community (AEC)require companies to increasingly compete in the fight for superior human resources. Profits of a company are not always obtained from the performance of sales activity, but also obtained from qualified human resources. Employees are the most valuable asset for the company because it becomes the main factor that determines the success or failure of a company in achieving its goals. The banking industry is one of the most influential sectors in the Indonesian economy and has a strategic role in mobilizing the country's economy. Along with the increasing public confidence in the Bank, it is necessary to keep abreast of global economic developments and even technological developments to get closer and facilitate customers in transacting.

Along with qualified resources, employee engagement is needed to maintain loyalty and work engagement in a company. Rachmawati *et al* 2010 suggests that employee engagement emerges as an effort to develop from previous concepts such as employee job satisfaction, employee commitment, and employee organizational behavior. According to Nancy *et al* (2013) employee engagement may also be the employee's willingness and ability to contribute to the company's success continually. This sense of attachment to the organization is strongly influenced by factors such as emotional and rational factors related to work and overall work experience.

Halim (2013) describes the condition of the workers in Indonesia that only 36% of employees in Indonesia are highly engaged. Furthermore, 17% are not engaged where this poses a potential risk to productivity and performance. In addition, 23% felt that they did not get support while working or were classified as employees who were barely engaged. The remainder are grouped in a breakaway group.

One conceptual model that can explain employee engagement is the model of job demands and job resources (Vanessa 2013).According to Schaufeli and Bakker (2004), job demands are the physical, psychological, social and organizational aspects of work that require constant physical, cognitive and emotional effort. Job resources contribute significantly to employee engagement when job demands are high (Bakker et al 2007).

With regard to job demands and job resources, gender is suspected to have an influence on employee engagement. According to Hermana (2017), gender issues are socio-cultural and refer to masculine and feminine responsibilities, roles, patterns of behavior, quality, and others. The word 'gender' can be defined as' the apparent differences between men and women in values and behavior, and terminologically 'gender' can be defined as cultural expectations of men and women (Lips 1993). Gender can also serve as a concept of analysis that can be used to explain something (Umar 1999).

Employee engagement plays an important role in the stability and development of the company through employees. Companies must be able to optimize the ability of employees to provide the best contribution for the company to produce output in accordance with market demands both in terms of quality and continuity to face increasingly fierce industrial competition.

## LITERATURE REVIEW

Employee engagement becomes one of the foundations of the organization in designing strategies or steps to maintain and manage human resources. Saks (2006) defines employee engagement as a positive attitude the employee has for the organization in which he works and the values that the organization has. Thus, in the concept of employee engagement, there is a two-way relationship between employees and companies.

Each individual is faced with various task demands or work that must be completed or often referred to as job demand. Love *et al* (2007) reveals that job demand is the physical, social, and organizational elements in work activities that affect the psychological health of employees. In addition, task demands and work environment in addition to causing physical fatigue for employees, it will also trigger the occurrence of psychological fatigue. In addition, the emergence of personal conflicts related to job demands is also considered a variable of job demand. It seems clear that the demands of various tasks and not in accordance with the competencies and skills possessed by employees will impact on the work stress (Bakker and Demerouti 2008).

According to Soane *et al* (2012) job resources can include role clarity, supervisory support, peer support, and organization support as key drivers that affect employee engagement. In addition, job resources are also assumed as an intrinsic motivation role because it helps the development and learning of employees, and has the role of extrinsic motivation because it plays an important role in achieving the goals of work. Job Resources refers to the physical, social, and organizational aspects of the work that allows the individual to reduce job demands and psychological costs for the job demands, encouraging individuals to achieve job targets, and stimulate personal growth, learning and development (Xanthopoulou et al. 2009).

Job demands and job resources have a negative correlation, this was stated by Schaufeli and Bakker (2004). High job resources can reduce job demands; this is inversely proportional to high job demands the job resources will feel lower so it must be high also to increase employee engagement. This is reinforced by Coetzer and Rothmann (2007), that job resources are related to the fulfillment of basic human needs, namely authority, competence, and human relationships.

Job demands that include employee job liability may vary as they relate to gender. Gender in this case is a socio-cultural construction product that relates to the role, position, and needs of both men and women (Hubeis 2010). Speaking of gender means what is discussed is about the social relations of women and men. Gender is not the same as male and female biological gender, male and female are biologically different but not in terms of potential, competence and or opportunity (Arif 2014). Gender refers to the differences in social roles and responsibilities of women and men to the behaviors and characteristics that are appropriate for women and men and on the views on how their various activities are valued and appreciated.

According to Marzuki (2011), modern capitalistic societies tend to accommodate a system of division of labor on the basis of sex differences. As a result, the position of women will remain lower and in a marginal position, while the position of men is higher and occupies a central position. According to Ma'arif *et al* (2013) that men are more aggressive and have more hope for success than women.

## RESEARCH METHODOLOGY

Research is included in the type of survey research using questionnaires. Data obtained from the results of an onlinemarketing employee questionnaire of Bank XYZ Sumatra's Regional which is spread by email. In the questionnaire, the scale used is a differential semantics with a scale of 1-7. Differential semantic scales in this research use studies from several previous research that have variables and similar topics. Sampling technique used in this research is theprobability sampling technique with simple random sampling type. This technique uses a random sampling method regardless of the strata of the sample (Sugiyono 2010).

The study was conducted at XYZ Bank Head Office in South Jakarta in February 2017 with a total population of 171 people. The researcher determined the number of samples by using Slovin formula (Umar 2005) with margin of error or 5% significance level. Selection of a significance level of 5% based on Kerlinger (2004) views this level is neither too high nor too low for most scientific social research. so get the number of respondents as many as 120 employees.

$$n = \frac{N}{N.e^2 + 1}$$

Information:
n = number of samples
N = number of population
e = margin of error

The data obtained is processed in the form of crosstab by using SPSS. The crosstab analysis is a table-shaped analysis method, where cross-tabulation or contingency tables are used to identify and determine whether there is a correlation or relationship between one variable with another. The research used Structural Equation Model (SEM) analysis technique which is a statistical technique for testing a relatively complex series of relations simultaneously. Complex relationships can be built between one or more dependent variables with one or more independent variables. Each dependent and independent variable can be a factor or construct made from several indicator variables (Ayu 2015). Among these variables there is the form of a single variable that is observed or measured directly in the research process.

Before the data is processed, designed questionnaires are to be tested first, as for the tests conducted are the test of validity and reliability. The results of validity and reliability test states that the data valid and reliable to be used in subsequent research. SEM analysis techniques are often called flow diagrams or path diagrams are diagrams that allow researchers to describe the hypothesized relationships called the model. SEM model in research on job demands and job resources to employee engagement is found in Fig. 1.
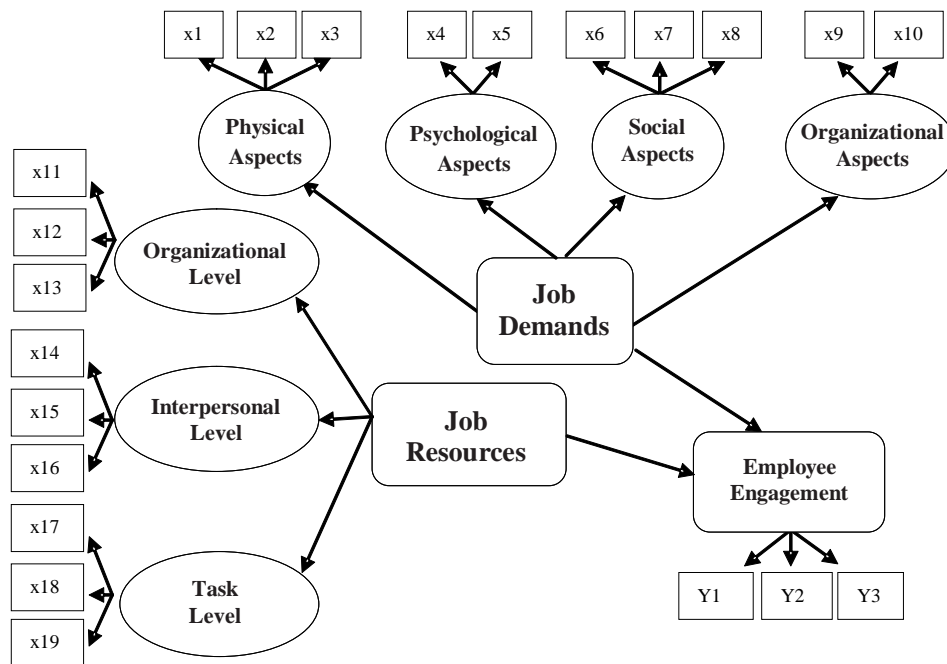


Figure 1 SEM model of job demands and job resources on employee engagement

Hypothesis is an initial guess between the relationship of an independent variable with the dependent variable before the research and must be tested the truth in the research. The hypothesis of this research are:
1.  H0 : Job demands have no effect on employee engagement
    H1 : Job demands have effect onemployee engagement
2.  H0 : Job resources have no effect onemployee engagement
    H1 : Job resources have effect onemployee engagement
3.  H0 : Job demands and job resources have no effect on employee engagement
    H1 : Job demands and job resources have effect onemployee engagement

Table 1 Description of SEM model

| No | Constructs/Variables Latent | Dimensions | Variables Manifest/indicators | Symbol |
|---|---|---|---|---|
| 1 | Job Demands | aspect physical | 1. too long work time | X1 |
| | | | 2. physical exhaustion | X2 |
| | | | 3. uncomfortable layout of work environment | X3 |
| | | aspect psychological | 4. deadline pressure from work | X4 |
| | | | 5. difficulties in completing the job | X5 |
| | | social aspect | 6. Negative emotional connection with the client | X6 |
| | | | 7. Unfavorable relationships with colleagues | X7 |
| | | | 8. Unhealthy relationships with superiors | X8 |
| | | organizational aspects | 9. insecurity associated with the future of work | X9 |
| | | | 10. an ambiguous role in work | X10 |
| 2 | Job Resources | Organization level | 11. the salary conformity obtained with the assigned task | X11 |
| | | | 12. existence of career development opportunities in organization | X12 |
| | | | 13. availability of existing information within the organization | X13 |
| | | interpersonal level | 14. good communication among colleagues | X14 |
| | | | 15. support from superiors | X15 |
| | | | 16. positive group climate | X16 |
| | | task level | 17. participation in decision-making | X17 |
| | | | 18. clarity of roles within the group | X18 |
| | | | 19. varieties of work | X19 |
| 3 | Employee Engagement | | 1. vigor | Y1 |
| | | | 2. dedication | Y2 |
| | | | 3. absorption | Y3 |

## RESULT AND DISCUSSION

4.1 Gender Relationship Distribution, Age, Old Working, and Marital Status with Variable Employee Engagement
The value of chi-square significance obtained from crosstab results based on gender and age distribution on all indicators of employee engagement is > 0.05 (5% real level). This indicates that gender and age differences do not affect the employee response of Bank XYZ to the indicators contained in employee engagement. In the old distribution of employment and employee marriage status, crosstab results show that long work and marital status are only closely related to one indicator of dedication, which is about work that can inspire employees with a chi-square significance value of 0.004 <0.05.

### 4.2 Model Evaluation
SEM is a second generation multivariate analysis technique, combining measurement model (confirmatory factor analysis) with structural model (regression analysis, path analysis). Model evaluation using LISREL research method was conducted on male and female respondents. Wijanto (2008) stated that the evaluation of data suitability level with the model is done through several stages: overall model fit, measurement model fit, and structural model fit.

### 4.2.1 Test Results on Male Respondents
#### 4.2.1.1 Overall model fit
In Table 2 data, all data from the results obtained show that the model in this study was tested to have compatibility (fit) with the data and indicate that the results of the questionnaire able to answer the built theory.

Table 2 Male model Goodness of fit index

| Goodness-of-Fit | Model | | |
|---|---|---|---|
| | Cut-off Value | Result | Compatibility |
| Chi-Square/df | ≤2,00 | 1.347 | Good Fit |
| p-value | ≥ 0,05 | 0.107 | Good Fit |
| RMSEA(Root Mean square Error of Approximation) | ≤ 0,08 | 0.077 | Good Fit |
| GFI(Goodness of Fit) | ≥ 0,90 | 1.00 | Good Fit |
| AGFI(Adjusted Goodness of Fit Index) | ≥ 0,90 | 1.00 | Good Fit |
| CFI (Comparative Fit Index) | ≥ 0,90 | 1.00 | Good Fit |
| NFI (Normed Fit Index) | ≥ 0,90 | 1.00 | Good Fit |
| RFI (Relative Fit Index) | ≥ 0,90 | 1.00 | Good Fit |

### 4.2.1.2 Measurement model fit

Based on Fig. 2, it is found that job demands and job resources affect employee engagement and both have a positive relationship. The higher job demands and job resources earned by employees will make employee engagement high. Vice versa, the more employees do not feel the existence of job demands and job resources will lower the level of employee engagement.
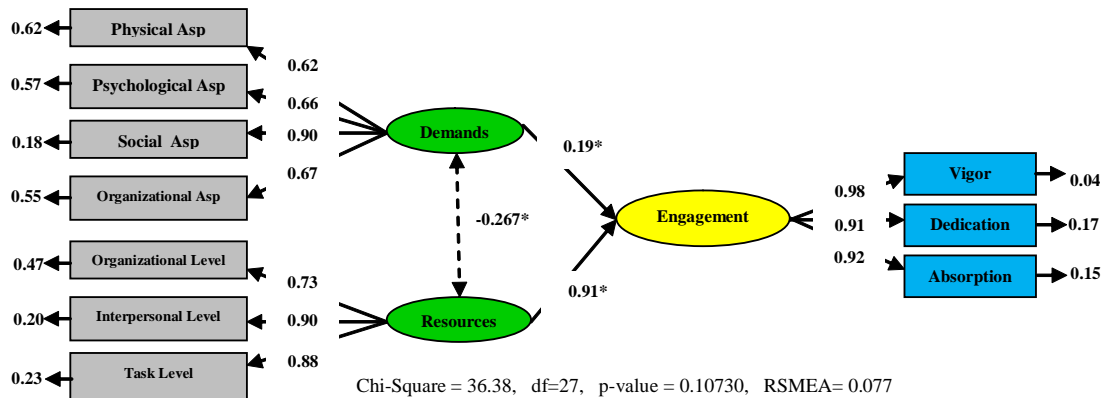


Figure 2 The estimated value of the model capacity factor of the job demands and job resources model of the employee engagement of male respondents

The result of job demands variable processing to four dimension has significant relation to latent variable. The dimension that has the highest load factor is the social aspect, with the highest indicator is the unfavorable relationship with the boss. This is in line with Hermana's (2017) research result that social interaction between employees, with employers and employees of different types of work, only affects male employees and has a negative influence on turnover intention. Where according to Ayu's (2015) research result, that turnover intention has influence to employee engagement. This means that social interaction between employees, with employers, or employees of different types of work in good condition will lower the mind to quit the job, the intention to find new jobs and the intention to quit the job on male employees.

Based on the data, the result of the processing of job resource variables interpreted the whole dimension of the significant relationship to the latent variable. The dimension that has the highest factor is the interpersonal level, with the support indicator from the boss. This result is in line with Ayu's research (2015) which states that the interpersonal level dimension is the most influential in the variable of job resources. The result of the processing of employee engagement variables implies that all dimensions of the relationship are significant to the latent variables. The indicator that has the highest factor on the males are the vigor. This shows that the feeling of excitement, enthusiasm, and unyielding in work is the most reflective indicator of their employee engagement so that it can support the work.

### 4.2.1.3 Structural model fit

Based on Table 3, the results state that job demands and job resources affect employee engagement of male employees. Positive relationship of job demands and job resources to employee engagement states that the higher job demands and job resources will increase employee engagement. This result is in line with statement from Bakker *et al* (2010) that although individuals feel tired after a hard day's work, the individual describes the fatigue as a pleasurable state because it is associated with positive achievement.

Table 3 Male respondent structural model results

| Relationship between variables | SLF | \|t-hit\| | Result | Conclusions |
|---|---|---|---|---|
| Demands →Engagement | 0.19 | 6.70 | Significant | H0 rejected (t count > t table) |
| Resources →Engagement | 0.91 | 12.05 | Significant | H0 rejected (t count> t table) |

*) SLF = Standardized loading factor≥ 0.50 and |T-count|>1.96

Based on Fig. 2, obtained job demands correlation coefficient and job resources on male employees significant with the value of -0.267. The data shows that job demands and job resources have a relationship that is inversely proportional. This result is similar to Schaufeli and Bakker's theory (2004), that high job demands can cause lower jobresources. Conversely, high job resources can reduce job demands. This is reinforced by Xanthopoulou *et al* (2007) research which shows that workers who have high job resources will use their capabilities so that they are better able to cope with high job demands.

### 4.2.2 Test Results on Female Respondents
#### 4.2.2.1 Overall model fit
In Table 4 data, all data from the results obtained show that the model in this study was tested to have compatibility (fit) with the data and indicate that the results of the questionnaire able to answer the built theory.

Table 4 Female model Goodness of fit index

| Goodness-of-Fit | Model | | |
|---|---|---|---|
| | Cut-off Value | Result | Compatibility |
| Chi-Square/df | ≤2,00 | 1.200 | Good Fit |
| p-value | ≥ 0,05 | 0.193 | Good Fit |
| RMSEA(Root Mean square Error of Approximation) | ≤ 0,08 | 0.058 | Good Fit |
| GFI(Goodness of Fit) | ≥ 0,90 | 0.95 | Good Fit |
| AGFI(Adjusted Goodness of Fit Index) | ≥ 0,90 | 0.92 | Good Fit |
| CFI (Comparative Fit Index) | ≥ 0,90 | 1.00 | Good Fit |
| NFI (Normed Fit Index) | ≥ 0,90 | 1.00 | Good Fit |
| RFI (Relative Fit Index) | ≥ 0,90 | 1.00 | Good Fit |

#### 4.2.2.2 Measurement model fit
The result of t-test on female employees shows that only job resources have a significant effect on employee engagement and have a positive relationship. This shows that the higher job resources perceived by employees will make employee engagement high. Vice versa, the more employees that do not feel the existence of job resources will lower the level of employee engagement.
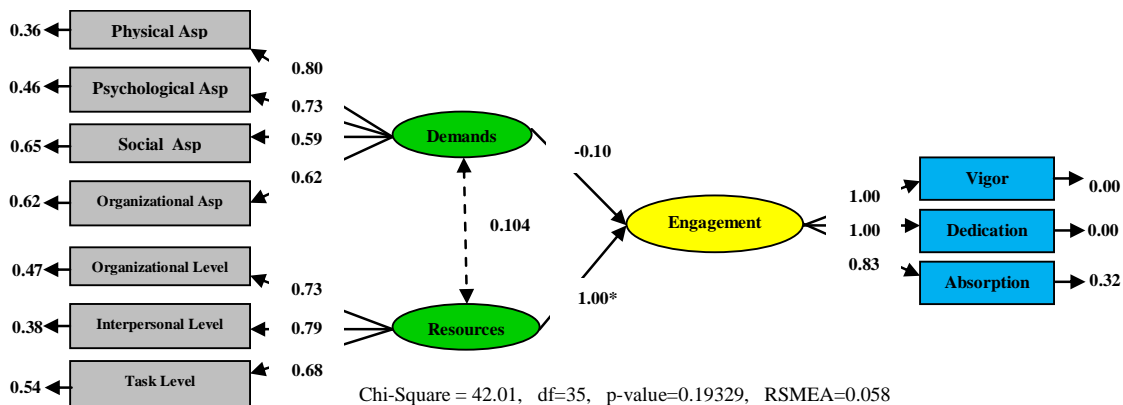


Figure 3 The estimated value of the model capacity factor of the job demands and job resources model of the employee engagement of female respondents

In female employees, the results show that the four dimensions of job demands have a significant relationship to the latent variables. Dimensions that have the highest load factor is the physical aspect, that is in the layout of the uncomfortable work environment. This shows that employees feel less comfortable with their current work environment. Inadequate or uncomfortable work environment or facilities around the work space can reduce the concentration of employees that can impact on employee performance.

One of the most vulnerable groups of workers to experience this are the female workers, especially those who are married (dual career woman). Based on previous research by Naido and Jano (2002) in Nurendra (2016) the existence of two different roles, namely in work and household, will cause conflict in a dual career woman so that will affect its role in work. The result of variable processing of job resources of female employees interpreted that all three dimensions have significant relation to latent variables. Dimensions that have a load factor is the level of interpersonal, i.e. indicators of communication among colleagues. This is supported by Hubeis (2010) statement, that it can be concluded that a success in communicating between genders can be seen from the communication gap itself which is indicated by the gender gap itself.

According to employee engagement variables data obtained that the dimensions of vigor, dedication, and absorption have a significant influence on employee engagement. Indicators that have the highest factors on female gender are vigor and dedication. This shows that feeling of excitement, enthusiasm, unyielding in the work, to feel their work can give inspiration are the indicators that most reflects their employee engagement so that it can support the job.

### 4.2.2.3 Structural model fit
Based on test results that can be seen in Table 5, shows only job resources that affect employee engagement and have a positive relationship. This explains that the greater the job resources the more employee engagement will increase in Bank XYZ, and the lower the job resources will further lower employee engagement in Bank XYZ. This is in line with the research by Lipinska and Wasiak (2010) that the role of gender has a positive and significant impact on job satisfaction that is directly related to female's employee engagement through the aspects found in the job resources.

Tabel 5 Female respondent structural model results

| Relationship between variables | SLF | |t-hit| | Result | Conclusion |
|---|---|---|---|---|
| Demands →Engagement | -0.10 | -1.62 | Insignificant | H0 accepted (t count< t table) |
| Resources →Engagement | 1.00 | 9.35 | Significant | H0 rejected (t count> t table) |

*) SLF = Standardized loading factor≥ 0.50 and |T-count|>1.96

Based on Fig. 3, obtained job demands correlation coefficient and job resources on female employees are not significant with the value of 0.104. The data shows that job demands and job resources have no relationship to female employees. This is in line with Nurendra's (2016) research results that job resources and job demands have no relationship to employee engagement in career womens.

## CONCLUSIONS AND SUGGESTIONS
The conclusions obtained from the results of this study is that employee engagement of male employees in Bank XYZ are influenced by job demands and job resources in which both variables have a positive relationship. The most reflective indicator of the status of male employees is the relationship and support with superiors. While employee engagement of female employees in Bank XYZ are only influenced by job resources and has a positive relationship, where the indicator that most reflects the state of female employees is communication with co-workers. The factors that most affect employee engagement in Bank XYZ are job resources. The male and female employees at Bank XYZ see aspects of job resources as being very influential for themselves in work issues.

The relationship between job demands variables on job resources has no significant effect on both male and female employees. While the relationship between job resource variables to job demands only have significant effect on male employees, and have a negative relationship. This shows that the higher the job resources the lower the job demands or can also apply the opposite where the lower the job resources the higher the job demands.

Some suggestions that the authors point out related to the results of the research are the management of Bank XYZ can be more into transparency, expansion and facilitate the spread of information on changes in work policies and newest service products. Bring back the benefits of discussion per team, morning coffee or quick briefing with superiors. In addition to clarify the duties of employees, it also can make communication between colleagues and with superiors to be better and flexible. Good relationships in the work environment can also make employees confident in dealing with employees. Sport events and community containers can be re-prioritized.

Management department is expected to review and monitor the emotional state of employees, prepare staff for counseling who are really willing to listen and convey the aspirations of employees. Procurement of nursering room and recall the benefits of motion study. Management department also needs to help make the work environment more comfortable.

To improve the organizational environment in Bank XYZ, management is expected to hold many events involving various departments, across positions and responsibilities. Dhuha Lecture, sermons, and Staff Gathering are to be performed more often. In this researchjob demands of female employees have no significant influence on employee engagement, it will be interesting to examine in further research either in Bank XYZ itself or in other companies.

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