

The Impact of Organizational Engagement, Organizational Resources, and Job Resources on Employee Engagement

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Abstract

This study investigates the impact of organizational engagement, organizational resources, and job resources on employee engagement at the Pengadilan Tinggi Tanjungkarang. Utilizing a quantitative research design, data were collected from 50 employees through a structured questionnaire. The analysis, which included validity and reliability tests, descriptive statistics, and multiple linear regression, revealed that all three independent variables significantly and positively influence employee engagement. The findings underscore the importance of enhancing organizational engagement and resources to improve workplace performance and employee satisfaction. Practical recommendations for management include improving internal communication, investing in employee development, and creating a supportive work environment. This study contributes to the theoretical understanding of employee engagement and offers actionable insights for human resource management.

Keywords: Employee Engagement; Organizational Engagement; Organizational Resources; Job Resources

Introduction

Employee engagement is a pivotal determinant of organizational success, impacting various aspects such as performance, productivity, employee retention, customer satisfaction, and innovation (Alefari et al., 2020; Barusman, 2019; Thuda et al., 2019). Engaged employees are often more motivated, committed, and enthusiastic about their work, leading to enhanced organizational outcomes (Almawali et al., 2021; Azikin & Barusman, 2021; Wilona & Defrizal, 2024). However, despite the well-documented significance of employee engagement, there remains a notable gap in the existing literature concerning the interplay between organizational engagement, organizational resources, and job resources, and their collective effect on employee engagement (Magem, 2017; Othman & Mahmood, 2020) (Barusman & Habiburrahman, 2022).

Organizational engagement refers to the level of involvement and commitment employees exhibit towards their organization's goals and values (Adebanjo et al., 2020; Asif & Rathore, 2021)(Flamholtz, 2019). Organizational resources encompass the

tangible and intangible assets available within an organization, including financial resources, technology, and human capital (Barusman & Rulian, 2019; Haddon, 2018; Tuffaha, 2020). Job resources include the aspects of the job that help employees achieve work goals, reduce job demands, or stimulate personal growth, such as autonomy, support, and opportunities for professional development (Kristanti & Eko Yudiantmaja, 2022; Rahmadani et al., 2020; Verburg et al., 2018).

The combined impact of these factors on employee engagement is crucial, yet underexplored (Defrizal et al., 2021). This study seeks to address this research gap by examining how organizational engagement, organizational resources, and job resources interact and influence employee engagement within the context of Pengadilan Tinggi Tanjungkarang. By exploring these relationships, the study aims to uncover insights that can guide human resource management practices and inform strategies for organizational development.

Understanding how these factors contribute to employee engagement can help organizations design more effective policies and practices to foster a more engaged workforce. This, in turn, can lead to improved organizational performance, higher levels of employee satisfaction, and greater overall effectiveness. Through this research, valuable implications for enhancing employee engagement and optimizing resource utilization within the Pengadilan Tinggi Tanjungkarang will be identified, contributing to the broader field of organizational behavior and human resource management.

Materials and Methods

This study employs a quantitative research design to examine the relationships between organizational engagement, organizational resources, job resources, and employee engagement. By using a structured questionnaire as the primary data collection tool, the research aims to objectively measure and analyze these variables. The questionnaire was administered to 50 employees at the Pengadilan Tinggi Tanjungkarang, selected through purposive sampling. This sampling technique was chosen to ensure that the participants were representative of the employee population and had relevant experience and knowledge of the organizational and job resources under investigation. The sample size of 50 was deemed sufficient to achieve statistical significance while balancing practical constraints.

Data collection involved using a structured questionnaire that included validated and reliable instruments to measure the key constructs of interest. The instruments were carefully selected and pre-tested with a small group of employees to ensure clarity, relevance, and comprehensibility. Feedback from the pre-test was used to refine the questionnaire, ensuring its effectiveness in capturing accurate and relevant data.

The data were analyzed using several statistical methods to ensure the robustness of the findings. Descriptive statistics, including means, standard deviations, and frequencies, provided an overview of the respondents' characteristics and responses (Kalu et al., 2023). To confirm the validity and

reliability of the measurement instruments, Cronbach's alpha was used to assess internal consistency, and factor analysis was employed to ensure construct validity. Multiple linear regression analysis was then conducted to examine the relationships between organizational engagement, organizational resources, job resources, and employee engagement, allowing for an assessment of both direct and indirect effects (Khodakarami et al., 2018). Additionally, t-tests and F-tests were used to evaluate the significance of these relationships, with a significance level set at $p < 0.05$. This comprehensive approach facilitated a detailed understanding of how the various factors influence employee engagement within the Pengadilan Tinggi Tanjungkarang.

Results and Discussion

Descriptive Statistics

The descriptive statistics provided an overview of the respondents' perceptions of key constructs. The data revealed that employees at the Pengadilan Tinggi Tanjungkarang generally reported high levels of organizational engagement, organizational resources, and job resources. Similarly, employee engagement levels were also found to be high. These findings suggest that employees perceive their work environment as supportive and resource-rich, which is consistent with a positive and engaged workforce.

Validity and Reliability

The validity and reliability of the measurement instruments used in the study were rigorously tested. Cronbach's alpha values for all constructs exceeded the acceptable threshold of 0.70, indicating strong internal consistency among the items within each construct. This high level of internal consistency suggests that the instruments reliably measure the intended constructs. Factor analysis further confirmed the construct validity of the instruments, ensuring that the items accurately represent the theoretical constructs they are intended to measure.

Multiple Linear Regression Analysis

The multiple linear regression analysis demonstrated that organizational engagement, organizational resources, and job resources each have a significant and positive impact on employee engagement. The analysis revealed that higher levels of organizational engagement, adequate organizational resources, and abundant job resources are associated with increased employee engagement. The t-test and F-test results supported these findings, with all relationships being statistically significant at the $p < 0.05$ level. This indicates that the observed effects are unlikely to be due to random chance and reinforces the strength of the relationships identified.

Interpretation of Findings

The results suggest that enhancing organizational engagement and resources can significantly boost employee engagement. These findings align with existing literature that emphasizes the importance of a supportive work environment, effective internal communication, and investment in employee development. The study's results contribute to the theoretical understanding of employee engagement by illustrating how organizational engagement, organizational resources, and job

resources collectively influence employee engagement. This reinforces the idea that a well-rounded approach to managing employee engagement involves addressing multiple facets of the work environment.

Theoretical Implications

The study's findings support the Job Demands-Resources (JD-R) model, which posits that job resources and organizational resources can mitigate the effects of job demands and foster higher levels of employee engagement. By incorporating organizational engagement into this framework, the study provides a more nuanced understanding of how various factors interact to influence employee engagement. This integration of organizational engagement into the JD-R model offers a more comprehensive perspective on the dynamics of employee engagement, highlighting the importance of both organizational and job-related resources.

Practical Implications

From a practical standpoint, the study offers valuable insights for human resource management. To enhance employee engagement, management should focus on improving internal communication, investing in employee development, and creating a supportive work environment. Implementing strategies that bolster organizational engagement and resources can lead to higher levels of employee engagement, which in turn can improve overall organizational performance. These practical recommendations underscore the importance of a holistic approach to managing employee engagement and maximizing the potential benefits for the organization.

Conclusion

This study highlights the significant impact of organizational engagement, organizational resources, and job resources on employee engagement within the Pengadilan Tinggi Tanjungkarang. The high levels of perceived organizational engagement, resources, and job resources among respondents suggest that a supportive and resource-rich work environment contributes to elevated employee engagement. The rigorous testing of validity and reliability confirmed that the measurement instruments used were both accurate and consistent, strengthening the reliability of the study's findings.

The multiple linear regression analysis underscored that all three factors—organizational engagement, organizational resources, and job resources—positively and significantly affect employee engagement. These findings are supported by statistical evidence, reinforcing the robustness of the relationships identified. The results align with existing literature and theories, particularly the Job Demands-Resources (JD-R) model, which highlights the role of job and organizational resources in enhancing employee engagement.

The study's theoretical contributions extend the JD-R model by integrating organizational engagement, providing a more comprehensive understanding of the factors influencing employee engagement. Practically, the study offers actionable insights for human resource management. To foster higher employee engagement,

organizations should focus on enhancing internal communication, investing in employee development, and creating a supportive work environment. These strategies not only improve employee engagement but also contribute to overall organizational effectiveness and performance.

In summary, the study underscores the importance of a multifaceted approach to managing employee engagement, emphasizing the need for a supportive and resourceful work environment. By addressing organizational engagement and resources alongside job resources, organizations can create a more engaged and productive workforce, ultimately leading to enhanced organizational success.

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