IMPROVING WORK ENGAGEMENT OF GAS STATION OPERATOR WITH THE ROLE OF JOB RESOURCE, JOB DEMAND, AND JOB SATISFACTION

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Abstract: Gas station operator is the spearheading of organizations that deal directly with the public because the operator must have work engagement in order to carry out the work in accordance with the company’s expectations. The purpose of this study is to determine the effect of job demand, job resources, and job satisfaction at gas station operator to work engagement. The study involved 200 operators at a gas station in Jakarta with a quantitative method. The result is job demand positive and significant impact on job satisfaction, job satisfaction positive and significant impact on the work engagement, job resource influential slight positive but not significant to work engagement, job demand positive effect but not significant to work engagement, and job resource negative and not significant effect on job satisfaction. The study found the results that the effect of job demand in gas station operator is in contrast with previous studies and the effect of job resource is also different in previous studies because of differences in the job demand and level of job satisfaction.

Keywords: Job demand, job resource, job satisfaction, work engagement, gas station

Employees who are bound up in an organization will show their unique work attitude, characteristics, skill, values, and work aspirations which are goals, expectations, and ideals of work which have been planned for them (Schaufeli and Bakker, 2004). The survival of employees depends on their ability to satisfy customer needs while achieving quality, flexibility, innovation and organizational responsibility, through employee engagement and employee commitment (Fay and Luhrmann, 2004 and Newell, 2002). It is important for managers to grow the work engagement of their employees in the organization since disengagement is the central problem of the decrease in employee commitment (Bleeke and Roodt, 2002). work engagement involves self-expression through work and the role of other employee activities.

Minth (2015) says that employees are also expected to invest themselves to be fully engaged in work, proactive, and have a high commitment to performance quality standard, or which means that organization requires employees who can be engaged to work (work engagement).
Schaufeli and Bakker (2004) say two main factors of forming work engagement, namely job demand and job resource. Job demands are the physical, psychological, social, and organizational aspects of a job that requires constant physical effort, cognitive effort, and emotional effort. Job resources are the physical, social, psychological, or organizational aspects of a job that is capable of (1) reducing job demand related to psychological cost given by employees; (2) playing a role in achieving the objectives; (3) becoming stimulus of development and learning. Job resources will contribute significantly to work engagement if the job demand is high as well (Bakker, et al. 2007).

According to Schaufeli and Bakker (2004), they suggest that job satisfaction can explain the relationship between job demand, job resource, and work engagement. In particular, satisfaction is the condition required by individuals to develop; it is possible that the stimulating role of job demand and job resource in work engagement can be explained by job satisfaction. As job demand and the absence of job resources are considered to be harmful to health, satisfaction can be considered to represent individuals as psychological energetic resources and as a fuel for individual welfare and performance (Ryan and Deci, 2000; Moller, Deci, and Ryan, 2006).

In the previous literature, it was found that job satisfaction was closely related to organizational commitment (Clugston, 2000; Meyer, et al., 2002; Yousef, 2002; Bateman and Strasser, 1984). Many researchers have found that job satisfaction mediates the role of several other variables in organizational commitment (eg, William and Hazar, 1986; Mathieu and Hamel, 1989; Lok and Crawford, 2001; Yousef, 2002). In general, job demand and job resources are negatively related because job demand, such as high job pressures and emotional interaction with demanding clients, may hinder the mobilization of job resource. Also, high job resources, such as social support and feedback can reduce the effects of job demand (Demerouti, et al., 2001). According to Schaufeli and Bakker (2004), work engagement is highly influenced by job resource.

The COR theory (Hobfoll, 1989, 1998) is a relevant theory to understand the impact of job resources (or lack thereof) on employees. The central principle of COR theory is that people try to gain, retain, and protect what they value. Examples of job resources are social support, autonomy, and feedback (Hobfoll, 1989; Lee and Ashforth, 1996). The burden of academic work and work pressure, in general, is an example of job demand (Wright and Hobfoll, 2004). The Social Exchange Theory (SET) of Blau (1994) has the perspective of employees who get a lot of work and challenging work will be responsible for responding it with a higher level of engagement than others. Likewise, when academics believe that supervisors are concerned about the prosperity of their members, trust in their abilities, and treat them respectfully, they may feel responsible for recompensing employees for their work with greater work engagement.

General Filling Station (SPBU) is defined as a place where motor vehicles acquire fuel. In Indonesia, the society also has other terminology for gas stations, such as in some areas, gas stations are also referred to as pombensin, which stands for pom (pump) and bensin (fuel). SPBU is a public infrastructure provided to the society to meet the needs of fuel. In general, gas station sells similar fuels such as premium, bio solar/diesel, pertalite, pertamax, pertamax plus, pertamax super, and pertamax v-power.

Gas Station is also used as a meeting point or as a rest area. There are several gas stations, especially in toll roads in the intercity roads, which have coffee shops or fast food restaurants in various brands. In addition, many gas stations provide additional services; these additional services are musholla (mosque), tire pump, toilet, and so forth. The modern gas station is usually equipped with mini markets and Automated Teller Machine (ATM). In Indonesia, General Fuel Filling Station is guarded by officers who load fuel to customers. The customers then pay the charging fee to the officer. But in other countries, such as the United States and countries in Europe, gas stations are not guarded by officers or operators; the customers re-

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The purpose of this study is to find out whether the job demands and job resources implemented in gas station operators in meeting employee satisfaction and making a sense of work involvement. The benefits of this research are to provide information, especially to the HRD of SPBU (outsourcing party), about the contribution of job demand, job resource, job satisfaction, and work engagement of employees and provide information to the HRD (outsourcing party) about work engagement to the operators. Since this will be related to the level of customer satisfaction. From a background of the study, theory, and the previous studies, then this research will have a conceptual framework which is presented in the following figure:

![Figure 1 Theoretical Conceptual Framework](image)

### RESULTS

The value of GOFI (Goodness of Fit Indices) for the structural model of this research model can be seen in Table 1 below. From the table, it can be seen that although there are some GOFI that show poor matches, most values of GOFI have good matches; therefore, thus overall structural model can be summed up to have a good match value.

### METHOD

Data collection method used by the researchers was the distribution of questionnaires with closed question model, which is the form of questions that have been included in the choice of answers so that each respondent can choose one of the answer choices. Data analysis in this research would use a quantitative method so that data in the form of numbers can be processed by using a statistical method in Lisrel program version 9.2. A quantitative method was chosen because it is expected that the results of measurement can be more accurate in interpreting the responses of the respondents. The populations used in this research were operators of gas stations in DKI Jakarta. The populations in this research were taken from 787 gas stations in DKI Jakarta, which are spread in Central Jakarta, West Jakarta, East Jakarta, South Jakarta, and North Jakarta (website of the gas station and lewatmana.com, 2016). Researchers used representative per region to represent the number of each location, but because the number of gas stations in a region is larger, then more samples were taken in the region. The researchers used 200 sample of respondents.

<table>
<thead>
<tr>
<th>GOFI</th>
<th>Nilai Hasil Hitung</th>
<th>Nilai Standar untuk Kecocokan Baik</th>
<th>Kesimpulan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi square/df</td>
<td>2.20</td>
<td>Chi square/df &lt; 3</td>
<td>Kecocokan moderate</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.078</td>
<td>RMSEA ≤ 0.08</td>
<td>Kecocokan baik</td>
</tr>
<tr>
<td>NFI</td>
<td>0.924</td>
<td>NFI ≥ 0.90</td>
<td>Kecocokan baik</td>
</tr>
<tr>
<td>NNFI</td>
<td>0.9908</td>
<td>NNFI ≥ 0.90</td>
<td>Kecocokan baik</td>
</tr>
<tr>
<td>CFI</td>
<td>0.955</td>
<td>CFI ≥ 0.90</td>
<td>Kecocokan baik</td>
</tr>
<tr>
<td>IFI</td>
<td>0.957</td>
<td>IFI ≥ 0.90</td>
<td>Kecocokan baik</td>
</tr>
<tr>
<td>Standardized RMR</td>
<td>0.0643</td>
<td>SRMR ≤ 0.05</td>
<td>Kecocokan cukup baik</td>
</tr>
<tr>
<td>GFI</td>
<td>0.957</td>
<td>GFI ≥ 0.90</td>
<td>Kecocokan baik</td>
</tr>
</tbody>
</table>
The overview of the analysis results of research structural model is presented in table 2 below:

**Table 2 Significance Test Results of Research Structural Model**

<table>
<thead>
<tr>
<th>Lintasan antar Variabel Laten</th>
<th>Nilai t-hitung*</th>
<th>Koefisien</th>
<th>Kesimpulan</th>
</tr>
</thead>
<tbody>
<tr>
<td>JD → JS</td>
<td>3.02</td>
<td>0.46</td>
<td>Signifikan</td>
</tr>
<tr>
<td>JS → WE</td>
<td>4.80</td>
<td>0.34</td>
<td>Signifikan</td>
</tr>
<tr>
<td>JR → WE</td>
<td>0.61</td>
<td>0.09</td>
<td>Tidak Signifikan</td>
</tr>
<tr>
<td>JD → WE</td>
<td>1.48</td>
<td>0.27</td>
<td>Tidak Signifikan</td>
</tr>
<tr>
<td>JR → JS</td>
<td>-0.57</td>
<td>-0.08</td>
<td>Tidak Signifikan</td>
</tr>
</tbody>
</table>

The conclusion of the results of hypothesis test in this research is presented below:

**Table 3 Conclusion of Hypothesis**

<table>
<thead>
<tr>
<th>Hipotesis Penelitian</th>
<th>Hasil Uji Signifikansi</th>
<th>Kesimpulan</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 : Job Demand (-) Job Satisfaction</td>
<td>Signifikan</td>
<td>H1 ditolak karena data penelitian berpengaruh positif</td>
</tr>
<tr>
<td>H2 : Job Satisfaction (+) Engagement</td>
<td>Signifikan</td>
<td>H2 diterima, data mendukung model penelitian</td>
</tr>
<tr>
<td>H3 : Job Resource (+) Work Engagement</td>
<td>Tidak Signifikan</td>
<td>H3 ditolak, data tidak mendukung model penelitian</td>
</tr>
<tr>
<td>H4 : Job Demand (-) Work Engagement</td>
<td>Tidak Signifikan</td>
<td>H4 ditolak, data tidak mendukung model penelitian</td>
</tr>
<tr>
<td>H5 : Job Resource (+) Satisfaction</td>
<td>Tidak Signifikan</td>
<td>H5 ditolak, data tidak mendukung model penelitian</td>
</tr>
</tbody>
</table>

**DISCUSSIONS**

In this study, H1 has a significant and positive role, so that H1 is rejected. It is not in accordance with previous research findings that job demand has a negative role in job satisfaction because in this study it has significance and positive role so that the hypothesis is rejected. In accordance with the interview with Pertamina gas station operators the hypothesis is rejected because we have job demand here, but it is not something that is difficult because our job is only as operators, we have no demands on achieving sale targets or anything else. We only need to carry out the procedures taught to us (3, 22 October 2016, 23).

Based on the test results of respondents between the dimension of job demand and job satisfaction, it is obtained that the highest SFL of job satisfaction is the dimension of security, on the point stating “we will not be fired at any time”. Since the value of t-count amounted to 3.02 > 1.96, so the conclusion is that job demand has a positive and significant role in job satisfaction.

The second hypothesis is accepted because the results of research which was conducted on Pertamina gas station operators show positive role of job satisfaction on work engagement. Many previous studies have found that job satisfaction plays a role in some other variables to organizational and work commitments (William and Hazar, 1986, Mathieu and Hamel, 1989, Lok and Crawford, 2001, and Yousef, 2002). Work engagement is potential to be enhanced through satisfied employees (Abraham, 2012a, 2012b). This assumption implies that job satisfaction is an antecedent of work Engagement (Alarcon and Lyons, 2011, Barnes and Collier, 2013, Brunetto, et al. 2012, and Schaufeliand Bakker, 2004). Yalabik, et al. (2013), believe that job satisfaction is an antecedent of work engagement.

From the results of research conducted on the operators Pertamina gas station, it is also appropriate, i.e. work engagement as an antecedent of job satisfaction, it is because the operators of Pertamina gas station feel satisfied with their work they do.
currently. In addition, they feel safe in working as operators because the status of the contract is clear; therefore, they do worry about being fired, unless they violate the agreed rules between the operators and the outsourcer (11, 22 October 2016, 26).

Based on the test results respondents between a dimension of job satisfaction and work engagement, it is obtained that the highest SFL value of work engagement is the dimension of dedication, which is on the point saying “we are very enthusiastic about our work”. The value of t-count is 4.80>1.96 so that the role of job satisfaction on work engagement is positive and significant.

The third hypothesis was rejected because the results show that the results were not significant, and the data did not support the research model, which is job resource has a positive but not significant role on the work engagement Pertamina gas station operators. According to De Charms (1968), White (1959) and Baumeister and Leary (1995), job resource fulfills basic human needs for autonomy, competence, and relevance. According to Schaufeli and Bakker (2004), work engagement is highly influenced by job resource. Therefore, it can be expected that job resource has a positive relationship with work engagement. The results of this study are different with the results of previous studies, it is caused by several factors. Pertamina gas station operators do not have autonomy in our work, operators are also not competing because there is no career ladder for gas station operators, and direct relationship with boss is very rarely experienced by gas station operators and do not have performance appraisal. Therefore, the job resource at Pertamina gas station operators does not play a role in work engagement so the hypothesis was rejected (23, 25 October 2016, 22).

Based on the test results of respondents between a dimension of job resource and work engagement, it is obtained that the highest SFL value of work engagement is in the dimension of absorption, which is the point saying “I work until forget the time”. Based on the value of t-count of job resource to work engagement is 0.61<1.96 so that the role is positive but not significant. In accordance with previous research that job resource can meet the basic needs of humanity in work, but for Pertamina gas station operators, it is not appropriate. Low job demand resulted in job resource on Pertamina gas station operators that is not significant. In carrying out their work, Pertamina gas station operators have no autonomy; they work in accordance with the procedure. Furthermore, the operators should serve the customer well so that the customer is satisfied, and the value of the gas station increase. It is assessed as a whole, not as an individual of the operator, so it is not significant on work engagement. Operators of Pertamina gas station do not require certain competencies like a job that requires a particular skill, so it does not give a significant role to work engagement.

The COR theory (Hobfoll, 1989, 1998) is a relevant theory to understand the impact of job resources (or lack thereof) on employees. The central principle of COR theory is that people try to gain, retain, and protect what they value. This is appropriate if it is not in Pertamina gas station operators who have no attempt to get a higher position, small workload or demands, who only need to follow work procedures, and no direct interaction or feedback from a performance of operators so that the results are also not significant on work engagement.

The fourth hypothesis in this study was rejected because it showed insignificant results, and the data did not support the research model that job demand has a positive and insignificant role to the work engagement of Pertamina gas station operators. Schaufeliand Bakker (2004) state that although job demand is not always considered negative, they can turn into job stressors when they meet their high-demand, which requires great effort, and because it is related to high costs, that generate negative responses such as depression, anxiety, or burnout. Job demand and the absence of job resource are considered to be able to harm health, satisfaction is considered to represent individuals’ psychological energetic resources and to fuel individuals’ well-being and performance (Deciand Ryan, 2000; Moller, Deciand Ryan 2006). A number of studies have also found that job demand has no impact on the future level of work engagement (Bakker and
Demerouti, 2008, Bakker, et al., 2003, Demerouti, et al., 2001,Hakanen, et al., 2008, andSchaufeli, et al., 2009). According to operators of Pertamina gas station, it is because they do not have heavy work demands for them because they only have standard operating procedures to be done. As long as there is certainty of our employment contract, we will still be bound to work here (118, 27 October 2016, 33).

Schaufeli and Bakker (2004), said that job demand is not always seen as something negative; it is in accordance with the research findings on operators of Pertamina gas station that job demand has a positive role for work engagement although it is not significant. Based on the value of t-count \( 1.48 \times 1.96 \), the role of job demand to work engagement is not significant. Operators of Pertamina gas station have job demands that do not make them emotionally burdened; therefore, it does not negatively affect work engagement.

Based on the test results of respondents between a dimension of job demand and work engagement, it is obtained that the highest SFL value of work engagement is on the dimension of dedication, which is on the point saying “we are very enthusiastic about our work”. In carrying out their work, Pertamina gas station operators are not stressed or depressed because the job demand does not burdensome them, so it does not negatively impact the work engagement operator. The absence of a competition among Pertamina gas station operators makes the absence of job demand, which causes the SPBU operators to compete with each other, thus it positively contributes to work engagement.

The fifth research hypothesis was rejected because it is not significant and has a negative role, and the data did not support the research model, that is job resource has a negative role and is not significant to job satisfaction of Pertamina gas station operators. In a study conducted by Jen Yeh (2015), it was found that job resource increases job satisfaction more than job demand reduces job satisfaction. Findings of research conducted by Ryoshio (2010), indicate that variables in job resource are positively related to administrative climate, an opportunity for self-advancement, supportive supervisory practices, peer support, and positively interact with residents predicted jobs satisfaction. This shows positive role but it does not have a direct role on job resource playing a role on job satisfaction. Job resource becomes a tool to reduce the impact of different job demands, depending on the particular work environment. A good example of a job resource that has potential as a tool to reduce the impact of job demand is performance feedback and social support to increase the possibility to be successful in achieving work objective (Schaufeli, et al. 2009). According to the results of the interview with Pertamina gas station operators, they do not consider job demand as something negative because they only run the procedures set. In addition, they do not have job targets to be achieved as operators in a gas station. Our co-workers are fun and reliable, but just for the same job, not for a hard job because we are only operators (137, 27 October 2016, 29).

The results of his research were not significant and show a negative role. This is because the operators of the gas station are satisfied with the things they do without being demanded heavy work which is out of their responsibility. Due to the lack of job demand which is burdensome to the operator, the job resource of this research has a negative role in job satisfaction. Small work goals of operator of Pertamina gas stations cause insignificant role of job resource to job satisfaction. Furthermore, the positive role of job resource to job satisfaction such as work feedback which builds employees and the opportunity to develop themselves is not owned by the operators of Pertamina gas station. Based on the test results of respondents on the dimension of job resource and satisfaction, it is obtained that the highest SFL value of job satisfaction is the dimension of security, which is in point saying “when I get up early, I am excited to leave for work.” The gas station operators do not have individual performance feedback and self-development such as training for certain skills, so in this case, the job resource is negative and not significant to job satisfaction.

This research attempts to study the role of job demand and job resource to job satisfaction and
employee engagement to work as operators of Pertamina gas station in Jabodetabek. The results show that job demands and job resources have no role to the job satisfaction of employees of Pertamina gas station. Nevertheless, employees of Pertamina gas station who are satisfied with their work will also have a sense of involvement in their work. The results show that although there is job demand, it is simple; therefore, it does not have a role to job satisfaction. In addition, operators of gas station also do not have job resources, but they are satisfied with their work and bound up in their job. Job demand which is low and monotonous, and job resources which are not available for operator’s gas station, such as self-development and opportunity to achieve a certain positions, keep them bound up in their current job.

Low job demands on gas station operators have a different impact on job satisfaction, which is a positive role. This is because the job of gas station operators is simple and not demanding emotionally so that the results of research are different from the previous findings; the operators of gas stations are satisfied with their job. Job resource of gas station operators is different to employees who work in organizations that have various works. Gas station operators do not have job resources such as feedback performance, career path, and training to improve their skills. Simple job demands of gas station operators do not give a negative impact on the work engagement of employee. The absence of competition with other colleagues, a job that is not emotionally demanding, and the absence of work variation, leads to low job demands for gas station operators.

Employees who do not have high job demands will give a positive role to the relationship with their work. In accordance with simple job demands and the lack of self-development and employee skill development, the role of job sources to job satisfaction of employees becomes negative. It is also supported by the lack competition among the operators of gas stations to achieve individual targets, the lack of competition to achieve a certain position in an organization and no necessity of any special skills. Job satisfaction of gas station operators is based on the wages or salary received by employees and certainty to keep working in an organization.

Operators who feel that their salary is not in accordance with UMP/UMK currently want to move to other gas stations in order to get appropriate salary after their contract expires. It is in accordance with the existing phenomenon that operators are now satisfied with their work and enjoy their work, but they expect the appropriate return or the same with other gas station operators. If an organization wants employees to be satisfied with their work and can have work engagement, it has to adjust job demand to the job resources.

CONCLUSIONS

This research has five research hypotheses to be tested. From the results of data processing obtained, there were four hypotheses which were rejected and one hypothesis which was accepted. This was caused by several factors. The respondents of this research were gas station operators, in order to provide research findings which are different from the previous research. Previous research on job demand, job resource, job satisfaction, and work engagement has not used gas station operator; therefore, it becomes one of differentiating factors. Moreover, research on operators of Pertamina gas station is still rarely done in Indonesia. The researchers only found out Big Five Theory (research of Psychology) which was conducted on gas station operators, while in other countries SPBU has no operators. Research on Pertamina gas stations discuss customer satisfaction, a technology used, and Pertamina program which is applied to affects vision, mission and development of Pertamina gas station more (not on operators of the gas station).

SUGGESTIONS

Further research is expected to examine other things beyond job demand, job resource, job satisfaction, and work engagement on operators of Pertamina gas station. It is suggested to carry out comparisons with gas stations other than Pertamina to obtain a comparison which then will become new findings. There is still a lack of research on gas sta-
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tion operators, so there are still many things that can be studied from these respondents. Research respondents can also be expanded, i.e. by not limiting the area, using a subject of research on gas station competitors, and using a larger amount of respondents.

IMPLICATION

This study provides managerial implication that the type of job determines how much employees will be engaged in their work. Job demand on the operators of the gas station is not high so that the job satisfaction is easier to achieve. Job resources in operators of gas station provide a different role than previous research because of low job demand. Employee level is one of the determinants of the work engagement of employees. The higher the employee level the higher the job demand. Therefore, it will give different role both to job satisfaction and work engagement.

The implication of Job Demand:

Job demand at each level of employee is different so that the level of employee satisfaction is different as well. The higher the job demand, the more the role of employee emotions, then the expectation of employee satisfaction increases; such as the benefits offered. The cooperation between boss and employees will make employees able to overcome the difficulty in his job.

The implication of Job Resource:

Feedback that supports employees and training that improves employee skills, so that employees are bound up in their job, which is adjusted to the type of job. Performance appraisal adjusted to the target of work and target of the company. Boss who can appreciate his or her employees will make employees show a good attitude in working, always try to achieve the goals of work and well-trained employee.

The implication of Job Satisfaction:

Offering interesting benefit package to attract employees to stay engaged in their work. Compani-


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