

## JOB DEMANDS – JOB RESOURCE: SYSTEMATIC LYTERATURE REVIEW

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### *Abstract*

*This systematic literature review aims to summarize various studies on the relationship between job demands and job resources. This research utilized the SLR (Systematic Literature Review) method. Journals were obtained from Publish or Perish by selecting Scopus sources. The keywords used were "job demands" and "job resources" and after conducting the search from Publish or Perish, a total of 200 records were filtered within the years 2018-2023. Subsequently, these records were verified, resulting in 30 articles that met the criteria. The results indicate that job demands can deplete physical, psychological, and cognitive resources, which can have negative consequences for employees. In contrast, job resources can fulfill basic psychological needs, increase employee engagement, and foster creativity.*

**Keywords:** Job Demands, Job Resources, SLR

## 1. INTRODUCTION

Job Demands-Resource theory is a job model theory that unites or integrates diverse work pressures and motivational viewpoints (Bakker & Demerouti, 2017; Van Veldhoven et al., 2020). It can be briefly explained how job and resource demands affect each other's performance through employee well-being (burnout and work engagement) and how workers implement proactive and active performance to meet job and resource demands (Bakker & Demerouti, 2017). Good job demands have the potential to support employees in mastery, individual development, or future benefits, where they are resolved by learning and achievers (Gillet et al., 2022). Poor/inhibiting job demands have the potential to damage development, learning processes, and goal completion (Gillet et al., 2022).

Recognizing the host's job resources or labor resources consists of several aspects, including physical aspects. The psychological, social, and organizational dimensions act as a buffer for an interesting reduction and at the same time demanding or sacrificing the physical and psychological aspects of personal growth, learning, and development (Raphael, 2021).

There are two things related to negative job demands, namely, ambiguity of the role of workers and workload overload, both of which can interfere with employee performance by hindering self-actualization, psychological satisfaction of competence, competence, and role in work (Ryan & Deci, 2017). Aronsson et al. (2017) found that worker demands such as job insecurity and workload can increase the risk of burnout. Shoman et al. (2021) state that exposure to the demands of an ongoing job leads to burnout. A job that has low job demands while high job resources are assumed to be good

work results, but it does not apply to depressed workers (Ots et al., 2022). Depression is characterized by symptoms of feeling easily tired, decreased concentration, and feelings of sadness which overall can have a negative impact on daily life (American Psychiatric Association & Association, 2013). When workers feel the high demands of work such as the large workload, there is a tendency to experience frustration and depression. The demands of work can also eliminate cognitive power and then have a bad impact on the welfare of the terrain (Bakker & Demerouti, 2007, 2018).

Child welfare workers face high job demands with low organizational support, leading to decreased well-being and increased work burnout (He et al., 2018). Tight deadlines, short training times, high and complex caseload volumes, and lack of employees at the agency cause challenges in this work (Edwards & Wildeman, 2018). This reality has caused many employees to submit resignations. On the other hand, the need to retain workers is very important because of the relationship between workers and families and the safety of children themselves (US DHHS, 2020).

The grumpy personality type naturally works best despite the requirements, the strict personality type has been reported to have the most job resources. The uncontrollable personality type experiences the lowest working resources. Commitment at the highest level of work reports the toughest personality type and the worst job involving a hard-to-control personality report type (Raphael et al., 2021). Job demand has a strong positive effect on burnout under mental stress.

The demands of a job also cause employees or workers to continue to force entry to work even though they are unwell both physically and psychologically called presenteeism (Aysun & Bayram, 2017). Working long hours of overtime has been linked to depressive symptoms (Kotzé & Nel, 2020). For larger orders, our model helps to dramatically

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Digital transformation leads to the use of technology, which results in rearranging values and changing requirements for human work (Dalenogare et al., 2018; Hammer and Karmakar, 2021). The implementation of digital technology in the work context has led to a change in the balance between job demands and job resources (Becker et al., 2020; Ruiner and Klumpp, 2022).

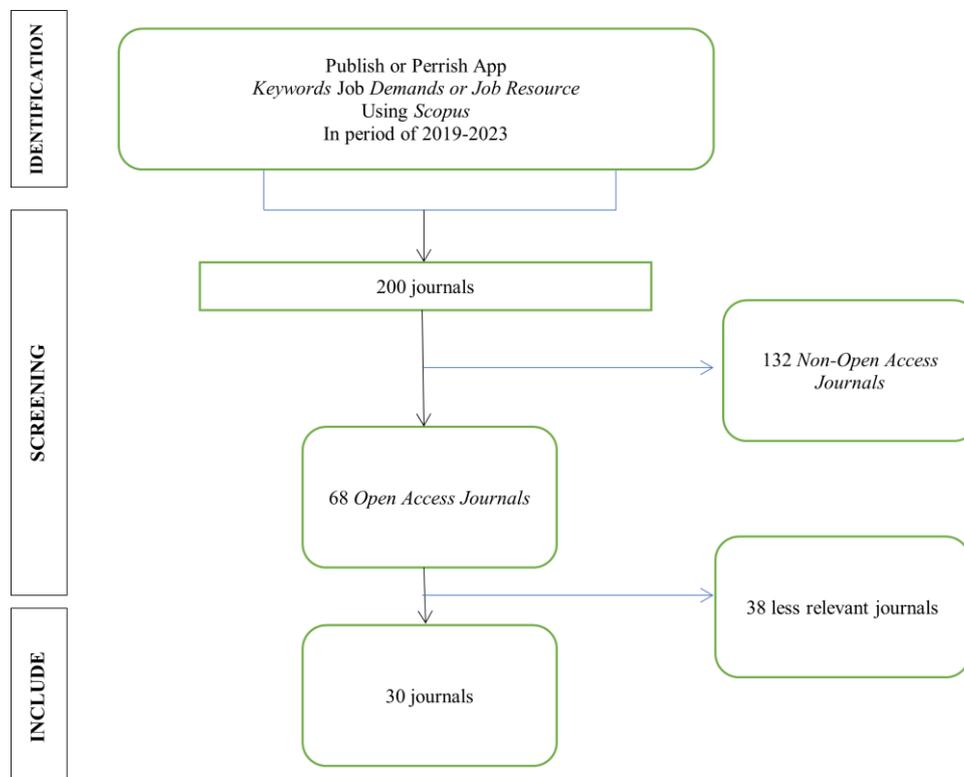
According to Afsari et al. (2022), during the Covid-19 crisis, the workforce experienced increased pressure due to the effects of work demands that want results in a short time and on time. The crisis situation has resulted in shocks in employment/environment. These conditions have made many organizations make changes and adjustments to the environment/work conditions. The Covid-19 pandemic has made political leaders take steps and actions at the national level, organizational leaders make decisions in groups/teams, and families take action at home, as well as individuals taking action for their personal lives (Kniffin et al., 2021). Today, many companies and scholars are committed to exploring mechanisms for high individual work

engagement, aiming to reduce "laziness at work" in areas with minimal management supervision and further increase efficiency.

Based on the background information presented, the problem statement for this journal article can be formulated as follows. Firstly, how do job demands affect employees in an organization or company? This question aims to investigate the potential negative impact that job demands, such as long working hours and high workload, can have on employees' physical and psychological health. Secondly, how can job resources affect employee performance in an organization or company? This question aims to explore the positive impact that job resources, such as support from colleagues and supervisors, can have on employee performance and well-being. By addressing these questions, this journal article aims to provide insights into how organizations can create a healthier and more productive work environment for their employees.

## 2. RESEARCH METHODS

This study used the PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analyses) method (Peng, Rhind and Beckett, 2021). Journals were obtained from the Publish or Perrish Application indexed by Scopus. The keywords used were JOB DEMANDS OR JOB RESOURCE. The results were obtained from 200 journals with filters ranging from 2019-2023. Of the 200 journals, 132 were non-open access journals and 68 were open access journals. Of the 68 open access journals, there were 38 journals that were less relevant and 30 journals that were relevant to the problem statement.



**Figure 1. Prism Diagram**

The results obtained using the PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analyses) method are displayed in tabular form

**Table 1. Summary of 30 PRISMA Method Results Journals**

NO	Authors	Title	Publisher
1	Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023)	Job demands–resources theory: Ten years later	Annual Reviews
2	Tanash, M., Dunn, B., Andresen, D., Hsu, W., Yang, H., & Okanlawon, A. (2019)	Improving HPC system performance by predicting job resources via supervised machine learning. In Proceedings of the Practice and Experience in Advanced Research Computing on Rise of the Machines (learning) (pp. 1-8).	Association for Computing Machinery (ACM)
3	Ketels, M., De Bacquer, D., Geens, T., Janssens, H., Korshøj, M., Holtermann, A., & Clays, E. (2019)	Assessing physiological response mechanisms and the role of psychosocial job resources in the physical activity health paradox: study protocol for the Flemish Employees' Physical Activity (FEPA) study	BMC
4	Scanlan, J. N., & Still, M. (2019)	Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service	BMC health services research
5	Dal Mas, F., Garcia-Perez, A., Sousa, M. J., da Costa, R. L., & Cobianchi, L. (2020)	Knowledge Translation in the Healthcare Sector. A Structured Literature Review	EJKM
6	Radic, A., Arjona-Fuentes, J. M., Ariza-Montes, A., Han, H., & Law, R. (2020)	Job demands–job resources (JD-R)model, work engagement, and well-being of cruise ship employees	Elsevier
7	Min, A., & Hong, H. C. (2023)	The Effects of Job Demand-control-support Profiles on Presenteeism: Evidence from the Sixth Korean Working Condition Survey	Elsevier
8	Kotzé, M., & Nel, P. (2020)	The influence of job resources on platinum mineworkers' work engagement and organisational commitment: An explorative study	Elsevier
9	Kunte, M., & Rungruang, P. (2019)	Test of the job demand resources model in Thailand	Emerald

10	Wallace, J. E., & Buchanan, T. (2020)	Status differences in interpersonal strain and job resources at work A mixed methods study of animal health-care providers	Emerald
11	Ruiner, C., Debbing, C. E., Hagemann, V., Schaper, M., Klumpp, M., & Hesenius, M. (2023)	Job demands and resources when using technologies at work – development of a digital work typology	Emerald Insight
12	Katou, A. A., Koupkas, M., & Triantafillidou, E. (2022)	Job demands-resources model, transformational leadership and organizational performance: a multilevel study	Emerald Insight
13	Afshari, L., Hayat, A., Ramachandran, K. K., Bartram, T., & Balakrishnan, B. K. (2022)	Threat or opportunity: accelerated job demands during COVID-19 pandemic	Emerald Insight
14	Jiang, D., Ning, L., Liu, T., Zhang, Y., & Liu, Q. (2022)	Job demands-resources, job crafting and work engagement of tobacco retailers	Frontiers
15	Acquadro Maran, D., Zito, M., & Colombo, L. (2020)	Secondary Traumatic Stress in Italian Police Officers: The Role of Job Demands and Job Resources	Frontiers
16	Deng, G., Huang, C., Cheung, S. P., & Zhu, S. (2021)	Job Demands and Resources and Employee Well-Being in the Chinese Nonprofit Sector	Frontiers
17	Nguyen, P., Do, H., & Mai, B. (2020)	The effect of job demand, work exhaustion, and job satisfaction on turnover intention	Growing Science
18	Molina-Sánchez, H., Ariza-Montes, A., Ortiz-Gómez, M., & Leal-Rodríguez, A. (2019)	The Subjective Well-Being Challenge in the Accounting Profession: The Role of Job Resources	Ijerp
19	Miao, C., Qian, S., & Humphrey, R. (2020)	Successful Aging in Small Enterprises: Entrepreneurship, Job Demands-Resources, and Health	Journal of Innovation Management

20	Ots, P., Keller, A. C., Altrock, E., van Zon, S. K., & Brouwer, S. (2022)	Do influence at work and possibilities for development mitigate the impact of job demands for workers with and without depression	Nordic Association of Occupational
21	Yasin, N. H. M., Rahim, M. A., Hasbollah, H. R., Razak, R. C., Rashid, A. F. A., Nor, M. A. M., & Jamaludin, M. R. (2019)	Job Demands, Job Resources and Job Stress among Staff in Malaysia Nursing Home	Research Gate
22	Stevens, M., Manthorpe, J., & Martineau, S. (2021)	What motivates and discourages social workers from working as Approved Mental Health Professionals? Evidence about job resources and demands of the Approved Mental Health Professional role	Sage
23	Demerouti, E., & Bakker, A. B. (2022)	Job demands-resources theory in times of crises: New propositions	Sage Journals
24	Adriana Vargas Asia Pacific Journal of Management (2022)	Explaining the relationship between ethnicity and depressive symptoms: The roles of climate for inclusion, job self-efficacy, and job demands	Springer
25	Herr, R. M., van Vianen, A. E., Bosle, C., & Fischer, J. E. (2021)	Personality type matters: Perceptions of job demands, job resources, and their associations with work engagement and mental health	Springer
26	Lattrich, K. K., & Büttgen, M. (2020)	Project leaders' control resources and role overload as predictors of project success: developing the job demands– resources model	Springer
27	Radey, M., & Wilke, D. J. (2021)	The Importance of Job Demands and Supports: Promoting Retention Among Child Welfare Workers	Springer
28	Tsuno, K., Kawachi, I., Inoue, A., Nakai, S., Tanigaki, T., Nagatomi,	Long working hours and depressive symptoms: moderating effects of gender, socioeconomic status, and job resources	Springer

H., ... & JSTRESS Group. (2019)			
29	Gross, H. P., Thaler, J., & Winter, V. (2019)	Integrating Public Service Motivation in the Job-Demands-Resources Model: An Empirical Analysis to Explain Employees' Performance, Absenteeism, and Presenteeism	Taylor & Francis
30	Huang, Q., Xing, Y., & Gamble, J. (2019)	Job demands–resources: a gender perspective on employee well-being and resilience in retail stores in China	Taylor & Francis

### 3. RESULTS AND DISCUSSION

There are two distinct categories in the job characteristics model, namely job demands and job resources (Bakker et al., 2023). The definition of job demands is the psychological, physical, and organizational or social aspects of work that require continuous physical, cognitive or emotional effort, which is related to certain physiological or psychological processes (Bakker et al., 2023). Job resources are psychological, physical, social/organizational aspects of work that have the potential for functional motivation in meeting work objectives that can manage impact job demands and stimulate the learning process and self-development of workers (Bakker et al., 2023).

#### 3.1. How does job demand affect employees of an organization or company?

Job demands related to workload overload and ambiguity of member functions/roles have a positive influence on burnout and negatively affect work engagement (Bakker & Demerouti, 2022). The higher the job demands, the greater the number of employees who will be psychologically exhausted, and the higher the job demands, the greater the employee involvement. In accordance with the statement of Crawford et al. (2010), job demands can drain workers' psychological resources, which increases the risk of psychological disorders. According to research conducted by Ots et al. (2023), high work demands are considered detrimental to health and well-being. Tanash, M et al. (2019) and Tsuno et al. (2019) reported that in the presence of work demands, workers working beyond regular working hours can result in decreased mental health such as stress and burnout and other physical problems. It can be briefly explained that excessive work demands have adverse effects on employees. The negative effects can be physical or psychological, or even experienced by both.

Based on research conducted by Ruiner et al. (2023), job demands for dependent-type employees are system failure and time pressure. As a result of these two factors, they cause depression and conflicts with other employees. Based on the Job Demand Control Support model, job demands such as excessive workload, high work speed, ambiguity of individual roles, and psychological demands from customers or clients are the biggest obstacles to employee welfare (Mai & Kim, 2022). The results of research by Shim et al.

(2017) stated that job demands are associated with work fatigue and the desire to move, where the influence of job demands is greater than turnover tension. The result can be said that a high level of job demands results in high levels of fatigue. Additionally, it can moderately affect the employee's intention to leave. Based on research conducted by Nguyen & Mai (2020), work demands experienced by workers, in addition to causing psychological and physical fatigue, can also cause the desire to change workplaces among employees. If this happens frequently, it will undoubtedly cause losses for the company because it will lack or even lose skilled human resources.

In addition to those already mentioned, another impact of high job demands is presenteeism. The increase in job demands indicated by increased workload, overtime, and high work speed requires workers to work in unhealthy conditions with the aim of completing a high volume of work within the deadlines provided (Min & Hong, 2023). Although the direct disadvantages of presenteeism are not visible, they can increase the risk because workers are not optimal at work (Aysun & Bayram, 2017). This condition is very detrimental for workers and companies. Workers who are not in good health continue to carry out work activities, ensuring that the results of their work will not be optimal. In addition, workers who are sick and continue to work will actually endanger the health conditions of other members because of the risk of exposure to or contracting diseases experienced by these workers.

In addition to the negative effects that job demands can have on employees, it turns out that in some cases they can have the opposite effect. In line with the JD-R model and previous studies, it has been shown that the effect of job demands on employee work output can be positive if the job demands are seen as opportunities by employees (Demerouti et al., 2001; Martynes Dyaz et al., 2020). According to research by Afsari et al. (2022), employees who perceive work demands as opportunities for development, mastery of new knowledge, and flexibility in work make extra efforts to meet those demands on time, but this does not affect their physiological and mental well-being. Furthermore, although job demands may offer new challenges that motivate mastery of learning, workers who are depressed may not benefit from them because they are unable to meet the high job demands (Ots et al., 2023).

### **3.2. How can job resources affect employee performance in an organization or company?**

According to Bakker et al. (2023), the demands of work and resources lead to the emergence of two different processes:

1. The process of health problems: The many and severe demands of work trigger increased efforts that consume the physical, psychological, and cognitive power of workers, resulting in fatigue and health problems.
2. Motivational process: Job resources meet basic psychological needs and increase employee engagement, work involvement, and have an influence on creativity and work improvement.

Demerouti & Bakker (2022) explain that "based on theoretical and empirical truths, employees are faced with high job demands, thereby increasing awareness of the importance of resources to meet these job demands and reduce their negative impacts." Bakker and Demerouti (2018), Kakristina (2020) mentioned that "we suggest that in the

JD-R theory welfare and work are not merely the result of factors at the individual level but also are results on the team and even the organization. The findings send four important messages to organizations. That organizations should implement a transformational leadership style with the aim of improving performance by reducing burnout at work and increasing employee engagement (Katou et al. 2022). That with this leadership, it can align job demands and job resources so as to produce positive effects on employee welfare (Breevaart & Baker, 2018). The relationship between the demands of work and welfare can be overcome if workers have decision-making authority and support from colleagues or parties leadership (Del Pozo-Antúnez et al., 2018).

Rafael et al. (2021) explains that work resources are positively correlated with work engagement and mental health. The provision of fringe benefits such as health benefits and rewards to overcome the impact of work demands is very high. With the compensation of health benefits, namely the existence of adequate health workers, rewards from superiors, and a very supportive work environment, the existence of fringe benefits, mental and physical health diseases can be an alternative in the application of job resources (Stevens & Martineau, 2021; Deng et al., 2021; Herr et al., 2021; Ketels et al., 2019).

#### **4. CONCLUSION**

Based on the results and discussions that have been presented, the conclusion of this journal is twofold. Firstly, excessive job demands have a negative impact on employee welfare, characterized by psychological disorders such as stress and turnover, as well as physical exhaustion such as burnout and fatigue. However, in some cases, job demands can be seen as opportunities and challenges for employees, providing opportunities for self-development and acquiring new knowledge.

Secondly, proper job resources can help reduce the negative impact of job demands. These job resources include employee engagement, a transformational leadership style, peer support, and fringe benefits. Organizations should implement a transformational leadership style to improve employee engagement, reduce burnout, and align job demands and job resources to produce positive effects on employee welfare. In addition, workers should have decision-making authority and support from colleagues or parties in leadership positions to overcome the negative relationship between job demands and welfare.

Furthermore, providing fringe benefits such as health benefits and rewards can help overcome the impact of work demands on mental and physical health. Adequate health workers, rewards from superiors, and a supportive work environment are important components of fringe benefits. Therefore, the provision of proper job resources can significantly improve employee performance and well-being in an organization or company.

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