The Influence of Job Demands and Job Resources on Employee Performance and Job Satisfaction and Knowledge Sharing as Moderating Variables

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ABSTRACT

The definition of performance is a description of the level of achievement of the implementation of an activity program or policy in realizing organizational goals, vision and mission goals of the organization which are included through the strategic planning of an organization. This study used a population of 100 employees who had worked at PT Pramana Artha Raharja. The saturated sample technique was used in the research so that the final sample size was 100 respondents. Data analysis in this study used SmartPLS version 3.0.

The results in this study of the variables job demands and job resources have no significant effect on job satisfaction, then the variables job demands and job resources have no significant effect on employee performance while the variable job satisfaction has no significant effect on employee performance. Then the knowledge sharing variable has no effect on moderating the relationship between job demands and job resources on employee performance

Keyword: work life balance; subjective well-being; distributive justice; self-efficacy; organizational citizenship behavior; employee performance

1. INTRODUCTION

Employee performance is the level of achievement or results of a person's work from the goals to be achieved or the tasks to be carried out in accordance with their respective responsibilities within a specified period of time. Performance is defined as a set of results that have been achieved and increased in the act of achieving and implementing a requested task. The definition of performance is a description of the level of achievement of the implementation of an activity program or policy in realizing organizational goals, vision and mission goals of the organization which are included through the strategic planning of an organization

Job Demands variable Job Resources which is a tool for achieving work goals, besides that an environment that provides many sources fosters the desire of employees to be dedicated and the ability of employees in their work so that resources (resources to complete work). Job resources are aspects of work that function in achieving work goals and can reduce the impression of job demands, where these conditions will stimulate the growth, learning, and development of workers (Ayu et al., 2015). Job resources are acquired through interpersonal and social relationships, work arrangements, and the work itself.

Research related to the relationship between Job Demands and performance shows that the higher the Job Demands, the lower the performance. Employees who are faced with high job demands can become very tired psychologically so that it will disturb the employees' psyche which leads to

decreased performance (Kurnia & Widigdo, 2021).

The relationship between Job Demands and job satisfaction is one of the updates in this research, meaning that someone who is required to continue to develop potential within the company should feel satisfied in his life because the company provides full support for the quality of life of a worker with existing resources.

Research related to the relationship between Job resources and job satisfaction gives the result that there is a significant influence where job resources, which consist of: Social resources, work resources, organizational resources and development resources, can increase job satisfaction (Jatmika Nugraha & Irma Anggraeni, 2018)

Knowledge sharing is a systematic process of sharing and distributing knowledge through various methods and media from one party to another who needs it (Mardlillah & Rahardjo, 2017). According to research (Rafique & Mahmood, 2018) it illustrates that knowledge sharing has affected employee job satisfaction in organizations and based on this research, it is concluded that knowledge sharing has a positive effect on job satisfaction.

2. LITERATURE REVIEW

2.1 Job Demands

Job demands are defined as "working very fast, working very hard, and not having enough time to finish the job" (Patrick, 2012). Job demands are measured using the Questionnaire On The Experience And Evaluation Of Work (QEEW) measuring tool which is based on the concept of Bakker et al. The measurement tool used consists of three dimensions, namely: Work Overload, Cognitive Demands and Emotional Demands (Bakker, 2011).

2.2 Job Resources

Job resources are aspects of work that function in achieving work goals and can reduce the impression of job demands, where these conditions will stimulate the growth, learning, and development of workers (Ayu et al., 2015). Job resources are measured using: the suitability of the salary earned with the tasks assigned, the existence of career development opportunities within the institution, the availability of information within the institution, good communication among colleagues, support from superiors, positive group climate, participation in decision making, clarity roles within groups and varied types of work (Ayu et al., 2015)

2.3 Employee performance

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2016). Indicators that can measure performance include: Quality of Work, Quantity of Work and Timeliness (Mangkunegara, 2016)

2.4 Job satisfaction

Individual person's job satisfaction depends on individual characteristics and work situation. Each individual will have a different level of satisfaction according to the value system that applies to him. The more aspects of work that are in accordance with the interests and expectations of the individual, the higher the level of satisfaction he feels, and vice versa. Job satisfaction depends on suitability or balance (equity) between expected and reality (Umam, 2012). Indicators that determine job satisfaction are: mentally challenging work, supportive working conditions, decent salary or wages, personality suitability for work and supportive co-workers (Robbins, Stephen P., 2016)

2.5 Knowledge Sharing

Knowledge sharing is a reciprocal process in which individuals exchange knowledge (tacit and explicit knowledge) and jointly create new knowledge (solutions) (Van Den Hooff & Ridder, 2004). Variable knowledge sharing can be measured using: Embrained knowledge, Embodied knowledge, Encultured knowledge and Embedded knowledge (Matzler et al., 2008)

3. RESEARCH METHODS

3.1 Types of research

This research i explanatory research or explanatory research because the purpose of this research is to explain the causal relationship between variables through a hypothesis test.

3.2 Research sites

The population consists of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2017). The population in this study were all employees of PT Pramana Artha Raharja, namely 100 respondents.

The sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, the researcher will take samples from that population. What is learned from the sample, the conclusions will be applied to the population. In this study, researchers used saturated sampling, which is a sampling technique when all members of the population are used as samples. In other words, saturated sampling can be called a census, where all members of the population are used as samples (Sugiyono, 2017). The sample in this research is 100 respondents

3.3 Types and Sources of Data

Data collection techniques used in this study are: Survey Techniques with a Questionnaire instrument. The Questionnaire Method is a list containing a series of questions regarding a problem or area to be studied in which there are choices for respondents (Narbuko, 2015).

4. ANALYSIS AND DISCUSSION

This study uses the Structural Equation Model (SEM) model with the Partial Least Square (PLS) analysis model to test the hypotheses that have been proposed previously. Partial Least Square (PLS) analysis was tested using SmartPLS version 3.0 software. The following are the results of data analysis that has been processed by data processing:

4.1 Convergent Validity

The measurement model test through loading factor was carried out to determine the validity of the indicators by looking at the convergent validity values of the indicators in the model. Each indicator in the model must meet convergent validity, which has a value > 0.7. If each indicator already has a loading factor value > 0.7, the evaluation step can be continued. However, if not, reductions must be made for indicators that have a Convergent validity value < 0.7 by carrying out further iterations until a loading factor value for each indicator > 0.7 is obtained. The following is the output of convergent validity:

Table 1: *Convergent Validity*

Variabel	Indikator	Convergent Validity Model 1	Convergent Validity Model 2	Keterangan
Job Demands	*Work Overload*	0.847	0.916	Valid
	Cognitive Demands	0.856	0.878	Valid
	Emotional Demands	0.692	-	Invalid
Job Resources	Salary Compatibility	0.546	-	Invalid
	Communication	0.690	-	Invalid
	Superior Support	0.849	0.891	Valid
	Group Climate	0.742	0.854	Valid
Employee Performance	Work quality	0.587	-	Invalid
	Working Quantity	0.842	0.880	Valid
	Timeliness	0.870	0.894	Valid
Job Satisfaction	Mentally challenging work	0.533	-	Invalid
	Supportive Working Conditions	0.779	1.000	Valid
	Personality Match with Work	0.661	-	Invalid
Knowledge Sharing	Embrained Knowledge	0.757	0.719	Valid
	Embodied knowledge	0.756	0.727	Valid
	Encultured knowledge	0.834	0.806	Valid
	Embedded knowledge	0.707	0.785	Valid

Source: Primary data processed by SmartPLS 3.0, 2022

Based on the table, it can be seen that all proxies have an outer loading factor value greater than 0.7 after processing the data again because there are indicator values for several variables that are still <0.7. so that the value of the outer loading factor is assumed to be feasible to be used as an indicator that can reflect each of the corresponding variables

4.2 Average Variance Extracted (AVE)

AVE aims to test the reliability of construct variables. AVE aims to establish that the construct variable has a good Discriminant validity value. The AVE value is declared satisfactory if > 0.5. The following are the results of the AVE test:

Table 2: *Average Variance Extracted (AVE)*

Variabel	Average Variance Extracted (AVE)
Job Demands	0.805
Job Resources	0.761
Employee Performance	0.787
Job Satisfaction	1.000
Knowledge Sharing	0.578

Source: Primary data processed by SmartPLS 3.0, 2022

Based on the results in the Average Variance Extracted (AVE) table, all variables have discriminant validity values above 0.50. From these results, it can be concluded that all variables are valid and can provide confidence. After the variables have been declared valid, reliability testing is carried out on all variables used in this study.

4.3 Composite Reliability

Reliability test is needed to measure the stability and consistency of an instrument in measuring a concept or variable. Reliability criteria can also be seen from the reliability value of a construct (Ghozali, 2020). In this study, reliability can be measured by looking at the value of composite reliability. To determine whether or not a measuring instrument is reliable is done through the reliability coefficient. The reliability coefficient must be greater than 0.70 (Ghozali, 2020). The following is the composite reliability output:

Tabel 3: *Composite Reliability*

Variabel	Composite Reliability
Job Demands	0.892
Job Resources	0.864
Employee Performance	0.881
Job Satisfaction	1.000
Knowledge Sharing	0.845

Source: Primary data processed by SmartPLS 3.0, 2022

Based on the table, all variables have a composite reliability value greater than 0.70. From these results, it can be concluded that all variables in the study are reliable and can be relied upon to be used in further analysis tests.

4.4 Evaluation of Structural Models

Structural model or inner model testing was carried out to measure the relationship of all variables in this study. Measurement of the inner model is carried out to determine the level of influence of the relationship between variables, as well as the level of influence of the relationship of all variables in the system being built. based on the PLS output, the following figure is obtained:

4.5 Testing the structural model or inner model

Measurement of the inner model to test the effect between variables in the study used the value of R2. R Square (R^2) often referred to as the coefficient of determination, is a measure of the goodness of fit of the regression equation; i.e. it gives the proportion or percentage of the total variation in the dependent variable that is explained by the independent variable. The value of R^2 lies between 0 - 1, and the fit of the model is said to be better if R^2 is getting closer to 1.

Table 4: *R Square* (R^2)

Variabel	R Square
Kepuasan Kerja (Z)	0.067
Kinerja Karyawan (Y)	0.483

Source: Primary data processed by SmartPLS 3.0, 2022

For the independent variables Job Demands and Job Resources which affect the Job Satisfaction variable in the structural model has an R^2 value of 0.067 which indicates that the model is "weak" while Variables Job Demands and Job Resources and Job Satisfaction which affect the Employee Performance variable in the structural model has an R^2 value of 0.483 which indicates that the model is "Medium".

4.6 Hypothesis Testing

To answer the existing hypotheses in this study, a hypothesis test was carried out where the estimated value of the path coefficient between constructs must have a significant value. The significance of the relationship can be obtained by bootstapping or jacknifing procedures. The resulting value is a t-count value which is then compared with the t-table. If the t-count > t-table (1.96) at the significance level (5%), the estimated value of the path coefficient is significant. This study has seven testing hypotheses. The results of each test are presented as follows:

Table 5: Hypothesis Testing

Relations Between Variables	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Job Demands -> Employee Performance	0.330	3.294	0.001
Job Demands -> Job satisfaction	-0.049	0.382	0.703
Job Resources -> Employee Performance	0.431	4.423	0.000
Job Resources -> Job satisfaction	0.118	0.953	0.343
Job satisfaction -> Employee Performance	0.142	1.323	0.189
Moderating Effect 1 -> Job satisfaction	-0.015	0.088	0.930
Moderating Effect 2 -> Job satisfaction	-0.084	0.535	0.594

Source: Primary data processed by SmartPLS 3.0, 2022

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of job demands on job satisfaction shows results with a positive standardized coefficient of 0.330 and t-statistics of 3.294 > t-table (1.96). This can be interpreted that the effect of job demands on employee performance is proven to have a significant effect with the support of a unidirectional direction of influence and hypothesis 1 is declared accepted.

Based on several opinions related to variables, it can be interpreted that the job demands intended in this study are no longer individual in nature but are organizational in nature capable of supporting increased employment so that job demands in companies are suppressed as much as possible so as not to become a burden that will interfere psychologically.

The results of this study are in line with the results of several researchers who state that Job Demands on performance result in that the higher Job Demands will reduce performance. Employees who are faced with high job demands can become very tired psychologically so that it will disturb the employees' psyche which leads to decreased performance (Kurnia & Widigdo, 2021).

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of job demands on job satisfaction shows results with a negative standardized coefficient of -0.049 and a t-statistic of 0.382 < t-table (1.96). This can be interpreted that the effect of job demands on job satisfaction does not prove to have a significant effect without support for the opposite direction of influence and hypothesis 2 is declared not accepted.

Based on several opinions related to variables, it can be interpreted that the Job demands that each employee feels in this study are not a burden that disturbs their psychology so that there is no feeling of satisfaction that can be received by each employee. The results of this study have not been supported by several previous studies so that the results of this study can be updated in the model

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of job resources on employee performance shows results with a positive standardized coefficient of 0.431 and t-statistics of 4.423> t-table (1.96). This can be interpreted that the influence of job resources on employee performance is proven to have a significant effect with the support of a unidirectional direction of influence and hypothesis 3 is declared accepted.

Based on several opinions related to variables, it can be interpreted that job resources as an aspect in setting goals in the company as a result of good work in accordance with the responsibilities given by the leadership so that the job resources provided by the company in the form of gathering and rewards are a pattern of achieving performance the good one. The results in this study have not been supported by previous research, so that they can be updated which can support several opinions that are still relevant

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of job resources on job satisfaction shows results with a positive standardized coefficient of 0.118 and t-statistics of 0.953 <t-table (1.96). This can be interpreted that the effect of job resources on job satisfaction is proven to have no significant effect without the support of a unidirectional direction of influence and hypothesis 4 is declared not accepted.

Based on several opinions related to variables, it can be interpreted that Job resources in this study are related to the resources provided by the organization for each employee as completeness in completing work so that there is no sense of satisfaction possessed by employees because the resources provided by the company become multiple interpretations when completing work in the field.

The results of this study are not in line with the results of several researchers who stated that Job resources on job satisfaction yielded the result that there was a significant influence where job resources consisting of: Social resources, work resources, organizational resources and development resources, could increase job satisfaction (Jatmika Nugraha & Irma Anggraeni, 2018)

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of job satisfaction on employee performance shows results with a positive standardized coefficient of 0.142 and t-statistics of 1.323 <t-table (1.96). This can be interpreted that the effect of job resources on employee performance is not proven to have a significant effect without the support of a unidirectional direction of influence and hypothesis 5 is declared not accepted.

Based on several opinions related to variables, it can be interpreted that job satisfaction is a subjective point of view that is owned by each employee so that for them good performance is not individual performance but team performance, so it is unable to trigger individual satisfaction.

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the effect of knowledge sharing on moderating job demands on job satisfaction shows results with a negative standardized coefficient of -0.015 and t-statistics of 0.088 < t-table (1.96). This can be interpreted that the effect of knowledge sharing moderating job demands on job satisfaction does not prove to have a significant effect without support for the opposite direction of influence and hypothesis 6 is declared not accepted.

Based on several opinions related to variables, it can be interpreted that Knowledge sharing which is a person's belief cannot be used as a reference in solving every problem faced in the field so that satisfaction cannot be strengthened by Knowledge sharing from colleagues.

Based on the results of data processing using SmartPLS 3.0 software, it can be explained that the

influence of knowledge sharing moderates job resources on employee performance, showing results with a negative standardized coefficient of -0.084 and t-statistics of 0.535 <t-table (1.96). This can be interpreted that the effect of knowledge sharing moderating job resources on job satisfaction is not proven to have a significant effect without the support of the opposite direction of influence and hypothesis 7 is declared not accepted

Based on several opinions related to variables, it can be interpreted that Knowledge sharing is a delivery step, but in this study knowledge sharing is not a solution in existing resources in a job so that the job resources owned by the company in this study already have special rules so that they cannot refer to on personal satisfaction.

5. Conclusions And Suggestions

Based on the results and discussion in the research, the conclusions in this study are as follows: The effect of job demands on job satisfaction is not proven to have a significant effect without support for the opposite direction of influence and hypothesis 1 is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted by implication because there is no significant relationship effect. The effect of job resources on job satisfaction is proven to have no significant effect without the support of a unidirectional direction of influence and hypothesis 2 is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted by implication because there is no significant relationship effect

The effect of job demands on employee performance is proven to have a significant effect with the support of a unidirectional direction of influence and hypothesis 3 is declared accepted, this can be interpreted that the direction of the relationship in the study explains that the higher the career development provided by the company, the higher the employee performance. The influence of job resources on employee performance is proven to have a significant effect with the support of a unidirectional influence direction and hypothesis 4 is declared accepted, this can be interpreted that the direction of the relationship in the study explains that the lower the job resources can be suppressed by each employee, the higher the performance employee. The effect of job satisfaction on employee performance is not proven to have a significant effect without the support of a unidirectional direction of influence and hypothesis 5 is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted by implication because there is no significant relationship effect

The effect of job satisfaction moderating job demands on employee performance is not proven to have a significant effect without support for the opposite direction of influence and hypothesis 6 is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted implicationly because there is no influence significant. The effect of job satisfaction moderating job resources on employee performance is not proven to have a significant effect without the support of the opposite direction of influence and hypothesis 7 is declared not accepted, this can be interpreted that the direction of the relationship in this study cannot be interpreted by implication because there is no influence of the relationship significant

Based on the results of the analysis and discussion carried out, the researcher provides several suggestions that can contribute to the company and further research, so that they can become additional references as empirical evidence, especially on variables that have similarities. The results of this study can be used as a reference for further research that will examine a similar topic by considering factors outside this research model by adding independent variables that may affect employee performance, for example: work stress variables, work family conflict and so on. Based on the results of descriptive analysis, hypothesis testing and discussion, then to improve employee performance variables, management can develop stress management patterns that are owned by each employee with special events that can be a refresher in one's mood.

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