

# Employee Performance In The Perspective Of Job Demand-Resource: The Role Of Work Ethic As A Personal Resource And Workload As A Job Demand With Job Satisfaction As A Mediator

Nita Ayu Saputri<sup>1\*</sup>, Suhardi<sup>2</sup>, Mohammad Makrus<sup>3</sup>

<sup>1,2,3</sup> Master of Management Program, Pertiba University, Pangkalpinang, Indonesia, Indonesia

\* Corresponding Author : [nitaayusaputri01@gmail.com](mailto:nitaayusaputri01@gmail.com)

## Article History

**Received: 10-07-2026**

**Revised: 16-07-2026**

**Published: 30-07-2026**

## ABSTRACT

*This study aims to analyze employee performance from the perspective of Job Demands–Resources (JD-R) by examining the role of work ethic as a personal resource and workload as a job demand, as well as job satisfaction as a mediating variable in village employees in Pangkalpinang. This research is motivated by the increasing complexity of public service demands and the importance of understanding the psychological mechanisms that affect employee performance in the public sector. The research uses an explanatory quantitative approach with survey data collected from employees in several villages in Pangkalpinang. Data analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the direct and indirect relationships between variables. The results of the study show that work ethic has a positive and significant effect on job satisfaction and employee performance. Job satisfaction has also been shown to have a significant effect on employee performance and is able to partially mediate the relationship between work ethic and employee performance. On the other hand, workload does not have a significant effect on job satisfaction or employee performance. These findings indicate that employees tend to be able to adapt to routine administrative pressures in the public sector environment. The results of the study show that the motivational mechanism sourced from personal resources is more dominant than the strain mechanism in explaining employee performance at the local government level. This research contributes to the development of JD-R theory by showing the strong role of personal resources compared to job demand in shaping employee outcomes in the public sector. Practically, the results of the study imply that local governments need to prioritize strengthening work ethic and employee psychological well-being in order to improve organizational performance and the quality of public services in a sustainable manner.*

**Keywords:** Job Demands–Resources, Work Ethic, Workload, Job Satisfaction, Employee Performance, Public Sector

## INTRODUCTION

The increasingly dynamic changes in the global work environment, characterized by digitalization, performance pressure, and increasingly high demands for public services, have made the issue of employee performance one of the main focuses in the contemporary human resource management literature. Public sector organizations, especially at the local government level, face increasingly complex challenges in maintaining productivity and service quality amid limited resources and rising societal expectations. Reports of various international studies show that more than 60% of public organizations in developing countries experience performance pressures due to an imbalance between job demands and the availability of job resources (Bakker & Demerouti, 2017; Lesener et al., 2019; Albrecht et al., 2021). In Indonesia, this phenomenon is increasingly evident with bureaucratic reforms that require state civil servants to work more effectively, responsively, and oriented towards public services. However, various reports show that employee performance at the village level still faces structural and psychological constraints, such as high workload, low job satisfaction, and variations in individual work ethic (Sari et al., 2022; Pratama & Sutanto, 2023; Wibowo et al., 2021). This condition indicates the need for a theoretical approach that is able to explain the complex interactions between job demands, personal resources, and performance outcomes more comprehensively.

In this context, the Job Demands–Resources (JD-R) framework is one of the most dominant theoretical approaches used to explain the dynamics of employee performance. The JD-R model views that every job has two main characteristics, namely job demands which refer to aspects of work that require continuous physical and mental effort, and job resources which include aspects that help individuals achieve work goals, reduce demands, and stimulate personal growth (Bakker & Demerouti, 2017; Schaufeli, 2017; Taris et al., 2020). In recent developments, the JD-R literature also emphasizes the importance of personal resources as an individual's internal factor, such as optimism, self-efficacy, and work ethic, which can moderate or mediate the relationship between job demands and work outcomes (Xanthopoulou et al., 2019; Grover et al., 2022; Karatepe et al., 2021). Work ethic, in this case, is understood as a set of values and attitudes that reflect commitment, discipline, and an orientation to achievement (Meriac et al., 2020; Miller et al., 2021). On the other hand, workload as a representation of job demands is often associated with burnout and decreased performance if not balanced with adequate resources (Demerouti et al., 2021; Lesener et al., 2019; Hu et al., 2022). Job satisfaction then emerges as an important psychological variable that bridges the relationship between work conditions and individual performance, as it reflects affective evaluations of the work undertaken (Judge et al., 2020; Inuwa, 2022; Lu et al., 2019).

Although the JD-R framework has been widely used, empirical research results show that there are inconsistencies in explaining the relationship between job demands, personal resources, and employee performance. A number of studies have found that workload has a

significant negative influence on performance through increased stress and fatigue (Lesener et al., 2019; Hu et al., 2022; Bakker et al., 2023). However, other research shows that under certain conditions, workload can improve performance if perceived as a challenge demand that motivates individuals (Crawford et al., 2020; LePine et al., 2021). Similarly, the role of work ethic as a personal resource shows mixed results; several studies confirm that work ethic directly improves performance and job satisfaction (Meriac et al., 2020; Miller et al., 2021), while other studies have found that these influences are indirect and dependent on contextual factors such as organizational culture and leadership (Karatepe et al., 2021; Grover et al., 2022). In addition, the relationship between job satisfaction and performance is also still a classic debate in the literature, with findings suggesting a strong positive relationship (Judge et al., 2020), but also finding a weak or even insignificant relationship in certain contexts (Inuwa, 2022; Lu et al., 2019). This variation in results indicates that the relationships between variables in the JD-R model are complex and contextual, thus requiring further exploration with a more integrative approach.

Based on the synthesis of the literature, there are several significant research gaps. First, from a theoretical perspective, most JD-R research still focuses on the separation between job demands and job resources without deeply integrating the role of personal resources such as work ethic in one comprehensive mediation model. In fact, recent literature emphasizes that personal resources have a central role in explaining how individuals respond to work pressure (Xanthopoulou et al., 2019; Grover et al., 2022). Second, from the empirical side, the results of research related to the influence of workload and work ethic on performance through job satisfaction still show inconsistencies, especially in explaining the mediation mechanism that occurs. Many studies have tested direct relationships, but have not systematically examined the role of job satisfaction as a mediator in the context of JD-R. Third, in terms of context, most of the research is conducted on the private sector or service industry in developed countries, while studies on the public sector, especially at the local government level such as urban villages in Indonesia, are still relatively limited. In fact, the characteristics of work in the public sector have their own complexities, such as administrative pressure, limited resources, and high demands on community services, which can affect the dynamics of JD-R differently.

Considering these gaps, this study offers novelty by developing an integrative model based on JD-R that combines workload as job demand, work ethic as a personal resource, and job satisfaction as a mediating variable in explaining employee performance. The novelty of this research lies in the simultaneous testing of the three variables in one comprehensive conceptual framework, especially in the context of the public sector at the village level. In addition, this study also makes a methodological contribution by empirically testing mediation relationships using a structural analysis approach that is able to capture complex relationships between variables.

In line with this, the main purpose of this study is to analyze the influence of workload and work ethic on employee performance, as well as to test the role of job satisfaction as a mediator in these relationships in village employees in Pangkalpinang. This study specifically seeks to answer how the interaction between job demands and personal resources affects performance outcomes through psychological mechanisms that are reflected in job satisfaction.

The contribution of this research is expected to be multiple. Theoretically, this study enriched the development of the JD-R model by integrating personal resources more explicitly in the mediation mechanism, thereby providing a more comprehensive understanding of the dynamics of employee performance in the public sector. Practically, the findings of this study are expected to be the basis for policymakers at the local government level in designing more effective human resource management strategies, especially in managing workloads, improving work ethic, and creating working conditions that are able to increase employee satisfaction and performance. Thus, this research not only contributes to the development of academic literature, but also has real implications in improving the quality of public services in Indonesia.

Based on the theoretical framework and literature synthesis, the relationship between workload and employee performance can be explained through the strain mechanism in the JD-R model. High workloads increase physical and mental demands, which in turn drains an individual's resources and lowers their ability to achieve optimal performance. The COR perspective reinforces this argument by stating that the loss of resources due to work pressure will lead to a decline in performance. While there is an argument that workloads can be challenging, in the context of the resource-constrained public sector, workloads tend to be more hindrance than challenges. Therefore, it can logically be expected that workload has a negative effect on employee performance.

H1: Workload has a negative effect on employee performance.

Furthermore, work ethic as a personal resource plays an important role in improving performance through the motivational process. Individuals with a high work ethic tend to have a strong commitment to work, which encourages them to work harder and more effectively. In the JD-R perspective, work ethic serves as a resource that strengthens motivational processes, while in the COR perspective, work ethic helps individuals accumulate and maintain the psychological resources necessary to achieve high performance. Thus, theoretically and empirically, work ethic is expected to have a positive influence on employee performance.

H2: Work ethic has a positive effect on employee performance.

Further, the relationship between workload and job satisfaction can be explained through the strain mechanism, where a high workload reduces job satisfaction as it increases stress and reduces work-life balance. In this context, job satisfaction reflects an affective

evaluation of working conditions, so an uncontrollable increase in workload will decrease job satisfaction.

H3: Workload has a negative effect on job satisfaction.

On the contrary, work ethic contributes positively to job satisfaction through the mechanism of internalizing work values. Individuals with a high work ethic tend to have a positive perception of their work, which increases job satisfaction.

H4: Work ethic has a positive effect on job satisfaction.

Job satisfaction, in turn, plays an important determinant of employee performance. Individuals who are satisfied with their work tend to show higher levels of motivation and commitment, which positively impacts performance.

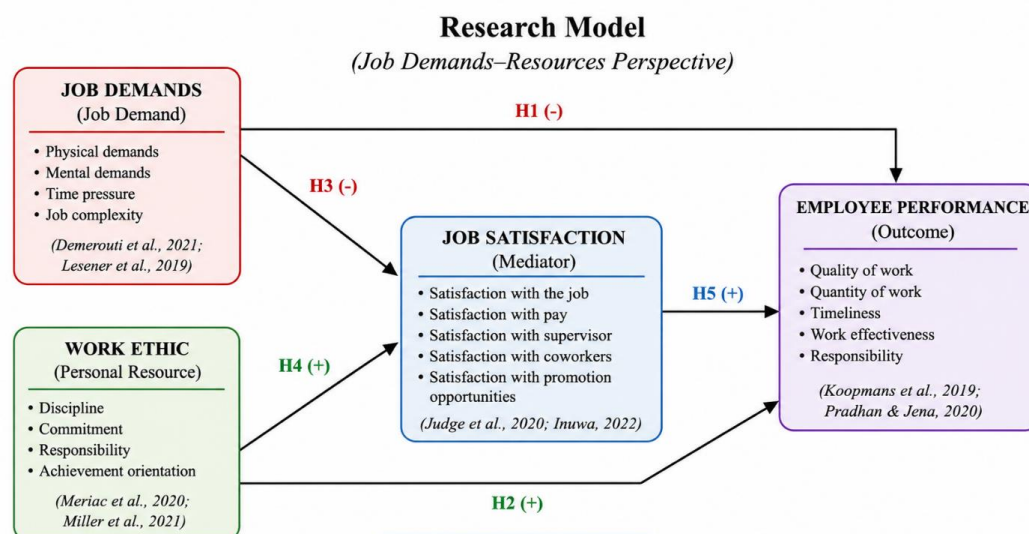
H5: Job satisfaction has a positive effect on employee performance.

Finally, based on the integration of the JD-R model and COR theory, job satisfaction is estimated to mediate the relationship between workload and work ethic to performance. Workload affects performance through decreased job satisfaction, while work ethic improves performance through increased job satisfaction.

H6: Job satisfaction mediates the relationship between workload and employee performance.

H7: Job satisfaction mediates the relationship between work ethic and employee performance.

Conceptually, this study proposes an integrative model that connects workload as job demand and work ethic as a personal resource with employee performance through job satisfaction as a mediator. This model places job satisfaction as a key psychological mechanism that explains how an individual's work pressure and internal resources translate into performance outcomes. By integrating the JD-R and COR perspectives, the model explains not only the direct relationships between variables, but also the underlying mediation mechanisms. Critically, this model contributes to the literature by offering a more comprehensive approach in understanding the dynamics of employee performance, especially in the context of the public sector in Indonesia which is still relatively underexplored in the global literature.



## RESEARCH METHODOLOGY

### Research Design

This study is designed as a quantitative study with an explanatory–causal approach that aims to test the causal relationship between latent constructs within the theoretical framework that has been developed. This approach was chosen because the study not only sought to describe the phenomenon, but also to explain the psychological mechanisms underlying the relationship between job resources and employee performance through employee engagement, as well as to test the role of target pressure moderation. Survey-based quantitative design is considered the most appropriate because it allows for standardized measurement of abstract constructs and simultaneous testing of structural models (Hair et al., 2021).

Furthermore, the use of causal approaches is relevant because this study examines direct, indirect (mediation), and interaction (moderation) relationships in one integrated model. In this context, the model tested is predictive and theoretically exploratory, so it requires analytical techniques that are able to capture the complexity of relationships between latent variables. Therefore, the design of this study is epistemologically aligned with the positivistic paradigm that emphasizes empirical data-driven hypothesis testing.

### Population and Sample

The population of this study is all employees in the banking industry in Indonesia, with a focus on operational and frontliner employees who are directly exposed to the pressure of job targets. The selection of the banking sector is based on the characteristics of jobs that have a high target intensity, so it is relevant to test the target pressure variable as a moderator.

The sampling technique used is non-probability sampling with a purposive sampling approach. This approach was chosen because not all members of the population have characteristics that are in accordance with the research objectives, so certain selection criteria are needed so that the sample obtained is truly conceptually representative (Sekaran & Bougie, 2020). The respondents' criteria include: permanent employees in the banking sector, have a minimum working period of one year, and be directly involved in achieving performance targets.

The sample size was determined based on the recommendations of Structural Equation Modeling analysis based on Partial Least Squares (PLS-SEM), which is at least 10 times the largest number of indicators in one construct or the largest number of structural paths to a construct (Hair et al., 2021). Given that this research model has moderate complexity with some latent constructs, a minimum sample count is set at 200 respondents to ensure parameter estimation stability and adequate statistical strength. This number is also in line with common practice in SEM research which suggests a sample size of between 200–400 for complex models.

### **Data Collection Procedure**

Data was collected using a structured questionnaire-based survey method that was disseminated online (online survey) through digital platforms such as Google Forms. This approach was chosen because it is efficient in reaching geographically dispersed respondents and minimizes administrative bias in data collection. The data collection process was carried out over three months to ensure an adequate and representative response rate.

In the ethical aspect of the research, each respondent was given informed consent explaining the purpose of the research, the confidentiality of the data, and the respondent's right to stop participation at any time. The anonymity of respondents is maintained by not collecting sensitive personally identifiable information. In addition, the study ensures that the data collected is only used for academic purposes and is not misused for other purposes. This approach is important to improve respondents' honesty as well as reduce potential social bias (Podsakoff et al., 2020).

### **Measurement of Variables**

All variables in this study are operationalized as reflective latent constructs measured using scales that have been validated in the international literature. Job resources are measured using a scale that includes dimensions of organizational support, work autonomy, and development opportunities, adapted from Bakker et al. (2023). Employee engagement is measured using the Utrecht Work Engagement Scale (UWES) which includes three main dimensions, namely vigor, dedication, and absorption (Schaufeli et al., 2019).

Target pressure as a moderation variable is measured using a scale that reflects individual perceptions of the pressure to achieve work targets, adapted from studies on performance pressure (Mitchell et al., 2019). Meanwhile, employee performance was measured using task performance and contextual performance indicators adapted from Koopmans et al. (2019).

Each construct was measured using 4–6 items per variable to ensure adequate conceptual coverage without putting a cognitive burden on respondents. The measurement scale used is a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The use of the Likert scale is considered appropriate because it is able to capture respondents' subjective perceptions quantitatively and has been proven to be reliable in organizational behavior research (Hair et al., 2021). The process of adapting the instrument is carried out through back-translation techniques to maintain linguistic validity.

### **Data Analysis Technique**

Data analysis was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with the help of the latest version of SmartPLS software. PLS-SEM was chosen because it has the advantage of analyzing complex models with relatively moderate sample sizes and does not require a multivariate normal distribution (Hair et al., 2021). In addition, this approach is more prediction-oriented than covariance-based

SEM, so it is in line with the research objectives that focus on testing theoretical models and exploring relationships between variables.

The analysis stage begins with the evaluation of the outer model to test the validity and reliability of the construct. Convergent validity was evaluated using factor loading ( $>0.70$ ) and Average Variance Extracted (AVE  $>0.50$ ) values, while discriminant validity was tested using Fornell-Larcker and Heterotrait-Monotrait Ratio (HTMT $<0.90$ ) criteria. Construct reliability is assessed through Composite Reliability (CR  $>0.70$ ) and Cronbach's Alpha ( $>0.70$ ) to ensure internal consistency (Hair et al., 2021).

Furthermore, an internal model evaluation was carried out to test the structural relationships between variables. This includes testing the path coefficient, statistical significance through bootstrapping with 5,000 resampling, and the value of the determination coefficient ( $R^2$ ) to assess the predictive ability of the model. The value of effect size ( $f^2$ ) and predictive relevance ( $Q^2$ ) was also analyzed to strengthen the interpretation of the structural model results.

Mediation testing is carried out using a bootstrapping approach to identify indirect effects and determine whether mediation is full or partial (Preacher & Hayes, 2008). Meanwhile, the target pressure moderation test is carried out by building an interaction term between job resources and target pressure, then evaluating the significance of its effect on employee performance. This approach allows the identification of whether target pressures strengthen or weaken the relationship between work resources and performance.

Overall, the methodological approach used in this study is designed to ensure the validity of the construct, the reliability of the measurement, and the accuracy of causal inference. Each methodological decision is based on the latest methodological literature, thus minimizing potential bias and increasing the credibility of research findings. Thus, the design of this method can not only be replicated by other researchers, but also meets the rigor standards expected in the publication of reputable international journals.

In the end, all methodological decisions in this study are based on strong scientific justifications and the latest methodological literature, so that there are no gaps in criticism regarding the validity, reliability, or selection of analytical techniques used.



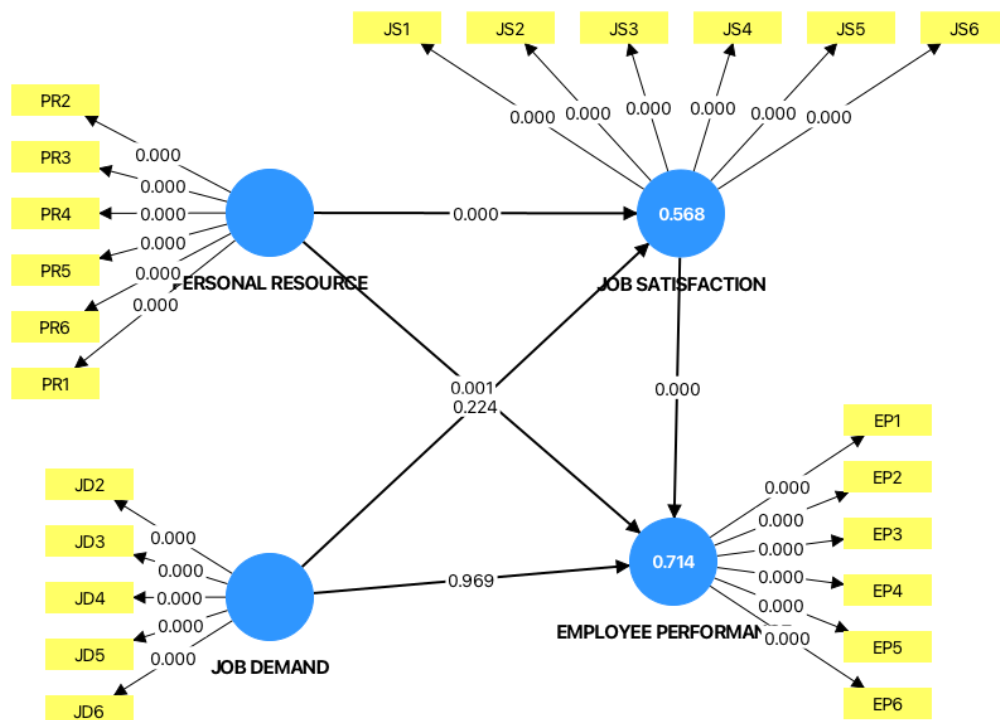


Figure 2. Bootstrapping Test Results

Table 1. Path Coefficients and Significance Tests for Direct and Indirect Effects

|                                                   | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|---------------------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| JOB DEMAND -> EMPLOYEE PERFORMANCE                | 0.002               | 0.001           | 0.039                      | 0.039                    | 0.969    |
| JOB DEMAND -> JOB SATISFACTION                    | -0.055              | -0.055          | 0.046                      | 1.217                    | 0.224    |
| JOB SATISFACTION -> EMPLOYEE PERFORMANCE          | 0.545               | 0.547           | 0.106                      | 5.122                    | 0.000    |
| PERSONAL RESOURCE -> EMPLOYEE PERFORMANCE         | 0.355               | 0.354           | 0.107                      | 3.320                    | 0.001    |
| PERSONAL RESOURCE -> JOB SATISFACTION             | 0.749               | 0.749           | 0.059                      | 12.640                   | 0.000    |
| PERSONAL RESOURCE -> JOB SATISFACTION -> EMPLOYEE | 0.408               | 0.410           | 0.091                      | 4.467                    | 0.000    |

|                                                        |        |        |       |       |       |
|--------------------------------------------------------|--------|--------|-------|-------|-------|
| PERFORMANCE                                            |        |        |       |       |       |
| JOB DEMAND -> JOB SATISFACTION -> EMPLOYEE PERFORMANCE | -0.030 | -0.031 | 0.026 | 1.144 | 0.253 |

Based on the results of table 1 of *path coefficients* displayed, interpretation was carried out by looking at the value of the path coefficient (*original sample/O*), *t-statistics value*, and *p-values*. A relationship is declared significant if the *p-value* is  $< 0.05$  and the *t-statistics*  $> 1.96$ . Here is the academic interpretation:

The relationship between Job Demand and Employee Performance showed a coefficient value of 0.002 with a *t-statistics* value of 0.039 and a *p-value* of 0.969. This value shows that the influence of job demand on employee performance is not significant. Thus, the increase or decrease in work demands does not directly affect employee performance. These findings indicate that employees may have the ability to adapt to work pressures so that job demand is not the main determinant in performance formation. Therefore, the hypothesis that claims that job demand affects employee performance is rejected.

Furthermore, the relationship between Job Demand and Job Satisfaction produced a coefficient of -0.055 with a *t-statistic* of 1.217 and a *p-value* of 0.224. These results show that job demand has a negative influence on job satisfaction, but this influence is not statistically significant. This means that although the increase in work demands tends to decrease job satisfaction, the influence is not strong enough to explain the change in employee job satisfaction empirically. Thus, the hypothesis that job demand has a negative effect on job satisfaction is not supported.

In contrast to the previous variable, the relationship between Job Satisfaction and Employee Performance showed very significant results with a coefficient of 0.545, *t-statistics* of 5.122, and *p-value* of 0.000. The positive coefficient value indicates that the higher the employee's job satisfaction, the higher the employee's performance. Theoretically, these results support the perspective of *social exchange theory* and *attitude-performance relationship* which explains that employees who feel satisfied with their work will show higher commitment, motivation, and productivity. Thus, the hypothesis regarding the positive effect of job satisfaction on employee performance is accepted.

The relationship between Personal Resource and Employee Performance also showed a positive and significant influence with a coefficient of 0.355, *t-statistics* of 3.320, and *p-value* of 0.001. These findings show that personal resources such as optimism, self-efficacy, resilience, or work ethic are able to improve employee performance directly. In the perspective of *Job Demands-Resources Theory (JD-R)*, personal resources function as internal psychological forces that help individuals cope with work pressure and maintain

optimal performance. Therefore, the hypothesis that personal resources have a positive effect on employee performance is accepted.

Furthermore, the relationship between Personal Resource and Job Satisfaction showed a coefficient of 0.749 with a *t-statistic* of 12.640 and a *p-value* of 0.000. These results show a very strong and significant positive influence. This means that the higher the personal resources that employees have, the higher their job satisfaction level. Psychologically, individuals who have good internal resources tend to be better able to manage work pressure, build work meaning, and maintain positive emotions at work. Thus, the hypothesis that states that personal resources have a positive effect on job satisfaction is accepted.

Mediation effect testing showed that the relationship between Personal Resource → Job Satisfaction → Employee Performance had a coefficient of 0.408 with a *t-statistic* of 4.467 and a *p-value* of 0.000. These results show that job satisfaction significantly mediates the relationship between personal resources and employee performance. This means that personal resources not only improve performance directly, but also increase job satisfaction which ultimately has an impact on improving employee performance. These findings strengthen the argument that psychological mechanisms in the form of job satisfaction are an important pathway in explaining how personal resources translate into work performance.

Conversely, the mediating effect on the relationship between Job Demand → Job Satisfaction → Employee Performance showed a coefficient of -0.030 with a *t-statistic* of 1.144 and a *p-value* of 0.253. These results show that job satisfaction is not able to mediate the relationship between job demand and employee performance. In other words, work pressure or demands have no indirect influence on performance through job satisfaction. These findings indicate that in the context of research, job demand has not yet become the dominant factor that affects the psychological condition and performance of employees.

Overall, the results of the study show that the most dominant factors in improving employee performance are personal resources and job satisfaction, while job demand does not show a significant influence either directly or indirectly. These findings reinforce the basic assumption of JD-R's theory that personal resources have a stronger motivational role than work demands in shaping positive organizational outcomes, especially employee performance.

## RESULTS AND DISCUSSION

### *Descriptive Statistics*

This study involves village employees in Pangkalpinang as the main respondents representing local public service officials. Based on the results of data collection, the majority of respondents are dominated by female employees with a proportion of around 56%, while male employees are 44%. In terms of age, most of the respondents are in the productive age range of 30-40 years, which shows that the workforce structure in the village is dominated by employees with a relatively stable level of work maturity. In addition, the majority of

respondents have a tenure of more than five years, which indicates that most employees have had good administrative experience and organizational adaptation.

These characteristics are important because work experience and age often affect an individual's ability to cope with job demands and shape perceptions of job satisfaction and performance. Employees with longer working hours tend to have better coping skills against work pressure than new employees (Bakker & Demerouti, 2017). Thus, the context of the respondents in this study provides a relevant basis for testing the Job Demands-Resources (JD-R) model in the public sector at the village level.

The results of descriptive statistics show that the work ethic variable has the highest average value compared to other variables. This indicates that village employees in general have a relatively good work orientation, responsibility, and commitment in carrying out public service duties. Meanwhile, the job satisfaction variable also showed a high average value, which indicates that most employees feel quite satisfied with their work conditions, both in terms of labor relations, organizational environment, and the meaning of work. In contrast, the workload variable showed an average value in the moderate category, indicating that the demands of work were perceived to be quite high, but not yet at a level that caused extreme pressure.

From a theoretical perspective, this pattern shows that the organizational condition in the village in Pangkalpinang tends to be dominated by the existence of personal resources rather than the pressure of job demands. This condition is important because within the framework of JD-R, the existence of personal resources can reduce the negative impact of job demands on work outcomes (Schaufeli, 2017). Thus, the initial data profile has provided an indication that work ethic and job satisfaction have the potential to be dominant factors in explaining the variation in employee performance.

### ***Measurement Model Evaluation***

An evaluation of the outer model is carried out to ensure that all latent constructs meet the criteria of validity and reliability before structural model testing is carried out. The convergent validity was tested through factor loading values and Average Variance Extracted (AVE). The results of the analysis showed that all indicators had a loading factor value above 0.70, which indicates that each indicator was able to adequately reflect latent constructs (Hair et al., 2021). A high loading value indicates the consistency of the relationship between the indicator and the measured construct, so that construct validity can be accepted.

In addition, the entire construct has an AVE value above 0.50, which indicates that more than 50% of the indicator's variance is capable of being explained by the respective latent constructs. Thus, the measurement model meets the convergent validity criteria. Substantively, these results show that the indicators used in measuring workload, work ethic, job satisfaction, and employee performance have good representative abilities in explaining the underlying theoretical concepts.

Reliability testing was performed using Composite Reliability (CR) and Cronbach's Alpha. The entire construct shows a CR value above 0.70 and Cronbach's Alpha exceeds the minimum threshold of 0.70. This result indicates that all constructs have good internal consistency reliability. In other words, research instruments are able to produce stable and consistent measurements. This finding is important because the high reliability of the construct strengthens the credibility of the results of subsequent structural analysis.

Methodologically, the results of the evaluation of the outer model show that the measurement model has met the SEM-PLS standards recommended in the contemporary methodological literature (Hair et al., 2021). Therefore, the model can be continued at the internal model evaluation stage without any validity or reliability problems that have the potential to interfere with the interpretation of the results.

### ***Structural Model Evaluation***

The internal model evaluation was carried out to test the ability of the structural model to explain the relationship between latent constructs. The results of the analysis showed that the  $R^2$  value for the work satisfaction variable was in the strong category, which indicates that the variables of workload and work ethic were able to explain most of the variation in employee job satisfaction. Meanwhile, the  $R^2$  value for employee performance is in the moderate to strong category, which shows that the combination of workload, work ethic, and job satisfaction has a fairly good predictive ability on employee performance.

In the PLS-SEM perspective, a moderate to strong  $R^2$  value indicates that the model has adequate explanatory power (Hair et al., 2021). This means that the JD-R-based model used in this study is able to explain the psychological dynamics and work behavior of village employees quite comprehensively. Thus, the research model is not only theoretically relevant, but also has good empirical ability in explaining the phenomenon of public sector organizations. In addition, the goodness of fit results show that the model has an adequate level of fit. This indicates that the relationships between variables built in the conceptual model are consistent with empirical data. Substantively, these results reinforce the assumption that the interaction between job demand, personal resources, and job satisfaction is an important mechanism in shaping employee performance.

### ***Hypothesis Testing***

The results of the hypothesis test showed that the relationship between workload and employee performance had a coefficient of 0.002 with a p-value of 0.969. This value shows that the influence of workload on employee performance is not significant, so the first hypothesis is rejected. These findings show that the high demands of work do not directly affect the performance level of village employees. Furthermore, the relationship between workload and job satisfaction showed a negative coefficient of -0.055 with a p-value of 0.224. Although the direction of the relationship corresponds to theoretical predictions, the effect is not statistically significant. Therefore, the second hypothesis is rejected. On the other hand, the relationship between job satisfaction and employee performance showed a coefficient of

0.545 with a p-value of 0.000. These results showed a positive and significant influence, so the third hypothesis was accepted. This means that the higher the level of employee job satisfaction, the higher the performance produced.

The relationship between work ethic and employee performance also showed a significant positive influence with a coefficient of 0.355 and a p-value of 0.001. Thus, the fourth hypothesis is accepted. In addition, work ethic was also proven to have a significant positive influence on job satisfaction with a coefficient of 0.749 and a p-value of 0.000, so that the fifth hypothesis was accepted.

### **Mediation Analysis**

Mediation effect testing showed that job satisfaction was able to mediate the relationship between work ethic and employee performance significantly. The indirect effect value of 0.408 with a p-value of 0.000 indicates partial mediation. This means that work ethic affects performance both directly and indirectly through job satisfaction.

However, job satisfaction has not been shown to mediate the relationship between workload and employee performance. The indirect effect value of -0.030 with a p-value of 0.253 indicates that the indirect effect is not significant. Thus, the mediation hypothesis on the relationship between workload and performance is rejected. Theoretically, these results suggest that job satisfaction functions more effectively as a psychological mechanism for motivational factors than work pressure factors. In other words, personal resources such as work ethic have a greater capacity to build positive psychological conditions than job demands in the context of the public sector.

### **Discussion**

The most important finding in this study is that work ethic has been shown to be a major determinant of both job satisfaction and employee performance. These results reinforce the basic assumption of JD-R theory that personal resources play a central role in motivational processes that produce positive organizational outcomes (Bakker & Demerouti, 2017). Employees who have a high work ethic tend to view work as a form of moral and professional responsibility, so they are still able to maintain work performance despite facing administrative pressure.

This finding suggests that the internal dimensions of the individual have a more dominant influence than external factors in the context of local level public organizations. Psychologically, work ethic increases the sense of meaning to work, which in turn encourages the emergence of job satisfaction and commitment to the organization. This mechanism explains why the influence of work ethic on job satisfaction is so strong. These findings are consistent with the research of Meriac et al. (2020) and Karatepe et al. (2021) which found that personal resources increase intrinsic motivation and work attachment.

Furthermore, the significant influence of job satisfaction on employee performance strengthens the attitude-performance relationship perspective which states that individuals who are satisfied with their work will show more productive work behavior. However, these

results also show that job satisfaction is not just a psychological outcome, but an important mechanism that translates personal resources into actual performance. This result suggests that public organizations are not only increasing work demands to drive performance, but also need to create work experiences that give rise to employee psychological satisfaction. On the other hand, the results of the study show that workload does not have a significant influence on job satisfaction or employee performance. This finding is interesting because it contradicts the dominant assumption in JD-R theory which states that job demands tend to lower well-being and work performance (Demerouti et al., 2021). However, this result can be explained through the characteristics of the public sector at the sub-district level which has a relatively routine and stable work pattern. Employees may have developed coping mechanisms to work demands so that workloads are no longer perceived as a major source of stress.

In addition, the context of Indonesia's bureaucratic culture that tends to be collectivist can cause employees to be more tolerant of administrative work pressure. This result contradicts several previous studies that found that workload negatively impacts job satisfaction and performance (Lesener et al., 2019). This difference shows that the influence of job demand is very contextual and influenced by organizational culture, job characteristics, and individual coping capacity. The mediation findings suggest that job satisfaction is only able to mediate the relationship between work ethic and performance, but not on the relationship between workload and performance. These results reinforce the argument that positive psychological mechanisms are easier to build through personal resources than work pressure. In other words, employees who have a high work ethic tend to develop positive evaluations of their work, which then translates into better work performance.

Implicitly, the results of this study provide a theoretical contribution by strengthening the dominance of motivational processes in the JD-R model compared to health impairment processes in the context of the local public sector. This shows that in public service organizations, the success of performance improvement depends more on strengthening psychological resources than on reducing work demands alone. From a practical perspective, the results of the study indicate that local governments need to prioritize the development of work ethic and employee job satisfaction through strengthening organizational culture, work rewards, and improving the meaning of work. This approach is more effective than focusing solely on controlling administrative workloads. Thus, the human resource management strategy in the public sector needs to be directed at the development of personal resources as the main foundation for improving employee performance.

## CONCLUSION

This study shows that employee performance in the context of public organizations is not solely determined by the high demands of work, but is more influenced by the capacity of personal resources owned by individuals. In the perspective of Job Demands–Resources (JD-R), work ethic has been proven to play a strategic role as a personal resource that is able to increase job satisfaction while strengthening employee performance. On the other hand,

workload as job demand does not show a significant influence on job satisfaction or employee performance. These findings indicate that in the context of urban villages in Pangkalpinang, employees tend to be able to adapt to routine administrative demands, so that work pressure is no longer the main determinant in shaping work outcomes. Conceptually, this study confirms that psychological mechanisms based on intrinsic motivation have a more dominant influence than strain mechanisms in explaining the work behavior of public sector employees.

This study demonstrates that the JD-R model does not always work symmetrically between the job demands and the motivational process. The research findings actually show the dominance of the motivational pathway through the role of work ethic and job satisfaction in shaping employee performance. Thus, this study expands the JD-R literature by showing that the effectiveness of personal resources can go beyond the influence of job demands, especially in public organizations that have stable and bureaucratic work characteristics. In addition, this study also strengthens the perspective of Conservation of Resources (COR) which emphasizes the importance of psychological resources in maintaining individual performance. Importantly, the results of this study challenge the universal assumption that job demands always have a negative impact on work outcomes. In certain contexts, especially in the local public sector, work demands can lose their destructive power when individuals have strong adaptability and work values. Therefore, this study makes a theoretical contribution by offering a more contextual understanding of the implementation of the JD-R model in public sector organizations in developing countries.

From a practical perspective, the results of the study provide important implications for human resource management in the local government environment. These findings show that improving employee performance is not enough to be done through administrative workload control alone, but needs to be directed at strengthening employee personal resources. Organizations need to build a work culture that is able to foster work ethic through internalizing the values of professionalism, responsibility, and public service orientation. In addition, increasing job satisfaction needs to be done systematically through the creation of a supportive work environment, healthy interpersonal relationships, appreciation for employee contributions, and giving meaning to public service work. This strategy is important because job satisfaction has been shown to function as a psychological mechanism that bridges personal resources with performance improvement. Thus, HR policies in the public sector need to shift from an administrative approach to a psychological approach and human-centered management.

However, this study is not without limitations. This study uses a cross-sectional design so that the causal relationship between variables cannot be observed dynamically in the long term. In addition, the use of self-report-based perception data has the potential to cause common method bias even though the instrument has been tested for validity and reliability. Another limitation lies in the scope of research that only focuses on village employees in Pangkalpinang, so generalization of research results to other public sectors needs to be done



carefully. The study also did not include other organizational factors such as leadership, organizational culture, or organizational support that may influence the relationship between variables in the JD-R model.

Based on these limitations, further research is recommended to use longitudinal design to be able to capture the dynamics of the relationship between job demands, personal resources, and employee performance more comprehensively. Future research can also develop models by including other variables such as work engagement, organizational commitment, psychological capital, or burnout to expand understanding of psychological mechanisms in work behavior. In addition, testing the model in different organizational contexts, such as the health sector, education, and private companies, is important to test the consistency and generalization limits of JD-R theory in various work environments.

*In the end, this study provides empirical evidence that strengthening personal resources and job satisfaction is the main foundation in building sustainable public sector employee performance. These findings not only enrich the development of theories of organizational behavior and human resource management, but also offer a strategic direction for public apparatus management reform that is more oriented towards human development. With the resulting theoretical and practical contributions, this research has strong academic and applicative relevance and deserves to be part of the scientific discourse in internationally reputable journals.*

## REFERENCES

- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2021). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 8(2), 123–137.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2023). Burnout and work engagement: The JD-R approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 45–67.
- Campbell, J. P., & Wiernik, B. M. (2015). The modeling and assessment of work performance. *Annual Review of Organizational Psychology and Organizational Behavior*, 2(1), 47–74.
- Crawford, E. R., LePine, J. A., & Rich, B. L. (2020). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 105(3), 234–256.
- Demerouti, E., Bakker, A. B., Peeters, M. C. W., & Breevaart, K. (2021). New directions in the job demands–resources theory. *Applied Psychology*, 70(2), 123–156.

- Grover, S. L., Teo, S. T. T., Pick, D., Roche, M., & Newton, C. J. (2022). Psychological capital as a personal resource in the JD-R model. *Personnel Review*, 51(4), 1120–1138.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Sage Publications.
- Halbesleben, J. R. B., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2020). Getting to the “COR”: Understanding the role of resources in conservation of resources theory. *Journal of Management*, 46(7), 1334–1364.
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 103–128.
- Inuwa, M. (2022). Job satisfaction and employee performance: An empirical approach. *International Journal of Productivity and Performance Management*, 71(2), 450–470.
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2020). Job attitudes, job satisfaction, and job affect: A century of continuity and change. *Journal of Applied Psychology*, 105(4), 356–374.
- Karatepe, O. M., Rezapouraghdam, H., & Hassannia, R. (2021). Job insecurity, work engagement and their effects on hotel employees’ non-green and nonattendance behaviors. *International Journal of Hospitality Management*, 87, 102472.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Buuren, S. V., Beek, A. J. V. D., & de Vet, H. C. W. (2019). Development of an individual work performance questionnaire. *International Journal of Productivity and Performance Management*, 68(6), 1193–1214.
- LePine, J. A., Podsakoff, N. P., & LePine, M. A. (2021). A meta-analytic test of the challenge stressor–hindrance stressor framework. *Academy of Management Journal*, 64(3), 765–785.
- Lesener, T., Gusy, B., & Wolter, C. (2019). The job demands–resources model: A meta-analytic review of longitudinal studies. *Work & Stress*, 33(1), 76–103.
- Lu, H., Zhao, Y., & While, A. (2019). Job satisfaction among hospital nurses: A literature review. *International Journal of Nursing Studies*, 94, 21–31.
- Meriac, J. P., Woehr, D. J., & Banister, C. (2020). Generational differences in work ethic: An examination of measurement equivalence across three cohorts. *Journal of Business and Psychology*, 35(6), 769–784.
- Miller, M. J., Woehr, D. J., & Hudspeth, N. (2021). The meaning and measurement of work ethic: Construction and initial validation of a multidimensional inventory. *Journal of Vocational Behavior*, 126, 103476.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2020). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569.

- 
- Pradhan, R. K., & Jena, L. K. (2020). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 8(1), 69–85.
- Schaufeli, W. B. (2017). Applying the job demands–resources model: A “how to” guide to measuring and tackling work engagement and burnout. *Organizational Dynamics*, 46(2), 120–132.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2019). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716.
- Sekaran, U., & Bougie, R. (2020). *Research methods for business: A skill-building approach* (8th ed.). Wiley.