

Job Demands, Job Resources, and Work Engagement among Shift Workers in the Culinary Service Sector

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Abstract

This study examines work engagement among shift workers in the culinary service sector by focusing on how employees respond to demanding work conditions and the availability of supportive job characteristics. Drawing on the Job Demands Resources framework, the research addresses whether engagement in high intensity service work is shaped more strongly by work pressures or by the presence of enabling resources in the workplace. Data were collected from 85 shift employees working in culinary outlets in South Bandung, Indonesia, using a structured questionnaire and a purposive sampling approach. Quantitative analysis was conducted through descriptive statistics, correlation analysis, and multiple linear regression. The findings reveal that job resources are a significant and positive predictor of work engagement, whereas job demands do not show a statistically meaningful effect when both variables are analyzed simultaneously. The regression model explains approximately one quarter of the variance in work engagement, indicating that employees' psychological involvement in their work is influenced primarily by supportive conditions rather than by the intensity of job demands. These results highlight the importance of autonomy, social support, performance feedback, developmental opportunities, and coaching in sustaining engagement among shift workers operating under demanding service conditions. Practically, the study suggests that strengthening job resources is a more effective strategy for enhancing engagement and ensuring workforce sustainability in the culinary industry than focusing solely on reducing work demands.

Keywords: Job Demands; Job Resources; Work Engagement; Shift Work; Culinary Service Sector

1. Introduction

Human resources represent a strategic asset that determines organizational effectiveness and sustainability in an increasingly complex and competitive work environment. Organizational success is no longer driven solely by physical or financial resources, but by the quality of human capital that is capable of performing effectively and adapting to changing organizational demands. From a human resource management perspective, employee performance is closely associated with the organization's ability to develop employees through structured job training and systematic competency development ([Bernadus, 2023](#)).

Job training is viewed as a deliberate organizational effort to enhance employees' knowledge,

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skills, and work behaviors in alignment with job requirements and performance standards. Effective training programs do not merely improve technical abilities, but also foster discipline, communication, and behavioral alignment with organizational goals. Empirical evidence in Indonesian public and private sector organizations indicates that job training plays a significant role in improving employee performance, particularly when training programs are relevant to job tasks and supported by effective communication within the organization ([Shefani & Jaya, 2024](#); [Yusup et al., 2025](#)).

In addition to job training, employee competency constitutes a critical determinant of performance outcomes. Competency reflects an integrated combination of knowledge, skills, attitudes, and behavioral attributes that enable employees to perform their duties consistently and effectively. Prior studies demonstrate that competency is closely related to productivity and work outcomes, especially in labor-intensive industries that require discipline, consistency, and operational efficiency ([Lutfi et al., 2024](#)).

However, existing studies often examine job training and competency as separate factors influencing employee performance. This fragmented approach limits a comprehensive understanding of how training initiatives contribute to performance improvement by enhancing employee competencies. Conceptually, job training serves as a primary mechanism for developing competencies, whereas competencies underpin sustained employee performance. Empirical findings suggest that training and competency should be examined simultaneously to capture their combined effect on performance outcomes ([Yusup et al., 2025](#)).

The importance of integrating training and competency development becomes increasingly evident in organizational contexts that demand extra-role behavior and proactive employee involvement. Citizenship behavior in the workplace reflects employees' willingness to contribute beyond formal job requirements, which is often driven by intrinsic motivation, organizational values, and supportive work environments. Studies on organizational citizenship behavior indicate that employees' motives and attitudes toward work play a crucial role in shaping positive performance-related behaviors ([Nuradina et al., 2024](#)).

Based on the foregoing discussion, a research gap remains regarding the integrated examination of job training and competency in explaining employee performance within organizational settings in Indonesia. While previous studies have provided valuable insights into the individual effects of training and competency, limited attention has been given to their combined influence on performance outcomes. Therefore, this study aims to analyze the effects of job training and competency on employee performance, thereby contributing empirical evidence to the human resource management literature and offering practical implications for improving organizational performance.

2. Literature Review

2.1 Conservation of Resources Theory

The conservation of Resources theory explains human behavior in stressful situations by emphasizing the central role of resources in daily functioning. According to this perspective, individuals continuously strive to obtain, preserve, and protect resources that they perceive as valuable for maintaining stability and effectiveness in their lives. Resources may take various forms, including material assets, social conditions, personal capacities, and energies such as time, attention, and physical effort. Stress emerges when these resources are threatened, depleted, or fail to meet situational demands.

Within work contexts, the theory implies that employees are more vulnerable to strain when they are required to invest sustained effort without adequate opportunities for recovery or replenishment. Importantly, the Conservation of Resources theory highlights that resource loss carries greater psychological weight than resource gain. In other words, losing valued resources tends to produce stronger negative effects than the positive effects generated by equivalent gains. Over time, repeated exposure to resource loss may trigger a loss spiral, increasing susceptibility to exhaustion and reduced well-being. Conversely, access to supportive resources may initiate gain cycles that strengthen coping capacity and resilience.

This theoretical logic is particularly relevant for shift-based service work. Irregular schedules, high interaction intensity, and limited recovery time may accelerate resource depletion among employees. In such environments, the presence or absence of compensatory resources becomes critical in shaping how workers experience demands and sustain their psychological functioning.

2.2 Job Demands and Resources Model as an Explanatory Framework

Building on the assumptions of the Conservation of Resources theory, the Job Demands and Resources model provides an integrative framework for understanding how work characteristics influence employee well-being and motivation. Rather than treating job characteristics as uniformly stressful or beneficial, the model distinguishes between job demands and job resources and explains how their interaction produces different work-related outcomes.

Job demands are defined as aspects of work that require continuous physical, cognitive, or emotional investment and may generate costs when sustained over time. These demands are not inherently negative, but they become problematic when they exceed employees' adaptive capacity or are not balanced by adequate resources. In contrast, job resources are aspects of work that assist employees in achieving work goals, mitigating the impact of demands, and supporting learning and personal development.

The JD R model proposes two interrelated processes. The health impairment process describes how prolonged exposure to excessive demands gradually drains energy and increases the likelihood of strain and fatigue. The motivational process explains how job resources foster motivation, positive affect, and work engagement by enhancing competence, autonomy, and meaningfulness. Importantly, the model suggests that resources become particularly influential under high-demand conditions, as they enable employees to maintain functional balance and psychological investment in their work.

2.3 Work Engagement

Work engagement refers to a positive and fulfilling psychological state associated with work activities, characterized by vigor, dedication, and absorption. Vigor reflects the experience of high energy levels, persistence, and mental resilience while working. Dedication denotes a sense of involvement in work, accompanied by enthusiasm, inspiration, and a perceived sense of significance. Absorption describes a condition in which individuals are deeply focused on their tasks and experience difficulty disengaging from work.

Conceptually, work engagement differs from broader notions of employee engagement because it emphasizes the individual's experiential connection to work tasks and roles rather than general attachment to the organization ([Saks, 2006](#)). As such, engagement captures how

employees experience their work on a day to day basis.

Extensive research has demonstrated that work engagement is associated with a wide range of positive outcomes. Engaged employees tend to display higher task effectiveness, greater psychological well-being, lower withdrawal tendencies, and reduced error rates ([Halbesleben, 2010](#); [Christian et al., 2011](#); [Schaufeli, 2012](#)). These benefits highlight the importance of understanding the conditions under which engagement can be sustained, particularly in demanding service environments.

2.4 Job Demands and Work Engagement

Job demands encompass work characteristics that require sustained effort and continuous regulation of physical or psychological resources. In culinary service settings, such demands commonly include intense time pressure during peak hours, rapid multitasking, emotional regulation in customer interactions, and physical exertion associated with prolonged standing and movement.

The effects of job demands on engagement depend on how these demands are experienced and managed. When demands are moderate and accompanied by adequate support, they may be interpreted as challenges that stimulate effort and learning. In contrast, when demands are excessive or prolonged, they are more likely to drain energy and undermine engagement ([Schaufeli, 2012](#)). This distinction between challenge and hindrance demands helps explain why empirical findings regarding the demand engagement relationship have been inconsistent ([Crawford et al., 2010](#); [Nahrgang et al., 2011](#)).

Several studies report that certain job demands may be positively associated with engagement in specific contexts, particularly when employees perceive opportunities for mastery and growth ([Jazilah, 2020](#); [Saputra, 2019](#)). Other studies, however, demonstrate that high demands are linked to exhaustion and reduced engagement, especially when job resources are limited. For shift workers, the depleting effects of demands may be intensified by irregular schedules that disrupt recovery processes and increase fatigue ([Costa, 2010](#); [Knauth, 2007](#)). Based on the health impairment logic of the JD R model, this study proposes the following hypothesis.

2.5 Job Resources and Work Engagement

Job resources refer to aspects of work that support goal achievement, reduce the costs associated with demands, and facilitate learning and development. These resources operate through both motivational and protective mechanisms. From a motivational perspective, resources enhance engagement by fostering autonomy, competence, and opportunities for growth. From a protective perspective, they help employees cope with demands and limit resource depletion.

Job resources may be embedded at multiple levels of the work environment. At the organizational level, they include supportive policies and development opportunities. At the interpersonal level, they involve social support from supervisors and coworkers. At the task level, they include autonomy and clear performance feedback. In this study, job resources are conceptualized as autonomy, social support, feedback, opportunities for development, and coaching. These resources are particularly relevant in culinary service work, where effective coordination, service quality, and emotional regulation depend heavily on supportive relationships and managerial guidance.

A substantial body of empirical research consistently identifies job resources as strong predictors of work engagement. Cross-sectional and longitudinal studies show that employees

who perceive higher levels of resources report greater vigor, dedication, and absorption over time ([Bakker, 2014](#)). Evidence from Indonesian contexts similarly demonstrates that supportive work resources are positively associated with engagement among service employees (Saputra, 2019; Iksan et al., 2020). Based on this literature, the following hypothesis is proposed.

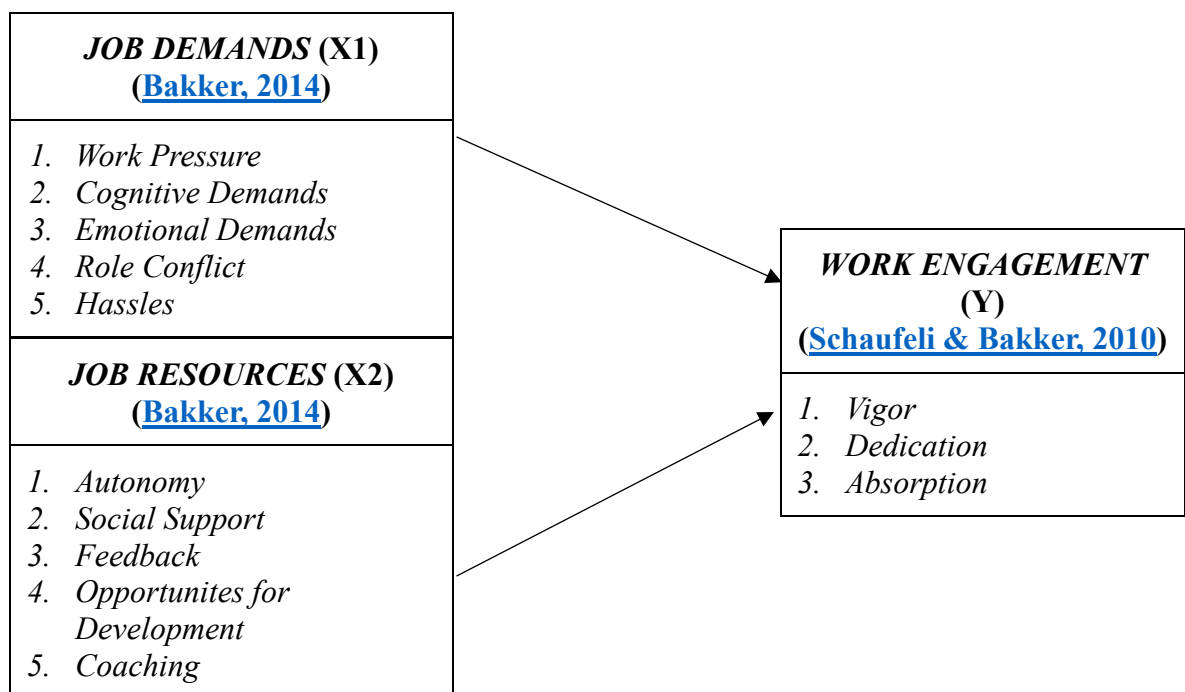
2.6 Combined Effects of Job Demands and Job Resources on Work Engagement

The JD R model emphasizes that job demands and job resources should be examined jointly because work engagement reflects the combined influence of depleting pressures and supportive conditions. In high demand environments, the presence of adequate resources may offset the negative impact of demands by enabling employees to cope effectively and sustain motivation. Conversely, when resources are scarce, demands are more likely to accelerate energy loss and reduce engagement.

Empirical studies that model demands and resources simultaneously report that both contribute to explaining variance in engagement outcomes, although their relative influence may differ across contexts ([Saputra, 2019](#); [Iksan et al., 2020](#)). For culinary shift workers, simultaneous analysis is particularly relevant because fluctuating service intensity occurs alongside varying access to autonomy, feedback, social support, and coaching. Therefore, this study proposes the following hypothesis.

2.7 Conceptual Framework

Based on the theoretical and empirical review, this study proposes a conceptual framework in which job demands and job resources are modeled as antecedents of work engagement. Job demands consist of work pressure, cognitive demands, emotional demands, role conflict, and daily hassles. Job resources include autonomy, social support, feedback, opportunities for development, and coaching. Work engagement is represented by vigor, dedication, and absorption. The conceptual model illustrates the hypothesized relationships among these variables.



3. Research Method

3.1 Research Design

This research was designed to empirically examine causal relationships between work characteristics and employee engagement by applying a quantitative explanatory approach. Rather than focusing on descriptive comparisons, the study emphasized hypothesis testing to assess how job demands and job resources contribute to variations in work engagement among shift workers in culinary service settings. Data were collected using a cross-sectional survey design, capturing employees' work experiences at a single point in time. To evaluate both the independent and joint effects of the predictor variables, multiple linear regression was used as the primary analytical technique.

3.2 Research Setting and Population

The empirical investigation was conducted in culinary outlets operating in South Bandung, Indonesia. This context was selected because of the prevalence of extended operating hours and the widespread use of shift-based work systems in the local culinary industry. Such conditions provide a relevant setting for examining the interaction between demanding work characteristics and available job resources. The study population consisted of employees working under shift arrangements in culinary outlets located within the designated geographic area.

3.3 Sampling Technique and Sample Size

Respondents were selected using purposive sampling, prioritizing relevance to the research objectives over probabilistic sampling. Participation was restricted to employees who met several inclusion criteria: employment as shift workers in culinary outlets in South Bandung, a minimum tenure of three months to ensure adequate exposure to job conditions, active work status during the data collection period, and voluntary agreement to participate in the study.

The adequacy of the sample size was assessed in accordance with recommendations for multiple regression analysis proposed by [Tabachnick and Fidell \(2013\)](#). According to this guideline, the minimum required sample size is calculated using the formula $n \geq 50 + 8m$, where m represents the number of independent variables. Given that the model included two predictors, the minimum sample size required for reliable estimation was 66 respondents.

3.4 Data Type, Source, and Data Collection Procedure

The study utilized both primary and secondary data sources. Primary data were obtained directly from respondents through a structured self-report questionnaire administered to shift workers in culinary outlets. Secondary data were used to support theoretical development and contextual interpretation and were drawn from academic journal articles, scholarly books, and relevant research documentation.

All questionnaire items were measured using a five-point Likert-type frequency scale, with response options ranging from 1 never to 5 very often. To maintain consistency in score interpretation, negatively worded items were reverse-coded prior to analysis.

3.5 Measurement and Research Instrument

All study variables were operationalized using a self-administered questionnaire developed with reference to established constructs within the Job Demands and Resources literature. Job

demands and job resources were measured using dimensions commonly employed in JD-R-based research, whereas work engagement was assessed using its core dimensions of vigor, dedication, and absorption.

Each construct was represented by multiple indicators to capture its conceptual breadth. An overview of the measurement structure, including variables, dimensions, item ranges, and measurement scales, is presented in Table 1.

Table 1. Measurement Instrument Summary

Construct	Dimensions	Item numbers	Total items	Scale	Main reference
Job Demands (X1)	Work pressure, cognitive demands, emotional demands, role conflict, hassles	1–17	17	Likert (frequency)	1–5 Bakker (2014) ;
Job Resources (X2)	Autonomy, social support, feedback, opportunities for development, coaching	18–34	17	Likert (frequency)	1–5 Bakker (2014)
Work Engagement (Y)	Vigor, dedication, absorption	35–50	16	Likert (frequency)	1–5 Bakker & Leiter (2010)

Note. Response categories ranged from 1 never to 5 very often.

3.6 Validity and Reliability Testing

Prior to hypothesis testing, the psychometric quality of the measurement instrument was evaluated through validity and reliability assessment. Item validity was examined by computing Pearson product-moment correlations between each item score and the total score of its corresponding construct. Items with corrected item-total correlation values of at least 0.30 were retained for further analysis.

Internal consistency reliability was assessed using Cronbach's alpha coefficients. Constructs with alpha values equal to or exceeding 0.70 were considered to demonstrate acceptable reliability, indicating that the items within each scale consistently measured the intended construct.

3.7 Data Analysis Strategy

Data analysis was conducted through a structured multi-stage procedure. In the first stage, descriptive statistics were used to summarize respondent characteristics and to provide an overview of the distribution of job demands, job resources, and work engagement variables.

In the second stage, classical assumption testing was conducted to assess the regression model's suitability. Residual normality was assessed using the Kolmogorov-Smirnov test. Potential multicollinearity among independent variables was examined using tolerance and variance inflation factor (VIF) diagnostics. Heteroskedasticity was assessed using the Glejser test, with support from visual inspection of residual scatterplots.

In the final stage, hypotheses were tested using multiple linear regression analysis. Work

engagement was specified as the dependent variable, predicted by job demands and job resources, along with a constant term and an error component. The analysis reported regression coefficients, t-statistics to assess partial effects, an F-statistic to evaluate the simultaneous influence of the predictors, and the coefficient of determination to indicate the proportion of variance in work engagement explained by the model.

4. Findings and Discussions

4.1 Findings

4.1.1 Research Context

The empirical data were collected from employees working in culinary outlets operating in South Bandung, Indonesia. These outlets typically provide direct, face-to-face services to customers and operate for extended hours each day. To sustain service availability across different time periods, including peak and off-peak hours, shift-based work arrangements are commonly implemented. Such operational conditions require employees to perform tasks under time pressure, handle multiple activities simultaneously, and engage continuously with customers. These characteristics suggest substantial job demands. At the same time, workplace conditions such as supervisory guidance, peer cooperation, and access to performance-related information may serve as job resources that support employees in maintaining engagement with their work.

4.1.2 Respondent Profile

The study involved 85 respondents who met all predefined sampling criteria. Participants were male and female shift workers employed in culinary outlets across the research area. Most respondents were within the typical working-age range for service-sector employment. The sample included both full-time and part-time employees, reflecting the employment structure commonly found in culinary businesses. Variations were also observed in weekly working hours and length of service, indicating differences in exposure to work demands and accumulated work experience. Overall, the respondent profile was considered representative of shift workers in the culinary sector in South Bandung and suitable for testing the proposed research model.

4.1.3 Descriptive Overview of Study Variables

Descriptive analysis revealed that respondents generally perceived their work as demanding. This perception aligns with the operational realities of culinary service work, which involves fast-paced activities and irregular work schedules. At the same time, respondents reported a moderate-to-relatively favorable level of job resources, indicating supportive work conditions that facilitate task completion and coping with job demands. Levels of work engagement were generally positive, suggesting that employees remained psychologically engaged in their work despite the demanding nature of their jobs. Taken together, these findings indicate a work environment characterized by high demands accompanied by sufficient, though not excessive, job resources.

4.1.4 Instrument Validity and Reliability

All measurement items were retained for further analysis following validity and reliability testing. Item validity was confirmed using Pearson item-total correlations, which showed that all items were significantly correlated with their respective construct scores at the 0.05

significance level.

Reliability testing demonstrated strong internal consistency for the measurement scales. Cronbach's alpha values reached 0.910 for job demands measured with 17 items, 0.735 for job resources measured with 17 items, and 0.912 for work engagement measured with 16 items. These values exceed commonly accepted thresholds, indicating that the instruments consistently captured the intended constructs.

Table 2. Reliability Summary

Variable	Number of items	Cronbach's alpha	Interpretation
Job Demands	17	0.910	Very good
Job Resources	17	0.735	Acceptable
Work Engagement	16	0.912	Very good

4.1.5 Classical Assumption Tests

Prior to hypothesis testing, regression assumptions were examined to assess the model's suitability. Normality of residuals was assessed using the Kolmogorov-Smirnov test, which yielded a significance value of 0.200, indicating a normal distribution. Multicollinearity diagnostics indicated tolerance values of 0.950 and variance inflation factor values of 1.052 for both predictors, suggesting no multicollinearity. Heteroskedasticity was assessed using the Glejser test, which indicated that the p-values exceeded the 0.05 threshold for both independent variables. These results confirm that the regression model satisfied the required statistical assumptions.

Table 3. Regression Assumption Checks

Test	Indicator	Criterion	Result	Conclusion
Normality	Kolmogorov Smirnov sig.	Greater than 0.05	0.200	Normal residuals
Multicollinearity	Tolerance; VIF	Tolerance greater than 0.10; VIF less than 10	0.950; 1.052	No multicollinearity
Heteroskedasticity	Glejser sig.	Greater than 0.05	0.355; 0.360	No heteroskedasticity

4.1.6 Correlation Analysis

Correlation analysis using Pearson coefficients indicated that job demands were weakly and positively associated with work engagement, although the relationship was not statistically significant. In contrast, job resources showed a moderate, statistically significant positive correlation with work engagement. This pattern suggests that while demands alone are not strongly linked to engagement, resource availability is meaningfully related to employees' psychological involvement in their work.

Table 4. Correlation Matrix

Variables	Job Demands	Job Resources	Work Engagement
Job Demands	1.000	0.223	0.139
Job Resources	0.223	1.000	0.515

Variables	Job Demands	Job Resources	Work Engagement
Work Engagement	0.139	0.515	1.000

Note. Correlations are based on N equals 85. The correlation between job resources and work engagement is significant at $p < 0.01$.

4.1.7 Multiple Regression Results and Hypothesis Testing

Multiple regression analysis indicated that the overall model was statistically significant. The F-test yielded an F-statistic of 14.815 ($p < 0.001$), confirming that job demands and job resources jointly accounted for variance in work engagement.

The coefficient of determination (R-squared) was 0.265, and the adjusted R-squared was 0.248. This indicates that approximately 24.8 percent of the variance in work engagement was explained by the two independent variables, with the remainder attributable to factors not included in the model.

Table 5. Regression Model Summary

R	R square	Adjusted R square	Standard error
0.515	0.265	0.248	9.361

Table 6. Regression Coefficients

Predictor	Standardized beta	t value	Sig.	Decision
Job Demands	0.021	0.262	0.794	Not supported
Job Resources	0.483	5.242	0.000	Supported

The results indicate that job resources exerted a positive and statistically significant effect on work engagement, whereas job demands did not show a significant effect when both predictors were tested simultaneously. Accordingly, the hypothesis predicting a positive effect of job resources was supported, the hypothesis predicting a negative effect of job demands was not supported, and the hypothesis proposing a joint effect of job demands and job resources was supported.

4.2 Discussion

4.2.1 Job demands and the stability of work engagement

The empirical results show that job demands were not a significant predictor of work engagement among culinary shift workers. Although the regression coefficient was positive, its contribution was negligible and statistically insignificant after job resources were incorporated into the model. This pattern suggests that differences in perceived workload, time pressure, or task intensity were insufficient to differentiate engagement levels among respondents.

One plausible explanation lies in the normalized nature of high demands within culinary service work. For many shift workers, fast-paced routines, multitasking, and sustained customer interaction are not exceptional conditions but rather core features of everyday work. Over time, employees may internalize these demands as part of the occupational baseline, reducing their direct impact on motivational states. From this perspective, job demands function less as stress inducing factors and more as expected performance conditions that do not automatically diminish engagement.

This interpretation is consistent with the logic of the Job Demands Resources framework, which recognizes that not all demands operate uniformly as hindrances. Under certain circumstances, demands may be cognitively reframed as manageable challenges, particularly when employees have developed adaptive routines or possess sufficient experience in the job. In such cases, demands alone do not necessarily erode engagement unless they exceed employees' coping capacity or are accompanied by insufficient support.

The weak association observed in this study also indicates that engagement among culinary shift workers is unlikely to fluctuate solely in response to variations in workload or time pressure. Instead, engagement appears to be shaped by broader contextual conditions that determine whether employees feel supported, valued, and capable of sustaining effort. Practically, this finding suggests that managerial strategies focused exclusively on reducing demands may have a limited impact on engagement in occupations where high work intensity is structurally embedded and difficult to eliminate.

4.2.2 Job resources as primary drivers of engagement

In contrast to job demands, job resources showed a strong and statistically robust relationship with work engagement. Shift workers who perceived greater autonomy, social support, access to feedback, developmental opportunities, and coaching consistently reported higher levels of energy, dedication, and immersion in their work. This result highlights job resources as central mechanisms sustaining engagement in demanding service environments.

From a motivational standpoint, job resources appear to function by strengthening employees' sense of control, competence, and meaningful contribution. In culinary service contexts, where performance depends heavily on coordination, responsiveness, and interpersonal interaction, the presence of supportive resources becomes particularly consequential. Supervisory guidance, peer cooperation, and clear performance cues may reduce uncertainty and help employees channel effort more effectively, thereby sustaining engagement even under pressure.

The findings align with the motivational pathway of the Job Demands Resources model, which posits that resources energize employees by facilitating goal attainment and reinforcing positive work identities. Rather than merely buffering strain, resources actively contribute to the maintenance of vigor and dedication by enabling employees to experience their work as manageable and worthwhile.

From a managerial perspective, these results suggest that enhancing engagement among shift workers is less about minimizing demands and more about strengthening the quality of the work environment. Investments in supportive supervision, open communication, skill development, and coaching practices may yield substantial gains in engagement by equipping employees with the psychological and social resources needed to cope with demanding conditions. For shift workers facing irregular schedules and fluctuating service demands, such resources may serve as stabilizing anchors that preserve motivation over time.

4.2.3 Combined effects and explanatory scope of the model

The regression model as a whole was statistically significant and explained approximately one quarter of the variance in work engagement. This level of explanatory power indicates that job demands and job resources together constitute meaningful, though not exhaustive, determinants of engagement among culinary shift workers. A substantial proportion of variance remains attributable to factors beyond the scope of the present model.

This finding reinforces the view that work engagement is a multidimensional phenomenon shaped by an interplay of job characteristics, personal resources, and broader organizational conditions. Variables such as psychological capital, leadership style, perceptions of fairness, compensation adequacy, and work-life balance may further influence how employees experience and sustain engagement, particularly in shift-based service occupations where recovery opportunities are constrained.

Overall, the pattern of results suggests that engagement in culinary shift work is maintained not because demands are low, but because supportive resources enable employees to function effectively under pressure. Engagement appears to reflect employees' capacity to remain psychologically invested in their work when adequate resources are available to offset the challenges inherent in demanding service roles.

5. Conclusion

This study highlights that work engagement among culinary shift workers is shaped more by the quality of job resources available in the workplace than by the intensity of job demands. In a service environment where high work pressure and irregular schedules are largely unavoidable, engagement is sustained when employees perceive adequate autonomy, social support, constructive feedback, opportunities for development, and effective coaching. These findings reaffirm the motivational pathway of the Job Demands Resources framework by demonstrating that supportive work conditions function as a critical buffer that stabilizes engagement in demanding service roles. From a managerial perspective, the results suggest that strengthening job resources is a more effective and sustainable strategy than merely reducing workload intensity. By prioritizing supportive supervision and resource-rich work design, culinary businesses can enhance employee engagement, service quality, and long-term workforce sustainability.

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