

Conference Name: 2024 SoRes Paris – International Conference on Interdisciplinary Research in Social Sciences, 11-12 January
Conference Dates: 11-12 January 2024
Conference Venue: Pullman Paris Centre – Bercy Address: 1 Rue de Libourne, 75012 Paris, France
Appears in: PEOPLE: International Journal of Social Sciences (ISSN 2454-5899)
Publication year: 2024

Yin et.al., 2024

Volume 2024, pp. 22-23

DOI- <https://doi.org/10.20319/icssh.2024.2223>

This paper can be cited as: Yin, M. J., Chen, C. Y., Yang, Y. W., Hsu, P. H. (2024). Use Jd-R Theory to Explore the Relationship between Employee Experience and Employee Engagement – Taking Job Demands As The Moderating Variable. International Conference on Business, Economics, Law, Language & Psychology, 11-12 January 2024, Paris. Proceedings of Social Science and Humanities Research Association (SSHRA), 2024, 22-23.

USE JD-R THEORY TO EXPLORE THE RELATIONSHIP BETWEEN EMPLOYEE EXPERIENCE AND EMPLOYEE ENGAGEMENT—TAKING JOB DEMANDS AS THE MODERATING VARIABLE

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Abstract

Past research has proven that employee experience has a positive impact on employee engagement. Based on the conceptual framework of Job Demands-Resources model (JD-R) model, this study regards efficient employee experience as a job resource to explore the impact of "employee experience" and "job demands" on employee engagement in organizations. Work requirements are further divided into challenge demand and hindrance demand. This study adopts the experimental design of the scenario method and uses two two-factor independent sample designs, namely 2x2(employee experience is high / employee experience is low x challenging job demands is high / challenging job demands is low) and 2x2(employee experience is high / employee experience is low x hindering job demands is high / hindering job demands is low). A total of 176 valid questionnaires were collected. The research results found that when employee experience is high, employee engagement is higher than when employee experience is low. Employee experience and job demands have an interactive effect on employee engagement. When employee experience is high, employee engagement will be higher when challenging job demands are added than when hindering job demands are added. It is expected that the results of this study can help in theoretical and practical applications.

Keywords

Job Demands-Resource Model, JD-R Theory, Employee Experience, Employee Engagement, Job Demands