Job Demands-job Resources and Organizational Trust: Mediation Role of Employee Engagement, Psychological Well-being, and Transformational Leadership

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Abstract

This study aims to determine the relationship of job demands and job resources with organizational trust through employee engagement, psychological well-being, and transformational leadership. This study involved 235 participants from Dr. Moewardi Regional Public Hospital and Universitas Sebelas Maret Hospital in Surakarta, uses a quantitative approach with convenience sampling technique by considering the risk level of being exposed to COVID-19. Data is collected by an online survey using google form questionnaire. Using SEM PLS analysis, this study finds that job demands has a significant and negative relationship with employee engagement and psychological well-being. Job resources has a significant and positive relationship with employee engagement and psychological well-being. Employee engagement has a significant and positive relationship with organizational trust. There are mediating effects of psychological well-being and transformational leadership on the relationship of employee engagement and organizational trust. Future studies are recommended to add moderating variables such as age, gender, and working period so that the research expected to reveal a more in-depth aspects of organizational trust in a comprehensive manner.

Keywords: job demands-resources, employee engagement, psychological well-being, transformationalh leadership, organizational trust

Introduction

At the present time, the COVID-19 pandemic and its new variants are one of the big challenges since the World Health Organization (WHO) declared COVID-19 as a global pandemic on March 11, 2020 (WHO, 2020) because it caused many changes in every sector, including health sector in various countries, as well as in Indonesia. According to Cianconi et al. (2020) and Dawell et al. (2020) the pandemic has caused many people to be infected, even die, thus the health sector must review the management of its health care systems. Job demands for medical personnel are very high, due to the large number of COVID-19 patients. However, the existing resources are not sufficient for the necessary needs. According to Chen et al. (2020) the increasing number of positive cases of COVID-19 patients led to increased job demands and lack of job resources.

Radic et al. (2020), proposed that there is a negative relationship between job demands and employee engagement, and also a positive relationship between job resources and employee

engagement. In fact, employees' bonded feeling to their job and organization is an important factor determining the human resources' (HR) and organizations' performance (Ahmed et al., 2020), because employee engagement is a driving factor for success which caused engaged employees will persist in achieving organizational goals by displaying a proactive attitude (Eva et al., 2011). Research by Bakker et al. (2014) showed that engagement has an impact not only on something related to work such as performance, but also on emotional conditions. Meaningful engagement makes employees more connected to their organization (May et al., 2004; Macey & Schneider, 2008; Jena & Pradhan, 2017) by fostering a sense of belonging and loyalty. The importance of engagement so that employees have organizational trust needs to be recognized (Macey et al., 2009; Rich et al., 2010), but further empirical confirmation is needed.

Employee engagement affects the emergence of organizational trust, also stated by Baumruk (2004) that employees who are properly engaged in their task will show trust and commitment because they are motivated to perform efficiently. Several studies have proven the positive impact of organizational trust, like loyalty to the organization (Börü & İslamoğlu, 2016; Basit & Duygulu, 2018), organizational commitment (Celep & Yilmazturk, 2012), job satisfaction (Lee & Teo, 2005), and physical and psychological health (Fulmer & Gelfand, 2012). Previous studies also proven that, a trusted relationship will facilitate the emergence of cooperation (Schoorman et al., 2007), information sharing (Aryee et al., 2002), and also compensate for limited abilities among employees (Laschinger & Finegan, 2005) through the development of group dynamics.

Several studies have shown that there are some other factors, besides engagement, that related to organizational trust. According to Thayer (2008) further research is needed to explore the factors that can increase trust and satisfaction among employees. Jena et al. (2018) stated that psychological well-being and transformational leadership can mediate the relationship between employee engagement and organizational trust, however, although this proposition is logical and pragmatic, further research is still needed to verify the systematic relationship. Employees with good psychological well-being appeared to be more cheerful, and enthusiastic, so they can working efficiently by increasing their creative thinking skills and prosocial behavior (Huppert, 2009). In addition, according to Wofford et al. (1998) transformational leadership is needed in the work environment because it will increase the positive attitude of employees and their performance (Judge & Piccolo, 2004), and plays an important role (Dvir et al., 2002) in instilling confidence into involved employees to work beyond expectations.

The risk factors for handling the COVID-19 pandemic has resulted in medical personnel being vulnerable to mental health and well-being problems during the pandemic (Dawell et al., 2020; Pappa et al., 2020), which in turn will have an impact on employee and organizational performance. In addition, it can also lead to reduced employee confidence in the organization because according to Guzzo el al. (2021) during a crisis, such as the COVID-19 pandemic, what managers said to their employees can greatly influence important attitudes of employees to their organization, such as organizational trust.

Medical personnels are exposed to high infected risk, stress due to heavy workloads, and lack of rest. In addition, they are anxious and depressed because they also have responsibilities to patients and their own families and the stigma of being a virus carrier (Chen et al., 2020; Elbay et

al., 2020; Sandesh et al., 2020; Pappa et al., 2020). This condition is also happened at Dr. Moewardi Regional Public Hospital and Universitas Sebelas Maret Hospital in Surakarta. They have high job demands and job resources, which are likely to affect their employee engagement (Radic et al., 2020) and their subsequent effects, as stated by Jena et al. (2018) may affect its organizational trust. In this regard, job characteristics such as job demands and job autonomy can affect fatigue and work engagement of medical personnel (Garrosa et al., 2010; Jourdain & Cheˆnevert, 2010; Lee & Akhtar, 2011; Oyeleye et al., 2013; Pisanti et al., 2011; Spence et al., 2012; Stimpfel et al., 2012; Yoon & Kim, 2010).

Medical personnel plays a very important role in handling the COVID-19 pandemic, but on the other hand, it may declining organizational trust, therefore a study of organizational trust in medical personnel during a pandemic is very necessary. Author's finding in various journals, there are not many studies that focus on organizational trust during the pandemic, so this study will examine the relationship between job demands-job resources with organizational trust through employee engagement, transformational leadership, and psychological well-being.

Theory & Hypotheses Development

Organizational Trust
According to Cummings and Bromiley (1995) organizational trust is the trust of employees to other individuals/groups and their leaders in creating good intra-organizational relationships to realize organizational goals. Aspects of organizational trust consist of (1) effort, such as trying to act in accordance with commitments and accept all policies and decisions determined by the organization; (2) honesty, being honest in negotiating about anything, including negotiating that precedes a commitment; (3) opportunities, such as not taking excessive advantage in negotiating or from other people. Even if there is an opportunity to do so, individuals or groups do not try to take the excess advantage.

Organizational trust is an important factor in organizations because it is associated with several positive work outcomes such as organizational effectiveness (Laschinger et al., 2000), productivity (Musacco, 2000), interpersonal citizenship behavior (Dolan et al., 2005; Lester & Brower, 2003; Settoon & Mossholder, 2002), proactive behavior (Parker et al., 2006), and job satisfaction (Lee & Teo, 2005). In addition, trust is also associated with better team processes (Jones & George, 1998) and superior levels of performance (Dirks, 2000).

Trust within organizations promotes partnership, social exchange, and adequate organizing (Dirks & Ferrin, 2001; Fulmer & Gelfand, 2012; McEvily et al., 2003) and it is well accepted that business, government, and public entrust on a workable degree of trust in order to function. Trust as a multi-level concept linked to various levels of colleagues', teams', and organization's interaction (Dennis, 2004), and also at the core of the leader-follower relationship (Brower et al., 2000). Organizational trust requires a feeling that the organization in which the individual serves will be beneficial in all aspects (Tan & Tan, 2000). Organizational trust includes not only the trust felt in the organization but also trust in the leader.

Job Demands

Job demands refer to the physical, psychological, social, or organizational aspects of a job that require sustained physical and/or psychological (cognitive and emotional) effort or skills, and are therefore associated with certain physiological and/or psychological costs (Bakker & Demerouti, 2007). Job demands such as workload, emotional demands, and aggression in the workplace can reduce employee energy, which in turn can lead to burnout in the long run. Although job demands are not always negative, they can turn into "challenge" demands (Kim & Behr, 2018) when fulfilling these demands requires high efforts from employees, even though employees have not recovered adequately, which is also in line with the theoretical distinction between challenge and hindrance demands (Crawford et al., 2010).

Job demands are demands related to physical, psychological, and social aspects that cover all aspects of work such as time pressure, conflict with leaders and co-workers, job insecurity, and various stressful events (Bakker et al., 2014; Schaufeli & Taris, 2014; Bakker, 2015; Schaufeli, 2017). The fulfillment of these aspects requires ongoing physical, cognitive and emotional effort, and can affect certain psychological conditions (for example, fatigue and lack of sleep) and physiological burdens (for example, hypertension, increased hormonal activity, and tachycardia) in working individuals (Demerouti et al., 2001; Bakker et al., 2014; Schaufeli & Bakker, 2004). Similarly, according to Bakker (2015) job demands cover all aspects of the work context that require a lot of energy (Bakker, 2015), such as work pressure, overwork, time pressure, long physical effort, task complexity, conflicts with leaders and coworkers, role ambiguity, job insecurity, and stressful events (Bakker et al., 2014; Schaufeli & Taris, 2014; Bakker, 2015; Schaufeli, 2017).

Job Resources

Job resources are physical, psychological, and social resources to achieve work goals, reduce job demands, and correlated psychological and/or physiological costs, or stimulate personal growth, learning, and individual development which include job support, work autonomy, and motivation. (Demerouti et al., 2001; Bakker & Demerouti, 2007). According to Bakker et al. (2014), job resources refer to the physical, psychological, social, or organizational aspects of work that help to achieve work goals, reduce job demands and associated physiological and psychological costs, or stimulate personal growth, learning, and development.

Job resources facilitate the motivational process by satisfying employees' essential needs for autonomy, expertise, and connectedness (Hakanen & Roodt, 2010). Job resources, such as autonomy, various challenging tasks, personal growth, and learning opportunities, are predictors of work engagement (Reis et al., 2015). In terms of work-related social support and opportunities for learning and development, job resources can protect against the harmful effects of job demands (Xanthopoulou et al., 2007) and help achieve employee well-being (Wright & Hobfoll, 2004). Job resources support employee well-being, which in turn promotes the fulfillment and conservation of job resources (Lesener et al., 2019).

Employee Engagement

According to Perrin's Global Workforce Study (2003) employee engagement is the willingness and ability of employees to help their companies succeed, mostly by providing continuous

discretionary efforts. Engagement is influenced by many factors involving emotional and rational factors related to work and overall work experience. Robinson et al. (2004) defined employee engagement as a positive attitude held by employees towards the organization and its values. Engaged employees are aware of the business context, and work with colleagues to improve performance on the job for the benefit of the organization. Organizations must work to develop and maintain engagement, which requires a two-way relationship between superiors and employees.

According to Hughes and Rog (2008), employee engagement is an employee's high emotional and intellectual relationship with his work, organization, manager, or co-workers that affects the increase in discretionary effort in his work. Schaufeli and Bakker (2003), define engagement as a positive and satisfying state of mind associated with enthusiasm (energy and mental resilience at work), dedication (participating in work enthusiastically), and absorption (immersed in work pleasurely).

Psychological Well-Being
The construct of psychological well-being is theoretically different from happiness because it includes intrapersonal features (Garcia, 2011) related to adaptation and self-actualization. The multi-dimensional model of psychological well-being proposed by Ryff (1989) consists of the following dimensions: positive relationships, environmental mastery, self-acceptance, autonomy, personal growth, and life goals. On the other hand, according to the World Health Organization (2018), well-being is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity, consisting of aspects: (1) positive mood (good spirit, relaxation), (2) vitality (being active, waking up fresh and rested), and 3) general interest (being interested in things).

Well-being according to Ryff and Singer (1998) is a concept formed from various experiences and individual functions as a whole human being. Psychological well-being refers to how an individual is able to develop his potential and abilities optimally, as individuals who function physically, emotionally and psychologically (Ryff, 1995). Psychological well-being in individuals is not only described as a condition where there is no mental disorder that occurs in an individual, but also how the individual is aware of the psychological resources that exist within and implement it (Huppert, 2009; Moeenizadeh & Salagame, 2010). Employee well-being is very important in the quality of customer service interactions (Clarke & Rao Hill, 2012).

Transformational Leadership
Bass (1997) suggests that transformational leadership includes 4 dimensions, namely ideal influence, inspirational motivation, intellectual stimulation, and individual considerations that have an effect on individual welfare and organizational growth. Based on the opinion of Carless et al. (2000), transformational leadership is the behavior/actions of leaders that lead to employee welfare and organizational growth, including: (1) communicating the vision clearly, (2) treating employees appropriately, supporting, and encouraging employee development, (3) providing encouragement and recognition of employees, (4) fostering trust, involvement, and cooperation among team members, (5) supporting creative and innovative problem solving methods, (6)

practicing the values held in everyday life, and (7) foster pride and honor in others and be an inspiration for their high competence.

Transformational leadership style is a partnership based on appreciation, trust, and respect between leader and followers. Transformational leaders act as leaders who prioritize teamwork, respect each others, cooperation, and references to achieve individual and organizational goals. In terms of inspiring and motivating actions towards followers, the origins of this leadership style can be traced deep into ethical values and righteousness (Khan et al., 2020). Transformational leadership in this context is articulated through the creation of an attractive vision to realize the intrinsic needs and targets of the organization (Jena et al., 2018). According to Bass (1985) transformational leadership is a condition in which followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they originally expected.

Hypothesis
Job demands have a direct negative effect on work engagement (Breevaart & Bakker, 2018; Oshio et al., 2018), as well as research by Sawang (2011) and Nielsen et al. (2017) showed that there was a negative relationship between job demands and employee engagement. The form of job demands at work can be in the form of high work pressure, an unpleasant work environment, or emotional demands as a result of interactions with other people (Bakker & Demerouti, 2007).

Research of Radic et al. (2020) shows that job resources are related to engagement and well-being. The existence of job resources will strengthen work autonomy, decision-making processes, and growth in job skills so that it has an effect on the emergence of physical conditions and well-being and high engagement. Other studies have consistently shown that job resources are positively related to work engagement (Bakker & Demerouti, 2008; Schaufeli & Salanova in Bakker, 2009). From their longitudinal study, Xanthopoulou et al. (2009) found that job resources are predictors of personal resources (self-efficacy, optimism, and self-esteem) and employee engagement. Previous research has also shown that job demands-job resources predicts work engagement (Demerouti et al., 2001; Schaufeli & Bakker, 2004).

    H1. Job demands are negatively related to employee engagement.
    H2. Job resources are positively related to employee engagement.
    H3. Job demands are negatively related to psychological well-being.
    H4. Job resources are positively related to psychological well-being.

According to Mondalek (2013) highly engaged employees are more likely to have organizational trust. A similar opinion is also based on the Edelman's Trust Barometer survey (Jiang, 2016), which reports that employee engagement is the key to building employee trust. In addition, Nelson (2015) stated clearly that employee engagement leads to organizational trust in increasing employee flexibility and responsiveness. The results of research by Jena et al. (2018) shows that engagement and trust are interrelated with each other.

    H5. Employee engagement is positively related to organizational trust.

In the research of Jena et al. (2018), meaningful engagement will lead to positive feelings and high psychological well-being, so that trust in work and the organization becomes higher.

H6. Psychological well-being mediates the relationship between employee engagement and organizational trust.

The results of research by Jena et al. (2018), shows that the role of a transformational leader can grow the confidence of his subordinates and employee engagement is getting stronger, so that it can strengthen the relationship between employee engagement and organizational trust.

H7. Transformational leadership mediates the relationship between employee engagement and organizational trust.
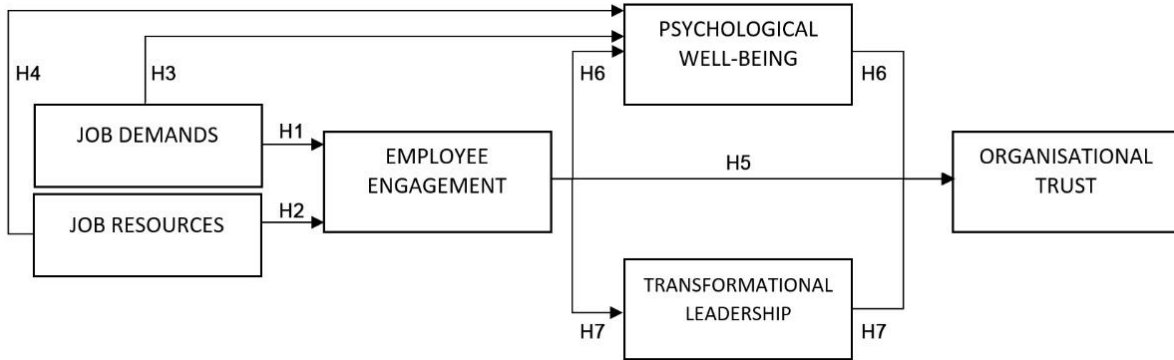

Figure 1. Research Framework

This study uses a quantitative approach with the survey method was conducted to collect primary data to analyze the relationship between organizational trust and several variables that affect medical personnel in hospitals.

The questionnaire using a 5-point Likert scale was applied to measure organizational trust and other relevant variables. According to the theoretical concept referred to, to measure job demands, job resources, and employee engagement using a questionnaire from the Sixth European Working Conditions Survey (EWCS) (Eurofound, 2016). Job demands measured by 4 indicators that have a total of 14 items, including: (1) time pressure; (2) conflicts with leaders and co-workers; (3) job insecurity; and (4) diverse stressful events. Job resources measured by 3 indicators that have a total of 6 items, including: (1) job support; (2) work autonomy; and (3) Motivation. Employee engagement measured by 3 indicators that have a total of 3 items, including: (1) vigor; (2) dedication; and (3) absorption.

The World Health Organization Well-Being Index (WHO, 1998) used to measure psychological well-being consider 5 indicators that have a total of 5 items, including: (1) cheerful and in good spirits; (2) calm and relaxed; (3) active and vigorous; (4) fresh and rested; and (5) interest. Transformational leadership consider 7 indicators using Global Transformational Leadership

Scale (Carless et al., 2000) that have a total of 7 items including: (1) communicate a vision; (2) developing staff; (3) provide support through coordinated team work; (4) empower staff; (5) innovative; (6) lead by example; and (7) charismatic. Organizational trust measured using Organisational Trust Inventory-Short Form (OTI-SF) (Cummings & Bromiley, 1996) consist 3 indicators that have a total of 12 items, including : (1) effort; (2) honesty; and (3) advantage. The collected data were analyzed using Structural Equation Modeling (SEM). The analysis was done using SmartPLS version 3.

Table 1 Variable measurement indicator

Variable	Code	Indicator	Source
Job Demands	JD1	I was given an assignment with unreasonable deadlines.	Eurofound (2016)
	JD2	I have an excessive workload.	
	JD3	I feel ignored and facing a hostile reaction when I approach my coworkers.	
	JD4	I have been the target of spontaneous anger without knowing why.	
	JD5	I feel excessive monitored of my work.	
	JD6	I feel excluded or ostracized.	
	JD7	I feel that my personality, attitude, and private life are being ridiculed or insulted.	
	JD8	I feel like I've been the subject of too much ridicule and ridicule.	
	JD9	I feel like my opinion is being ignored.	
	JD10	I am pressure not to claim something to which I am entitled by right.	
	JD11	I feel like being humiliated or ridiculed in connection with my work.	
	JD12	I feel I get repeated reminders of my errors or mistakes.	
	JD13	I feel like I get intimidating behaviors such as finger-pointing and invasion of personal space.	
	JD14	I often get persistent criticism of my errors or mistakes.	
Job Resources	JR1	My superior helps and supports me.	Eurofound (2016)
	JR2	I was consulted before objectives are set for my work.	
	JR3	I am involved in improving the work organization or work processes of my department or organization.	
	JR4	I can influence decisions that are important for my job.	
	JR5	I receive the recognition I deserve for my work.	
	JR6	The organization I work for motivates me to give my best job performance.	
Employee Engagement	EE1	At work, I feel full of energy.	Eurofound (2016)
	EE2	I am enthusiastic about my job.	
	EE3	Time flies when I am working.	
Psychological Well-Being	PWB 1	I have felt cheerful and in good spirits.	WHO (2020)
	PWB 2	I have felt calm and relaxed.	

	PWB 3	I have felt active and vigorous.	
	PWB 4	I woke up feeling fresh and rested.	
	PWB 5	My daily life has been filled with things that interest me.	
Transformational Leadership	TL1	My supervisor communicates a clear and positive vision of the future.	Carless et al. (2000)
	TL2	My supervisor treats staff as individuals, supports and encourages their development.	
	TL3	My supervisor gives encouragement and recognition to staff.	
	TL4	My supervisor fosters trust, involvement and cooperation among team members.	
	TL5	My supervisor encourages thinking about problems in new ways and questions assumptions.	
	TL6	My supervisor is clear about his/her values and practices what he/she preaches.	
	TL7	My supervisor instills pride and respect in others and inspires me by being highly competent.	
Organizational Trust	OT1	My unit thinks the people in other units tell the truth in negotiations.	Cummings and Bromiley (1995)
	OT2	My unit thinks that the other unit meets its negotiated obligations to our unit.	
	OT3	My unit thinks that the other units are reliable.	
	OT4	My unit thinks that people in other units succeed by stepping on other people.	
	OT5	My unit feels that other units tries to get the upper hand.	
	OT6	My unit thinks that other units takes advantage of our problems.	
	OT7	My unit thinks that other units negotiates with us honestly.	
	OT8	My unit feels that other unit will keep its word.	
	OT9	My unit thinks that other units does not mislead us.	
	OT10	My unit feels that other units tries to get out of its commitments.	
	OT11	My unit feels other units negotiates joined expectations fairly.	
	OT12	My unit feels that other units takes advantage of people who are vulnerable.	

Table 1 shows details of the measurement indicators for each variable used in this study and its sources.

Finding and Discussion

The participants were 235 medical personnels of Dr. Moewardi Regional Public Hospital and Universitas Sebelas Maret Hospital, which selected using convenience sampling technique. They are involved in handling COVID-19 and are at high risk of being exposed to the virus, comes from the clinical pathology laboratory installation, pharmacy installation, emergency department, radiology installation, and nutrition installation. The data was collected during September until August 2021 using a printed and an electronic questionnaire using Google form. Prior to data

collection, a research permit application and an ethical clearance application have been submitted to the Health Research Ethics Committee.

A total of 300 questionnaires were distributed and 235 responses were returned (78%) which were then entirely used in the analysis of this research data. Among these participants, 146 (62%) were females and 89 (38%) were males. The majority age is in the age group of 23 years old to 30 years old (56%). The final education level of respondents is 48% diploma, 43% undergraduate, and postgraduate as much as 9%. The majority working period is in the 1-10 years (80%) of working period.

Before testing the hypothesis, the validity and reliability were tested first. The validity test in this study used convergent validity and discriminant validity. Convergent validity evaluated by the outer loading and extracted average variance (AVE). The accepted outer loading value ≥ 0.7 and AVE value is ≥ 0.5.

Table 2 Convergent Validity Test

Variable	Items	Outer Loading	Information
Job Demands (AVE=0.670)	JD1	0.733	Valid
	JD2	0.789	Valid
	JD3	0.865	Valid
	JD4	0.829	Valid
	JD5	0.754	Valid
	JD6	0.856	Valid
	JD7	0.883	Valid
	JD8	0.840	Valid
	JD9	0.793	Valid
	JD10	0.750	Valid
	JD11	0.829	Valid
	JD12	0.874	Valid
	JD13	0.864	Valid
	JD14	0.783	Valid
Job Resources (AVE=0.610)	JR1	0.840	Valid
	JR2	0.759	Valid
	JR3	0.746	Valid
	JR4	0.738	Valid
	JR5	0.758	Valid
	JR6	0.840	Valid
Employee Engagement (AVE=0.764)	EE1	0.897	Valid
	EE2	0.888	Valid
	EE3	0.835	Valid
Psychological Well-Being (AVE=0.741)	PWB1	0.910	Valid
	PWB2	0.782	Valid
	PWB3	0.915	Valid
	PWB4	0.881	Valid
	PWB5	0.808	Valid
Transformational Leadership (AVE=0.737)	TL1	0.805	Valid
	TL2	0.868	Valid
	TL3	0.861	Valid
	TL4	0.888	Valid
	TL5	0.853	Valid
	TL6	0.896	Valid
	TL7	0.836	Valid
Organizational Trust (AVE=0.644)	OT1	0.787	Valid
	OT2	0.808	Valid
	OT3	0.827	Valid
	OT4	0.768	Valid
	OT5	0.712	Valid
	OT6	0.824	Valid
	OT7	0.875	Valid
	OT8	0.845	Valid
	OT9	0.758	Valid
	OT10	0.766	Valid
	OT11	0.835	Valid
	OT12	0.811	Valid

Table 2 shows that the overall value of the outer loading in this study is greater than 0.7, which means that the research instrument is valid. In addition, the validity of the instrument is also seen from the AVE value for each variable which is greater than the number 0.5, so it can be said that each variable have met the required convergent validity.

Discriminant validity assessed based on the Fornell-Larcker criteria, in which the square root value of the AVE of each construct must be higher than the highest correlation with other constructs (Fornell & Larcker, 1981; Hair et al., 2014).

Table 3 Variable Discriminant Validity

	EE	JD	JR	OT	PWB	TL
EE	**0.874**					
JD	-0.495	**0.819**				
JR	0.466	-0.472	**0.781**			
OT	0.592	-0.579	0.473	**0.802**		
PWB	0.624	-0.614	0.506	0.638	**0.861**	
TL	0.589	-0.555	0.728	0.649	0.687	**0.859**

JD = Job Demands, JR = Job Resources, EE = Employee Engagement, PWB = Psychological Well-Being, TL = Transformational Leadership, OT = Organizational Trust

Table 3 shows that the square root of the AVE is, 0.874; 0.819; 0.781; 0.802; 0.851; 0.859, all of which are greater than the correlation value of each construct. Thus, this research structure model has met its required discriminant validity.

Reliability test was conducted to determine the extent to which all indicators measure the same thing. The reliability test of this study was measured through Composite Reliability (CR). A research instrument can be said to be reliable if the CR value is more than 0.7 (Hair et al., 2017).

Table 4 Reliability Test

Variable	Composite Reliability	Cronbach's Alpha
Job Demands	0.966	0.962
Job Resources	0.904	0.872
Employee Engagement	0.906	0.845
Psychological Well-Being	0.934	0.912
Transformational Leadership	0.952	0.940
Organizational Trust	0.956	0.949

The results of the instrument reliability test can be seen from the CR values which all show numbers more than 0.7 in Table 4. Thus, all of the variables in this study were reliable.

Table 5 Test Model

	Saturated Model
SRMR	0.061
d_ULS	4.134
d_G	2.579
Chi-Square	3004.706
NFI	0.738

Table 5 shows the Standardized Root Mean Residual (SRMR) value of 0.061 (< 0.1), so the model is fit (Ghozali, 2016). The chi-square value obtained is 3004,706 where the value is > 0.05 so that the empirical data used in this research is very identical with theory used. The value of the Normed Fit Index (NFI) is 0.738, which means the model is fit, because the range of NFI value is < 0.90. Based on the results of the SRMR, chi-square, and NFI values, it can be stated that the model in this study is fit.

Table 6 R-square

Variabel	R Square
Employee Engagement	0.315
Organisational Trust	0.521
Psychological Well-Being	0.532
Transformational Leadership	0.347

The R-square test aims to measure how far the model's ability to explain variations in the dependent variable is. If the value is close to one means that the independent variable provides almost all the information needed to predict the variation of the dependent variable (Sarstedt et al., 2021). Based on Table 6, the R-square value of employee engagement are 0.315, which means employee engagement can be explained by job demands and job resources of 31.5%. The R-square value of transformational leadership are 0.347, which means that it can be explained by job demands, job resources, and employee engagement of 34.7%. The R-square value of psychological well-being are 0.532, which means it can be explained by job demands, job resources, and employee engagement of 53.2%. Finally, organizational trust has a value of 0.521, which means that it can be explained by job demands, job resources, employee engagement, psychological well-being, and transformational leadership of 52.1%.

Table 7 Hypothesis Testing

	Path Coefficient	Standard Deviation	T Statistics	P Values
JD → EE	-0.355	0.089	3.963	0.000
JR → EE	0.299	0.060	4.960	0.000
JD → PWB	-0.351	0.076	4.652	0.000
JR → PWB	0.167	0.056	2.970	0.003
EE → OT	0.232	0.094	2.464	0.014
EE → PWB	0.372	0.082	4.516	0.000
PWB → OT	0.267	0.094	2.850	0.005
EE → TL	0.589	0.066	8.900	0.000
TL → OT	0.329	0.097	3.410	0.001
EE → PWB → OT	0.099	0.043	2.312	0.021
EE → TL → OT	0.194	0.068	2.859	0.004

JD = Job Demands, JR = Job Resources, EE = Employee Engagement, PWB = Psychological Well-Being, TL = Transformational Leadership, OT = Organizational Trust

Hypothesis test done based on the results of PLS-SEM. The hypothesis can be accepted if the t-statistic value is greater than the critical value of 1.96 and has p-values less than 0.05 (Hair et al., 2017). The results shown in Table 7.

Table 8 Hypothesis Testing Conclusions

	Path Coefficient	T-statistic	P-value	Result	Conclusion
H1	-0.355	3.963	0.000	Significant-Negative	H1: Accepted
H2	0.299	4.960	0.000	Significant-Positive	H2: Accepted
H3	-0.351	4.652	0.000	Significant-Negative	H3: Accepted
H4	0.167	2.97	0.003	Significant-Positive	H4: Accepted
H5	0.232	2.464	0.014	Significant-Positive	H5: Accepted
H6	0.099	2.312	0.021	Significant-Positive	H6: Accepted
H7	0.194	2.859	0.004	Significant-Positive	H7: Accepted

Based on Table 8 shows that hypothesis 1 (H1), hypothesis 2 (H2), hypothesis 3 (H3), hypothesis 4 (H4), hypothesis 5 (H5), hypothesis 6 (H6), and hypothesis 7 (H7) can be accepted.

The results of H1 are supported by the research of Crawford et al. (2010), which shows a negative relationship between job demands and employee engagement. In addition, the findings of the study of Vander-Elst et al. (2016) also show that job demands have a negative and significant relationship with employee engagement. The findings from both studies indicate that job demands act as job hindrance.

H2's results are in line with the research of Vander-Elst et al. (2016) which shows that job resources have a positive and significant relationship with employee engagement. According to

Crawford et al. (2010), this indicates that job resources activate motivational processes that increase a person's willingness to dedicate effort and abilities to their work which ultimately increases engagement.

Then, the results of H3 also in line with research by Radic et al. (2020) which indicates that high job demands can negatively impact physical and well-being. Job demands such as time pressure, short deadlines and excessive workloads make employees feel stressed and unmotivated which causes their well-being to decrease.

H4 is also accepted and these results support previous research in which when job resources are fulfilled properly, employees will experience high physical, psychological, and social conditions, so this will increase employee well-being. Without the support of sufficient job resources, well-being will be low (Radic et al., 2020).

The results for H5 also support previous research in which employees may choose to involve themselves to varying degrees in response to the resources they have received from their organization. Strong involvement in work can be seen as a relationship that will evolve over time into trust, loyalty, and commitment that go hand in hand (Cropanzano & Mitchell, 2005).

H6's results also support previous research in which it can be understood that medical personnel with high employee engagement show that they are always enthusiastic about their work, so they also always trust their co-workers, leaders, and organizations. This high organizational trust can also be generated through high psychological well-being as indicated by the psychological condition of medical personnel who always feel cheerful, enthusiastic, and active. This is in accordance with the results of a study, when employees are heavily involved in their work and organization and are supported by positive feelings, it can make employees feel more confident in their work and organization. Employees who are engaged and have positive physical and mental health conditions have a higher sense of trust in their organization than employees who are not (Gallup in Lockwood, 2007).

Likewise, the results of H7 shows that medical personnel who have high employee engagement show that they are always enthusiastic about their work. This allows medical personnel to put their trust in their organization. In addition, organizational trust can also be generated through high transformational leadership, which is indicated by the presence of competent leaders who are able to always involve their staff in discussions, are able to provide encouragement and support, and are able to foster trust and cooperation between team members. This is consistent with research which states that when employee engagement is high, the trust of employees in the organization will also be high, and this can also be generated through the presence of transformational leaders who demonstrate behavior that is always motivating and trustworthy by creating a more attractive work atmosphere (Gallup, 2011; Wong et al., 2010; Hsieh & Wang, 2015).

Conclusion and Recommendation

Several conclusions could be drawn from this study. First, job demands related negatively with employee engagement. Second, job resources related positively with employee engagement.

Third, job demands related negatively with psychological well-being. Fourth, job resources related negatively with psychological well-being. Fifth, employee engagement related negatively with organizational trust. Sixth, psychological well-being mediated the relationship between employee engagement and organizational trust. Seventh, transformational leadership mediated the relationship between employee engagement and organizational trust.

Job demands such as excessive tasks, tight deadlines, as well as exclusion and intimidation from co-workers are factors in decreasing psychological well-being and employee engagement. Meanwhile, job resources such as superiors' support, recognition, and motivation make employees psychologically healthier and also feel involved in the organization. On the other side, engagement makes employees more enthusiastic about their work, which then results in a good psychological condition, then in turn makes employees have more tust to their organization. Thus, enthusiastic and engaged employees have more trust to the organization which can also be achieved by having a transformational leader who can always put the necessary effort into solving problems.

There are several limitations in this research. First, this research is still cross-sectional, which means that there is a gap for potential causality and interrelationships between components. Second, this research was conducted during COVID-19 pandemic which caused difficulties in getting respondents. Third, the method of collecting data with online questionnaires was also quite time consuming, due to the frequent use of gadgets mainly for work. Even so, the number of respondents has met the minimum requirements according to the determination of the sample.

Future studies are suggested to be longitudinal, because with this approach, research can be carried out in the long term so that it can observe the growth and development of many phenomenon which in the end will be able to determine the cause-and-effect relationship between the variables studied. The further research is recommended to examine other variables which related with organizational trust such as organizational control (Robert et al., 2018), workplace ostracism (Paşamehmetoğlu et al., 2022), and other leadership style such as servant leadership (Hanif et al., 2020), so that the research expected to reveal a more in-depth aspects of organizational trust in a comprehensive manner. For managerial recommendation, it is recommended that the HR department of the hospital to increase job resources in order to reduce some aspects of job demands, so it can increase the engagement of medical personnel. In addition, the leader in each installation, namely the head of the installation, also needs to continue to provide encouragement and motivation to team members to maintain organizational trust.

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