

Using the Job-Demands-Resources (JD-R) Model in Predicting the Resilience of the Melli Bank Branch Employees of Kerman, Iran

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ABSTRACT

Background and Objectives: Resilience is one of the factors affecting the job performance of employees and maintaining their health in a stressful work environment. This study aimed to apply the Job Demands-Resources (JD-R) model to investigate the individual resilience and the factors affecting it in Melli Bank branch employees of Kerman, Iran.

Methods: In this self-reported cross-sectional survey, 358 Melli Bank Branch Employees of Kerman city participated from August to December 2019. According to the JD-R model, the constructs including resilience, emotional intelligence, social support, and job stress, were selected as outcome, personal resource, job resource, and Job demand respectively and participants participated in the survey by answering the questionnaire designed based on these four constructs. Data were analyzed using SPSS 23 and AMOS 21 software.

Results: The results showed that resources (emotional intelligence and social support) and demand (job stress) are directly and separately related to resilience ($P < 0.001$ and $P = 0.006$, respectively), and they are also interactively related (interaction of emotional intelligence and job stress, social support and job stress, social support and emotional intelligence) ($P < 0.001$, $P < 0.001$, and $P = 0.003$ respectively).

Conclusion: Emotional intelligence, social support, and job stress can affect the resilience of bank employees and human resource managers in banks can help increase employee resilience by creating educational interventions in these areas.

Keywords: Demands-Resources Model, Resilience, Job stress, Emotional intelligence, Social support



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Extended Abstract

Introduction

Resilience is one of the factors affecting the job performance of employees and maintaining their health in a stressful work environment. This study

aimed to apply the Job Demands-Resources (JD-R) model to investigate the individual resilience and the factors affecting it in Melli Bank branch employees of Kerman, Iran.

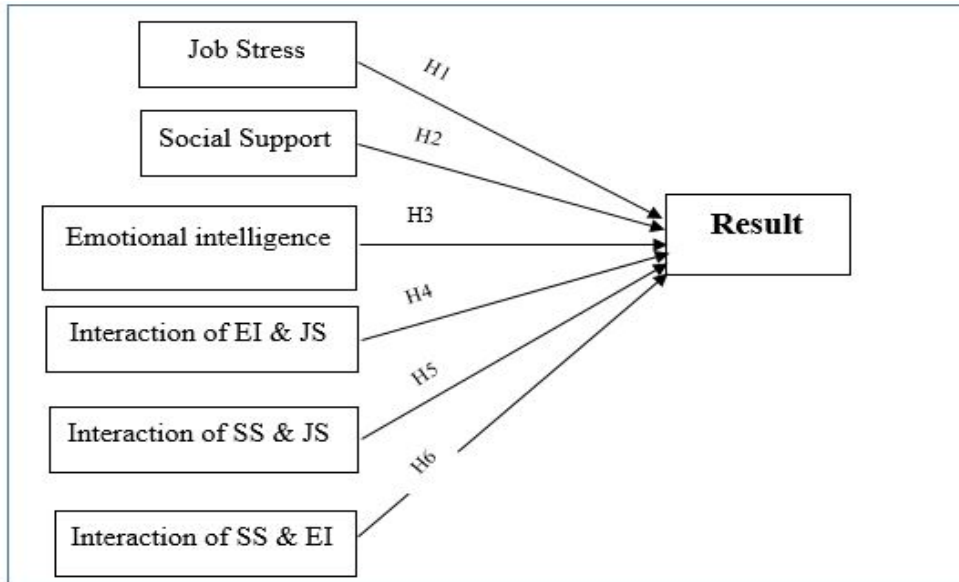


Figure 1. Conceptual model derived from study hypotheses. H: Hypothesis; Res: resilience; JS: Job stress; SS: Social Support; EI: Emotional intelligence

Methods

In this self-reported cross-sectional survey, 358 Melli Bank Branch Employees of Kerman city participated from August to December 2019. According to the JD-R model, the constructs including resilience, emotional intelligence, social support, and job stress, were selected as outcome, personal resource, job resource, and Job demand respectively and participants participated in the survey by answering the questionnaire designed based on these four constructs. Data were analyzed using SPSS 23 and AMOS 21 software.

Results

The results showed that resources (emotional intelligence and social support) and demand (job stress) are directly and separately related to resilience ($P<0.001$ and $P=0.006$, respectively), and they are also interactively related (interaction of emotional intelligence and job stress, social support and job stress, social support and emotional intelligence) ($P<0.001$, $P<0.001$, and $P=0.003$ respectively).

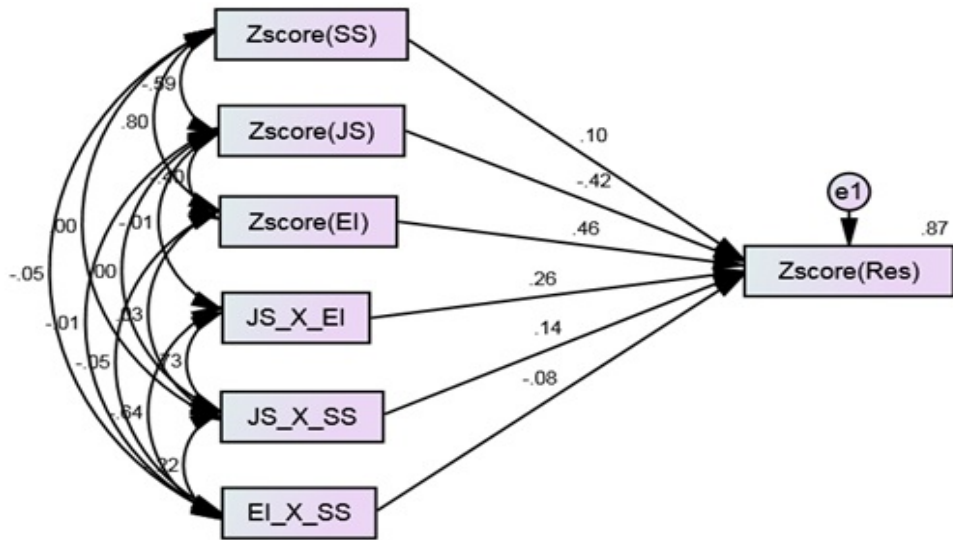


Figure 2. Results of the structural model derived from the conceptual model. Zscore: standardized score; _ X_: interaction between two structures; Res: resilience; SS: Social Support; JS: Job stress; EI: Emotional intelligence

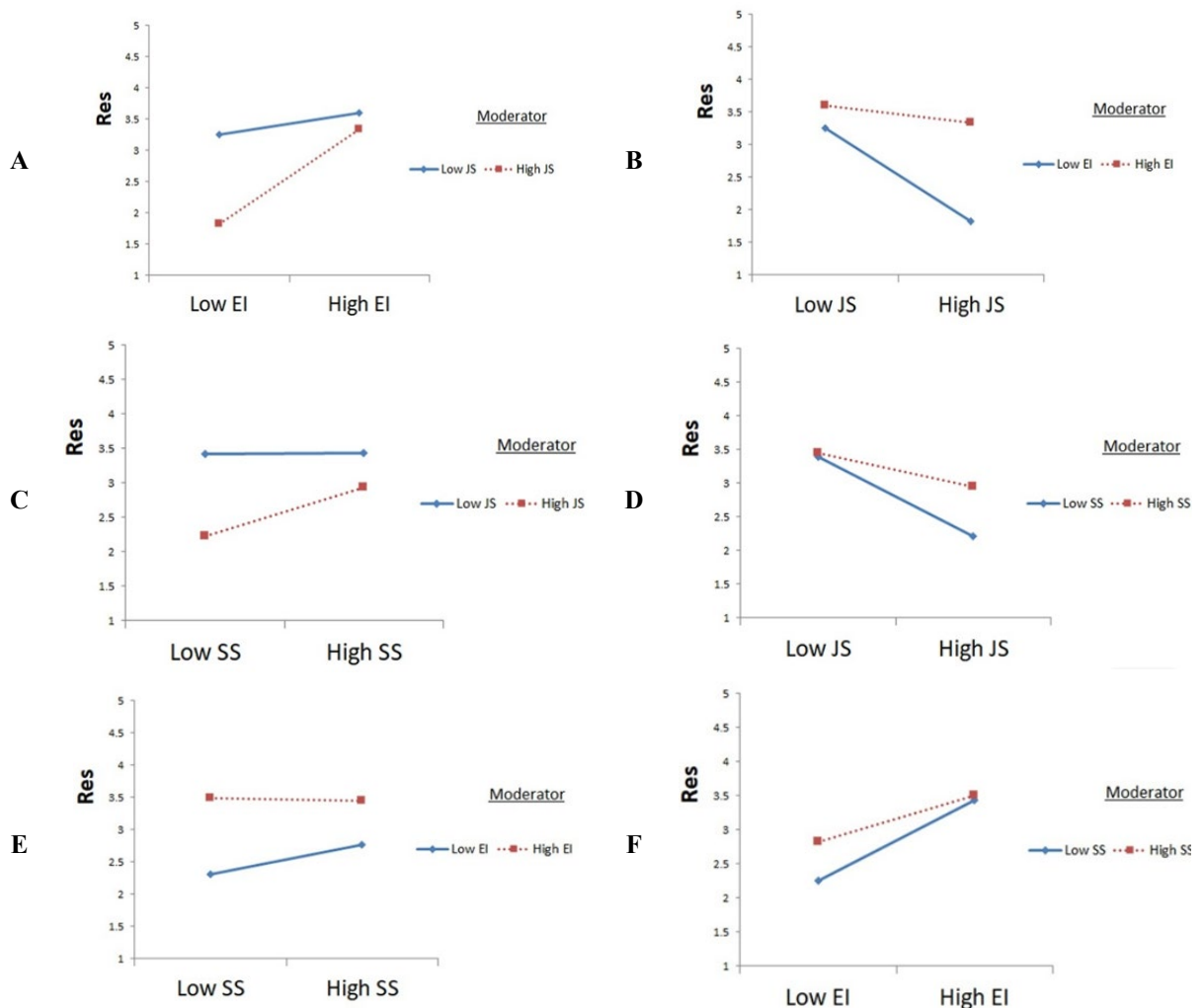


Figure 3. Simple slope diagram of the fourth to sixth study hypotheses. Moderator: Modifier; High: high (more); Low: Res: resilience; SS: Social Support; JS: Job stress; EI: Emotional intelligence

Discussion

The aim of this study was to investigate the relationship between job stress, social support, emotional intelligence and also two way interactions of these three variables with resilience in the form of JD-R model. The relationship between job stress and resilience (first hypothesis) in this study was negative and significant ($P < 0.001$ and $\beta = -0.42$). Hansen in his study examining the relationship between job stress and managers' resilience and health, concluded that job stress has a negative relationship with managers' resilience and can endanger their health [26]. According to the second hypothesis, perceived social support had a positive and significant relationship with resilience ($P = 0.006$ and $\beta = 0.10$). A recent study in this regard showed that social support from the family has a significant and positive effect on the resilience of bank employees [27]. According to the third hypothesis, emotional intelligence had a positive and significant relationship with resilience ($P < 0.001$ and $\beta = 0.46$). Some other studies have suggested that more emotional intelligence leads to better resilience [16]. In the present study, the fourth hypothesis that the interaction effect of job stress and emotional intelligence with resilience was significant was also confirmed ($P < 0.001$ and $\beta = 0.26$). [Figure 2 \(A and B\)](#) shows a simple slope analysis of the fourth hypothesis that job stress and emotional intelligence have played a moderating role in this interaction, respectively. [Figure A2](#) also shows that job stress has a more negative effect on the resilience of people with lower emotional intelligence. It also shows that increased job stress has increased the relationship between emotional intelligence and resilience. In this regard, other studies show that when an employee is faced with a challenging (not threatening) job stress, the role of resources becomes more valuable and has a greater impact on the outcome [28]. [Figure B2](#) also shows a situation in which emotional intelligence plays a moderating role in this interaction. This figure shows that the higher the job stress, the greater the buffering effect on emotional intelligence and the weaker the negative relationship between job stress and resilience. Kinman and Grant also found in their study that social workers with high emotional

adequacy were more resilient and had less burnout [29]. In the present study, the fifth hypothesis regarding the significance of the interactive effect of job stress and social support on resilience was confirmed ($P < 0.001$ and $\beta = 0.14$). Studying [Figure C2](#), which shows the moderating role of job stress in this interaction, it can be observed that low levels of job stress did not have much effect on the relationship between social support and resilience, but when the level of job stress increased, it played a buffering role and positively strengthened the relationship between social support and resilience. In this regard, Cooke, Bartram and Wang, with the aim of investigating the impact of social support on individual resilience of 2025 bank employees, concluded that these two have a positive and significant relationship with each other and high workload moderates and strengthens this positive relationship [14]. [Figure D2](#) also shows the situation of the fifth hypothesis that social support has played a moderating role between job stress and resilience. This Figure shows that in low-stress situations, social support did not play a significant role in increasing resilience, but in stressful situations, it played a buffering role and weakened the negative relationship between job stress and resilience. In this regard, a study of caregivers of people with Alzheimer's disease showed that care-related stress has a negative effect on their resilience and social support has moderated and weakened this negative relationship [30]. In the present study, the sixth hypothesis considering the significant interactive effect of emotional intelligence and social support with resilience was confirmed ($P = 0.003$ and $\beta = -0.08$). [Figures E2](#) and [F2](#) are related to the sixth hypothesis. In [Figure E2](#), emotional intelligence plays a moderating role. In employees with higher emotional intelligence, the level of social support had little effect on their resilience. Also in [Figure F2](#), by playing the role of social support as a moderator, it is clear that social support has a buffering role only for people with low emotional intelligence and has strengthened the positive relationship between emotional intelligence and resilience, but in people with high emotional intelligence, this buffering role of social support, is

weak and negligible; thus, the personal source of emotional intelligence may have been more important in maintaining and promoting the resilience of participating employees than the occupational source of social support. Human resource managers can use the results of this study to help select and hire new resilient staff. They can also use training programs related to emotional intelligence and improve social relationships to gain the desired social support to increase the resilience of employees in the stressful environment of the bank.

Conclusion

Emotional intelligence, social support, and job stress can affect the resilience of bank employees

and human resource managers in banks can help increase employee resilience by creating educational interventions in these areas.

Acknowledgement

The authors would like to thank all those who helped them in this research. This research is approved by the ethics committee of Islamic Azad University, Kerman branch with the code IR.IAU.KERMAN.REC.1399.008.

Conflict of Interest

The authors declared no conflict of interest.