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DETERMINANTS OF JOB SATISFACTION AMONG FOR-PROFIT NURSING HOME CARE WORKERS IN KLANG VALLEY: THE MEDIATING ROLE OF ORGANIZATIONAL SUPPORT AND WORK ENGAGEMENT

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Abstract:

This study investigates the determinants of job satisfaction, specifically job demands and job resources, among care workers in for-profit nursing homes in Klang Valley, Malaysia. Particular attention is given to the mediating roles of organizational support and work engagement. Grounded in the Job Demands–Resources (JD-R) model, this study examines the impact of job demands and job resources on job satisfaction. A quantitative, cross-sectional research design was adopted, utilizing a structured questionnaire administered to 150 care workers selected through two-stage cluster random sampling. The study measured five key constructs: job demands, job resources, organizational support, work engagement, and job satisfaction. Findings indicate that excessive job demands negatively impact job satisfaction, while sufficient job resources and strong organizational support enhance work engagement and job satisfaction. Structural equation modeling revealed that both organizational support and work engagement mediate the relationship between job demands, job resources, and job satisfaction. These findings offer practical implications for policymakers and administrators of for-profit nursing homes by underscoring the importance of fostering a supportive work environment and ensuring adequate resources. The study contributes to the theoretical development of the JD-R model within the Malaysian context. It aligns with the Sustainable Development Goals (SDGs) by promoting decent work conditions in eldercare services.

Introduction

The global demand for elderly care services is rising sharply due to demographic transitions. According to the United Nations (2019), the number of people aged 65 and above is projected to reach over 1.5 billion by 2050, representing nearly one in six individuals globally. This demographic trend has increased the importance of nursing homes in providing long-term care services. In 2022, the global nursing home market was valued at approximately USD 179 billion, with sustained growth anticipated in the coming years (Miller, 2023). The growth is largely propelled by the aging population and the increasing prevalence of chronic diseases that require professional long-term care (World Health Organization, 2021).

Despite its expansion, the nursing home industry faces several pressing challenges. A persistent shortage of skilled care staff has led almost 50% of nursing homes to restrict admissions, thereby limiting access to care (Henderson, 2024). The COVID-19 pandemic further highlighted systemic weaknesses in the sector, as nursing home residents despite representing a small fraction of the population accounted for a disproportionately high number of deaths (Miller, 2023). These developments have intensified scrutiny on care quality and workforce sustainability in the industry.

In Malaysia, the aging population is rising steadily, and the demand for nursing care is growing accordingly. The Department of Statistics Malaysia (2023) reported that 7.4% of Malaysians are aged 65 and above, a figure expected to increase significantly by 2030. However, the nursing home sector remains under-regulated. While there are an estimated 1,700 facilities operating nationwide, only 361 are formally licensed under the relevant regulatory framework (Rahman, 2023). To address regulatory gaps, the Private Aged Healthcare Facilities and Services Act 2018 was enacted. Nevertheless, challenges such as limited human resources, inconsistent care standards, and inadequate infrastructure persist (Ng, 2024).

Most nursing homes in Malaysia are operated on a for-profit basis. These facilities generally offer better infrastructure and amenities compared to their non-profit counterparts. However, existing literature indicates that these advantages do not always translate to improved resident outcomes. For example, a study by Abas, Ibrahim, and Jamaluddin (2020) revealed that residents in for-profit homes often report lower satisfaction in areas related to psychological well-being and interpersonal support, suggesting that structural investment alone may be insufficient.

Another area of concern is the welfare of care workers, who are integral to the delivery of quality services. High job demands, coupled with limited organizational support and job resource constraints, have contributed to elevated stress levels, job dissatisfaction, and staff turnover (Yasin, Hamid, & Mohamad, 2019; Zakaria, Manaf, & Baharom, 2019). As these care workers are crucial to service quality and resident well-being, understanding the factors influencing their job satisfaction is critical. This study, therefore, aims to examine the determinants of job satisfaction among care workers in for-profit nursing homes in Klang

Valley, with a focus on the mediating roles of organizational support and work engagement. Table 1 presents key statistics related to the nursing home industry in Malaysia.

Table 1: Key Statistics of Nursing Homes in Malaysia (2023)

Statistic	Value
Total estimated nursing homes	1700
Officially licensed nursing homes	361
% of licensed facilities	21.2%

Sources: Rahman (2023); Department of Statistics Malaysia (2023); JKM (2023)

Scope and Objective of the Study

This study focuses on for-profit nursing homes located in the Klang Valley region of Malaysia, where most of the facilities are concentrated under *Jabatan Kebajikan Masyarakat* (JKM). The primary objective is to investigate the determinants of job satisfaction among care workers, specifically examining how job demands and job resources affect satisfaction levels. Furthermore, this research explores the mediating roles of organizational support and work engagement in shaping these outcomes.

Literature Review

There are six points will be discussed in this section starting with the overview of the nursing homes industry, model and theory of job satisfaction, underpinning model and theory, explication of construct, summary of past findings and hypothesis development.

Overview of The Nursing Homes Industry

The global nursing home industry has experienced consistent growth, primarily due to the aging population worldwide. According to the United Nations (2024), the proportion of individuals aged 65 and above is projected to reach 16.7% by 2050, up from 9.1% in 2019. This shift underpins a compound annual growth rate (CAGR) of 6.68% for the industry, with demand expected to intensify through 2030 (Miller, 2023).

Despite this growth, systemic challenges persist. In the United States, for instance, long-standing issues such as low wages, workforce shortages, and occupational stress contribute to elevated turnover and declining service standards (Kelety, 2024). Additionally, financial burdens particularly escalating insurance costs have forced the closure of over 140 nursing homes in Florida alone within five years (Zilber, 2024).

Malaysia is undergoing similar demographic changes. The proportion of older adults (aged 65+) is anticipated to increase from 8.1% in 2024 to 14.5% by 2040 (DOSM, 2024). This rapid aging has catalyzed expansion in the aged-care sector, especially among privately operated nursing homes. While the Malaysian government introduced the Private Aged Healthcare Facilities and Services Act (2018) to regulate this sector, implementation remains partial. Out of roughly 1,700 facilities, only 361 are officially licensed (Rahman, 2023), with many others operating outside formal regulatory oversight (Ielder, 2022).

Private or for-profit nursing homes dominate the industry, offering paid care services with relatively better infrastructure. Nonetheless, studies raise concerns over employee well-being and care quality in such facilities (Yasin et al., 2024). Consequently, this study targets care

workers in for-profit nursing homes, especially within Klang Valley which is a hub of urban eldercare services in Malaysia.

Model and Theory of Job Satisfaction

A review of the literature shows that the Job Demands–Resources (JD-R) model is the most widely adopted framework for examining job satisfaction in the healthcare sector. This model has been extensively validated across various professional settings, including hospitals and long-term care facilities, demonstrating its relevance and adaptability (Gou et al., 2024; Xin et al., 2024; Thapa et al., 2022; Scanlan & Still, 2019). Other models such as the Job Characteristics Model (Pursio et al., 2024; Han, 2023) and the Job Demand–Control (JD-C) model (Chang et al., 2020) have also been applied, though less prominently. Collectively, these frameworks highlight the complex interplay between work environment factors and employee satisfaction, with the JD-R model offering a particularly comprehensive approach.

Underpinning Model and Theory

The underpinning theory used in this research was the JD-R model by Bakker and Demerouti (2007), and it is proposed to extend the model by adding organizational support and work engagement as a mediating variable. Figure 1 illustrates the underpinning models and theory.
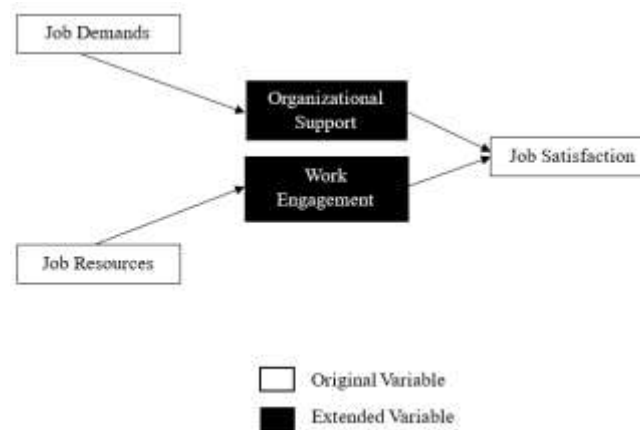

Figure 1: Extended Research Model

Explication of Construct

Five constructs are involved in this study; first construct represent the dependent variable of job satisfaction then two constructs of independent variables, namely job demands and job resources. Two constructs represent the mediating variables namely work engagement and organizational support.

Job Satisfaction

Job satisfaction plays a crucial role in the service industry, particularly among healthcare professionals, as it directly influences service quality, employee well-being, and organizational performance. It is typically understood as either an affective (emotional) or cognitive (rational) evaluation of one's job, each with distinct implications for workplace behavior (Brief & Roberson, 1989; Moorman, 1993). Affective satisfaction reflects overall enjoyment of the job, while cognitive satisfaction relates to specific elements such as pay or conditions. Both forms significantly affect motivation, retention, and team dynamics. Recent studies emphasize how emotional and cognitive responses contribute differently to workplace outcomes, with affective

empathy often linked to emotional fatigue and cognitive empathy fostering supportive behaviors (Williams et al., 2023; D'Osia & Meier, 2024).

Job Demands

Job demands refer to the physical, psychological, social, or organizational aspects of a job that require sustained effort and are associated with physical or mental strain (Bakker, 2015; Demerouti et al., 2001). In healthcare, especially among nursing professionals, excessive workloads, emotional exhaustion, and unclear roles are common, often leading to dissatisfaction and burnout (Schaufeli & Taris, 2014; Heidari et al., 2023). These high demands not only reduce job satisfaction but also impair patient care and staff retention (Nguyen et al., 2020; Matthews & Rutherford, 2020). However, job satisfaction can buffer the negative effects of demands, with satisfied employees better able to cope under pressure (Alzoubi et al., 2024; Kaihlanen et al., 2023), highlighting the need to manage workload pressures effectively.

Job Resources

Job resources are the physical, psychological, social, or organizational aspects of a job that help employees manage demands, achieve work goals, and foster growth (Bakker & Demerouti, 2008, 2024). These include support from supervisors, autonomy, training, and development opportunities, all of which positively influence job satisfaction and motivation. Research shows that adequate resources enhance well-being, engagement, and performance across sectors, particularly in healthcare, where supportive leadership and opportunities for growth are linked to higher satisfaction and reduced stress (Tang et al., 2024; Kaihlanen et al., 2023; Thapa et al., 2022). The present study explores how such resources contribute to job satisfaction among care workers in Klang Valley nursing homes.

Organizational Support

Organizational support refers to employees' perception of how much their organization values their contributions and cares about their well-being (Eisenberger et al., 2020). High perceived support encourages a sense of reciprocity, emotional attachment, and commitment, all of which enhance job satisfaction and reduce turnover intentions (Purwanto et al., 2020; Tamundong & Caballero, 2024). In healthcare, strong organizational support is linked to better professional quality of life and improved team coordination (Shi et al., 2023; Yiming et al., 2024). Given its impact on staff well-being and performance, organizational support is a key factor in creating positive work environments, especially in demanding settings like nursing homes.

Work Engagement

Work engagement is a positive, fulfilling state of mind characterized by vigor, dedication, and absorption in one's work (Bakker & Albrecht, 2018; Kahn, 1990). Engaged employees are energetic, emotionally connected to their work, and more productive. In healthcare, work engagement mediates the effects of job demands and resources on job satisfaction, supporting staff motivation and performance even under pressure (Chen et al., 2024; Gürbüz et al., 2024). Studies show that engaging leadership, intrinsic motivation, and organizational commitment significantly improve engagement and job satisfaction among nurses (Kohnen et al., 2024; Shdaifat et al., 2023; Zeng et al., 2022b), underlining its critical role in healthcare workforce sustainability.

Summary of Past Findings

Many studies have employed different models to investigate the determinants of job satisfaction in healthcare settings. Table 2 offers a comparative summary of recent studies between 2020 and 2025, illustrating how job demands, job resources, organizational support, and work engagement have been theorized and empirically tested across various countries.

Table 2: Summary of Past Findings

Study	Model Used	Settings	Key Findings	Country
Xin et al. (2024)	JD-R	Hospitals	Work engagement mediates job resources → satisfaction	China
Gou et al. (2024)	JD-R	Aged care homes	Organizational support increases satisfaction	Australia
Thapa et al. (2022)	JD-R	Nursing homes	Resources buffer burnout effects of demands	Nepal
Pursio et al. (2024)	JCM	Elderly care	Autonomy and feedback raise satisfaction	Finland
Chang et al. (2020)	JD-C	Long-term care	Low control worsens impact of demands	Taiwan
Yasin et al. (2024)	JD-R	For-profit homes	High turnover linked to poor support	Malaysia
Kaihlanen et al. (2023)	JD-R	Primary care	Satisfaction mediates between stress and retention	Finland
Chen et al. (2024)	JD-R	Hospitals	Engagement reduces emotional exhaustion	China
Kohnen et al. (2024)	Extended JD-R	Nursing workforce	Engaging leadership boosts satisfaction	Germany
Shdaifat et al. (2023)	Extended JD-R	Nurses	POS + engagement improve satisfaction	Jordan

Hypothesis Development
Six hypotheses were formulated for this study:

H1: There is a negative relationship between job demand and organizational support.
H2: There is a positive relationship between job resources and work engagement.
H3: There is a positive relationship between organizational support and job satisfaction
H4: There is a positive relationship between work engagement and job satisfaction
H5: Organizational support mediates the relationship between job demands and job satisfaction.
H6: Work engagement mediates the relationship between job resources and job satisfaction.

Research Methodology
This chapter outlines the research design, population, sampling procedures, data collection, instruments used, and analysis methods applied in the study. It also addresses challenges encountered in data management and provides details regarding the timing and location of the research.

Research Approach and Research Design
A deductive approach was employed to test theory-driven hypotheses, consistent with the quantitative research paradigm. The study adopted a cross-sectional design, where data were gathered at a single point in time. This approach enabled a cost-effective and timely assessment of variable relationships. The study was conducted between November 2023 and January 2024 in registered for-profit nursing homes located across selected districts in the Klang Valley, Malaysia, including areas within Selangor and Kuala Lumpur.

Research Population and Sampling Method
The research targeted care workers comprising nurses, caregivers, physiotherapists, nurse assistants, and medical assistants working in for-profit nursing homes registered under the Department of Social Welfare (JKM). Only Malaysian nationals occupying these roles were eligible to participate.

A two-stage cluster sampling strategy was applied. First, the Klang Valley region was chosen due to its high concentration of private healthcare facilities. Then, districts within Selangor and Kuala Lumpur were randomly selected. From these districts, nursing homes were identified, and participants were approached through organizational permission and voluntary consent.

Sample Size
Using G*Power 3.1 software, a minimum sample size of 68 was calculated based on the required statistical power for structural equation modelling (SEM). To enhance robustness and account for potential non-responses, 150 complete responses were collected and analyzed. This exceeded the minimum requirement, ensuring sufficient statistical power for hypothesis testing using PLS-SEM.

Data Collection Procedure and Instrumentation
Data were collected through a structured questionnaire distributed physically. Participants were provided with informed consent forms, and confidentiality was maintained throughout the process. Data collection spanned approximately six weeks. Some challenges faced included

delayed returns from facilities due to staff shortages and scheduling conflicts, which required multiple follow-up reminders.

The questionnaire was adapted from established and validated instruments used in previous research, ensuring content validity. The items were drawn from widely cited studies and underwent translation and back-translation into Malay and English to suit the local context. The final instrument included 26 items measuring constructs such as job demands, job resources, job satisfaction, organizational support, and work engagement, each evaluated on a 5-point Likert scale ranging from "strongly disagree" to "strongly agree."

Techniques of Data Analysis

Structural Equation Modelling (SEM)
SEM was used to model complex relationships among latent constructs, allowing simultaneous analysis of multiple dependencies and offering comprehensive insights into job satisfaction dynamics.

Partial Least Squares Structural Equation Modelling (PLS-SEM)
The study employed Partial Least Squares Structural Equation Modelling (PLS-SEM) using SmartPLS software. This technique was chosen due to its robustness in handling complex models with multiple constructs and its suitability for prediction-oriented research.

Measurement Model Evaluation
Prior to hypothesis testing, the measurement model was examined for reliability and validity. Reliability was evaluated through composite reliability (CR), with values above 0.70 considered acceptable. Convergent validity was assessed through Average Variance Extracted (AVE $\geq$ 0.50) and factor loadings ($\geq$0.50). Discriminant validity was tested using the Heterotrait-Monotrait (HTMT) ratio, ensuring values remained below the 0.90 threshold.

Structural Model Evaluation
Following the confirmation of the measurement model, the structural model was analyzed to assess the significance and strength of hypothesized relationships using bootstrapping with 5,000 subsamples. Additionally, collinearity diagnostics were conducted, with Variance Inflation Factor (VIF) values below 3.3, indicating no multicollinearity concerns. Both direct and mediating relationships were tested, with results reported through standardized beta coefficients, t-values, p-values, effect sizes (f^2), and confidence intervals.

Results

Respondent Profile Analysis
A structured questionnaire was used, adapted from established sources, and translated into English and Malay. It included 26 items covering job demands, job resources, job satisfaction, organizational support, and work engagement, all measured on a 5-point Likert scale. Table 3 conclude the respondent profile.

Table 3: Respondent Profile

Demographic	Categories	Frequency (n=150)	Percentage (%)
Gender	Male	38	25.3
	Female	112	74.7
Age	18-29 Years Old	54	36.0
	30-39 Years Old	77	51.3
	40-49 Years Old	19	12.7
	50-59 Years Old	0	0
	60 Years Old and above	0	0
Marital Status	Single	70	46.7
	Married	80	53.3
	Others	0	0
Highest Education	SPM	92	61.3
	Diploma	5	3.3
	Degree	49	32.7
	Master's Degree	4	2.7
	Doctoral	0	0
Period of Working	Less than 1 Years	88	58.7
	1-5 Years	57	38.0
	More than 5 years	5	3.3
Race	Malay	122	81.3
	Indian	11	7.3
	Chinese	15	10.0
	Others	2	1.3
Monthly Income	Less than RM 1000	0	0
	RM 1001-RM 2000	51	34.0
	RM 2001-RM 3000	78	52.0
	RM 3001-RM 4000	21	14.0
	RM 4001-RM 5000	0	0
	Above RM 5000	0	0

Measurement Model Analysis

Following the two-step approach recommended by Anderson and Gerbing (1988), the research model was tested in two stages. First, the measurement model was assessed to ensure the reliability and validity of the instruments, guided by the benchmarks provided by Hair et al. (2019) and Ramayah et al. (2018). Once the measurement model was confirmed, the structural model was then developed to evaluate the proposed hypotheses.

So, in measurement model, if the loading is greater than 0.5, the average variance extracted (AVE) is greater than 0.5, and the composite reliability (CR) is greater than 0.7, the measurement model is deemed valid and trustworthy (Hair et al., 2019). Hence, the study finds that convergent validity was not difficult for the investigation. In this study, the AVEs are higher than 0.5 and the CRs are higher than 0.7. The loadings are also acceptable with only one or two loadings less than 0.708 (Hair et al., 2019). The measurement model of this study is captured in Figure 2.

Discriminant validity in this study was primarily assessed using the Heterotrait-Monotrait (HTMT) criterion, which is considered more robust than the traditional Fornell-Larcker method (Hair et al., 2019). Consistent with prior PLS research (Buil et al., 2019), all HTMT values were below the recommended threshold of 0.90 (Henseler et al., 2015; Hair & Alamer, 2022), indicating acceptable discriminant validity, except for organizational support, which slightly exceeded this threshold and suggests a potential issue. Table 5 shows the discriminant validity established from the HTMT criterion.

Table 4: Measurement Model (Convergent Validity)

First-Order Constructs	Items	Loadings	AVE	CR
Job Demands	JD1	0.758	0.575	0.904
	JD2	0.714		
	JD3	0.780		
	JD4	0.821		
	JD5	0.787		
	JD6	0.761		
	JD7	0.675		
Job Resources	JR1	0.810	0.530	0.869
	JR2	0.762		
	JR3	0.723		
	JR4	0.519		
	JR5	0.770		
	JR6	0.747		
Job Satisfaction	JS1	0.722	0.542	0.853
	JS2	0.849		
	JS3	0.645		
	JS4	0.579		
	JS5	0.847		
Organizational Support	OS1	0.788	0.604	0.884
	OS2	0.764		
	OS3	0.720		
	OS4	0.802		
	OS5	0.810		
Work Engagement	WE1	0.905	0.775	0.912
	WE2	0.868		
	WE3	0.867		
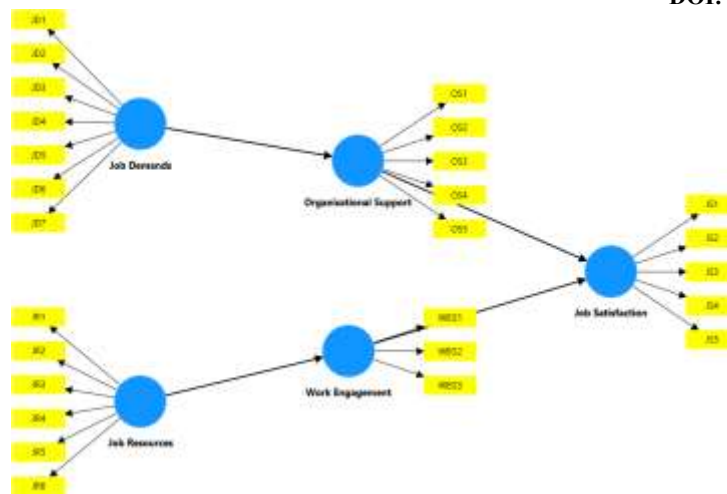
Figure 2: Measurement Model

Table 5: Discriminant Validity using HTMT criterion

Items	1	2	3	4	5
Job Demands					
Job Resources	0.220				
Job Satisfaction	0.270	0.485			
Organizational Support	0.982	0.194	0.282		
Work Engagement	0.115	0.585	0.245	0.117	

Structural Model Analysis

Before conducting the structural model, the authors must ensure that collinearity is not a problem. The collinearity assessment analysis result indicated that multicollinearity was not present in this research because all values of VIF for the independent variables less than 3.3, as Diamantopoulos and Siguaw (2006) recommended. This demonstrates that collinearity was not a significant concern in this study. As a result, the study moves on to hypothesis testing, also known as path coefficient analysis, shown in Table 6.

The structural model was then assessed to evaluate how well it estimated the proposed relationships between variables and to determine the significance of these relationships. Following the guidelines by Hair et al. (2019), the analysis included examining path coefficients, standard errors, t-values, and p-values using a bootstrapping procedure with 5,000 samples (Mansor, Ariff, Hashim, & Ngah, 2021). However, as highlighted by Hahn and Ang (2017), relying solely on p-values may not be sufficient for robust hypothesis testing. Therefore, a more comprehensive approach was adopted, incorporating p-values alongside confidence intervals and effect sizes. Table 4 provides a summary of the criteria used to test the research hypotheses.

The results show in Table 7 that Hypothesis 5 is supported, as organizational support significantly mediates the relationship between job demands and job satisfaction. This is evidenced by a standard beta value of 0.077, a t-value of 2.490, and a p-value of 0.013. The bias-corrected confidence interval (0.003–0.320) further confirms the significance of this mediation effect. In contrast, Hypothesis 6 is not supported. The mediation effect of work engagement in the relationship between job resources and job satisfaction is not significant,

with a beta value of 0.049, a t-value of 1.907, and a p-value of 0.057. The confidence interval (-0.016 to 0.178) crosses zero, indicating no significant mediation effect.

Table 6: Hypothesis Testing of Direct Relationships

	Relationship	Std Beta	Std error	t value	p-value	Confidence Interval		VIF	f^2	Decision
						LL	UL			
H1	Job Demands → Organizational Support	0.845	0.018	6.486	0.000	0.810	0.881	1.000	2.487	Supported
H2	Job Resources → Work Engagement	0.507	0.068	7.470	0.000	0.379	0.643	1.000	0.346	Supported
H3	Organizational Support → Job Satisfaction	0.228	0.091	2.515	0.012	0.045	0.397	1.003	0.057	Supported
H4	Work Engagement → Job Satisfaction	0.183	0.086	2.129	0.033	0.017	0.350	1.003	0.037	Supported

Table 7: Hypothesis Testing on Mediating Variables

	Relationship	Std Beta	Std error	t value	p-value	Bias Corrected		Decision
						LL	UL	
H5	Job Demands → Organizational Support → Job Satisfaction	0.193	0.077	2.490	0.013	0.003	0.320	Supported
H6	Job Resources → Work Engagement → Job Satisfaction	0.093	0.049	1.907	0.057	-0.016	0.178	Not Supported

Discussion

Relationship between Job Demands and Organizational Support

The first research question explored whether a relationship exists between job demands and organizational support among care workers in for-profit nursing homes in Klang Valley. The hypothesis (H1), stating a negative relationship between job demands and organizational support, was supported. Interestingly, the findings ($\beta = 0.018$, $p < 0.001$) revealed a statistically significant *positive* relationship. This suggests that as job demands increase, organizational support is perceived more strongly. This counterintuitive result may be attributed to heightened awareness of available support under pressure, where care workers, when under stress, become more attuned to managerial support and team collaboration.

This phenomenon aligns with findings by Sarfraz et al. (2023) and Gupta et al. (2022), who observed that employees tend to appreciate organizational support more during demanding periods. In high-pressure environments like nursing homes, organizational support becomes more visible and meaningful when care workers are stretched emotionally and physically. Rather than diminishing support, job demands may amplify the perceived value of support mechanisms, ultimately reinforcing the role of organizational support in maintaining staff resilience under pressure.

Relationship between Job Resources and Work Engagement

The second research question examined the relationship between job resources and work engagement. Hypothesis 2 (H2) proposed a positive relationship and was supported by the results ($\beta = 0.068$, $p < 0.001$). This indicates that care workers who are equipped with job resources such as autonomy, supportive leadership, and recognition tend to show higher levels of engagement in their work. The findings support the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007), which asserts that job resources serve as key motivators in fostering engagement, particularly in challenging work environments.

These findings are in line with research by Kaihlanen et al. (2023), emphasizing how supportive working conditions enhance motivation and prevent burnout. In emotionally intensive environments like nursing homes, having access to adequate resources helps care workers remain passionate and dedicated despite the pressures. This suggests that investing in job resources is not just a way to improve performance, but also a critical approach to strengthening work engagement, which is essential for employee satisfaction and retention in care facilities.

Relationship between Organizational Support and Job Satisfaction

The third research question focused on the link between organizational support and job satisfaction. Hypothesis 3 (H3), which stated that organizational support positively influences job satisfaction, was supported ($\beta = 0.091$, $p = 0.012$). This implies that when care workers feel valued and supported by their organization, their job satisfaction levels are significantly higher. This finding underscores the importance of a workplace culture that recognizes employee contributions and attends to their well-being, especially in high-demand care environments.

The result is consistent with prior studies, including those by Maan et al. (2020) and Shi et al. (2023), which highlight the powerful role of organizational support in enhancing job satisfaction in healthcare settings. Care workers who perceive strong support whether through

flexible schedules, recognition, or availability of help are more likely to feel appreciated and committed to their roles. In the emotionally demanding setting of nursing homes, such support is crucial in retaining staff and maintaining morale.

Relationship between Work Engagement and Job Satisfaction

The fourth research question investigated whether work engagement positively affects job satisfaction. Hypothesis 4 (H4) was supported, with findings showing a significant positive relationship ($\beta = 0.086$, $p = 0.033$). Care workers who are more engaged meaning they show enthusiasm, dedication, and energy in their work tend to report higher job satisfaction. This relationship is intuitive; those who are emotionally invested in their work are likely to derive more meaning and fulfillment from it.

This finding is consistent with studies by Zeng et al. (2022) and Gürbüz et al. (2024), which showed that engaged employees are more satisfied and committed to their jobs. For nursing home staff facing emotional strain and physical exhaustion, engagement serves as a psychological resource that fosters job satisfaction. This suggests that workplace interventions aimed at boosting engagement can have a substantial impact on overall employee well-being and retention in long-term care facilities.

Mediating Role of Organizational Support between Job Demands and Job Satisfaction

The fifth research question explored whether organizational support mediates the relationship between job demands and job satisfaction. Hypothesis 5 (H5) was supported, indicating that strong organizational support can buffer the negative effects of high job demands on job satisfaction. This finding emphasizes the protective role of organizational support, suggesting that care workers who feel supported are less likely to suffer from dissatisfaction even when their job demands are high.

This outcome is supported by previous studies such as those by Purwanto et al. (2020) and Tamundong and Caballero (2024), which also highlight the mediating effect of support in high-strain work environments. According to the JD-R model, support acts as a resource that mitigates stress and preserves motivation. In the context of nursing homes, where demands are constant and emotional labor is high, perceived organizational support can make a tangible difference in how workers experience their jobs, ultimately contributing to satisfaction and reduced burnout.

Mediating Role of Work Engagement between Work Engagement and Job Satisfaction

The sixth research question examined whether work engagement mediates the relationship between job resources and job satisfaction. Hypothesis 6 (H6) was *not supported*, as the mediation effect was found to be statistically insignificant. Although job resources positively influenced both work engagement and job satisfaction individually, the indirect pathway through engagement did not hold. This suggests that job resources may influence job satisfaction more directly, bypassing engagement as a mediating factor.

This finding contrasts with studies like Chen et al. (2024) and Zeng et al. (2022), which supported a mediating role for engagement. One explanation may be contextual differences many participants in this study had less than a year of experience, which might limit their emotional investment in their roles. Additionally, care workers might perceive job resources like autonomy and leadership as directly enhancing satisfaction, without necessarily triggering

a deeper state of engagement. These findings highlight the complexity of motivational processes in the care sector and suggest the need for further exploration of cultural and contextual influences on employee attitudes.

Conclusion

This study demonstrates significant relationships among several key constructs. Specifically, job demands are directly linked to organizational support; job resources are positively associated with work engagement; and both organizational support and work engagement significantly influence job satisfaction. Furthermore, organizational support is shown to mediate the relationship between job demands and job satisfaction. However, contrary to expectations, work engagement does not mediate the link between job resources and job satisfaction.

Overall, the objectives of the study have been achieved excluded for the objective five. The findings provide valuable insights into the dynamics of employee well-being within for-profit nursing homes, particularly in the context of job demands, job resources, organizational support and work engagement. The study contributes to existing theory by extending the Job Demands-Resources (JD-R) model, offering empirical evidence on how specific support mechanisms impact satisfaction outcomes in high-demand care environments.

In practice, these results can guide nursing home administrators and policymakers in designing strategies that enhance support systems and resource allocation, ultimately improving staff engagement and satisfaction. Such improvements may also have implications for compliance with workforce-related regulations and the quality of care provided to residents. These findings also can be use by Ministry of Health (MOH) as a benchmark why there is a lot of turnovers in nursing homes industry and for-profit nursing homes industry itself cannot stay long.

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