

The Role of Entrepreneurial Job Demands, Job resources, and Entrepreneurial work Engagement on Business Performance

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Abstract

Entrepreneurship, considered by its dynamic nature, shows rare challenges that entrepreneurs must navigate to confirm business accomplishment. This research proposes to address the main practical and empirical gaps by investigating the association among entrepreneurial job demands, job resources, and entrepreneurial work engagement in producing business performance, especially in the framework of Pakistan. Examines the role of job resources and entrepreneurial work engagement as mediators between Entrepreneurial job demands and business performance. Questionnaires were distributed among the 355 respondents, employing quantitative techniques used by PLS (3.0) for the data analysis. The outcomes confirmed the effect of job demands on business Performance. This study indicates the effect of entrepreneurial work engagement and entrepreneurial job resources on mediation.

Keywords: Entrepreneurial Job Demands, business performance, Job Resources

1 Introduction

Entrepreneurship is a dynamic and essential component of modern economies, driving innovation,

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economic growth, and job creation (Pathak et al., [2024](#); Rehman et al., [2023](#)). It catalyzes change, fostering both individual and societal development (Holcombe, [2024](#)). Within this context, business performance is a critical factor influencing the success and sustainability of entrepreneurial ventures. The term "business performance" encapsulates a range of outcomes, including profitability, growth, market share, and overall organizational success (Boccoli et al., [2023](#); Holcombe, [2024](#); Ipek et al., [2023](#); Koshelieva et al., [2023](#)). As such, it holds massive significance for distinctive entrepreneurs and the broader economic landscape (Rehman et al., [2023](#)). Identifying the central role of business performance in the entrepreneurial environment, researchers and policymakers have dedicated considerable attention to understanding its causes and mechanisms (Afzal et al., [2023](#); Ipek et al., [2023](#)). Prior research on business performance in entrepreneurship has been massive, with intellectuals studying various causes that control it (Ali et al., [2023](#); Boccoli et al., [2023](#)). These involve internal and external factors, ranging from leadership and tactics to market and governing environments (Adnan et al., [2023](#)). Conversely, amid this enormous research, the specialised influence of entrepreneurial job demands on business performance has arisen as an area of adding interest and impact (Koshelieva et al., [2023](#); Mustafa et al., [2022](#)).

Entrepreneurial job demands resemble the exhibit of errands, accountabilities, and pressures that entrepreneurs face in their day-to-day tasks (Khan et al., [2022](#); Yaskun et al., [2023](#)). These difficulties might involve handling finances, developing marketing strategies, commanding human resources, directing legal and regulatory complexities, and adapting to quickly changing market dynamic forces (Rehman et al., [2023](#); Yaskun et al., [2023](#)). Each of these demands can have profound implications for the performance and accomplishment of an entrepreneurial venture (Arshad et al., [2022](#)). Entrepreneurial job demands encompass the myriad challenges and pressures unique to the entrepreneurial environment, including but not limited to the need for continuous innovation, financial management, and the ability to navigate the rapidly changing market landscapes. While potentially overwhelming, such demands also offer opportunities for growth, resilience, and competitive advantage.

Entrepreneurial work engagement, characterized by an entrepreneur's commitment, eagerness, and absorption in their work, is a potentially crucial mediator in this relationship (Ipek et al., [2023](#)). It can aid as the psychological mechanism through which job demands either enhance or delay performance (Ipek et al., [2023](#); Khan et al., [2020](#)). High levels of work engagement may lead entrepreneurs to invest extra effort freely (Ipek et al., [2023](#)) and originality to meet the demands of their characters, eventually driving improved business performance (Boccoli et al., [2023](#)). Conversely, low work engagement could result in abridged motivation and commitment, negatively affecting performance (Boccoli et al., [2023](#)). This state of engagement mitigates the potential negative effects of high job demands and can transform these challenges into innovation and strategic advantage sources.

The complex interplay among entrepreneurial job demands, work engagement, job resources, and business performance is not only of academic interest but also holds practical implications for entrepreneurs and policymakers alike (Khan & Ali, [2018](#); Khan & Ali, [2017](#)). Entrepreneurs need strategies and resources to effectively manage their job demands, preserve high levels of work engagement, and ultimately achieve optimal business performance (Afzal et al., [2023](#); Saputra & Mahaputra, [2022](#)). Additionally, job resources—from tangible assets like financial capital to intangible supports such as mentorship and network connections—play a critical role. These resources can buffer the stress of high job demands and support entrepreneurs to pursue opportunities, innovate, and grow their businesses effectively.

By examining the role of entrepreneurial work engagement and job resources, this paper sheds light on the complex mechanisms through which entrepreneurial job demands influence business

performance. Doing so contributes to a deeper understanding of the entrepreneurship process. It offers valuable insights for entrepreneurs, policymakers, and support organizations aimed at enhancing the success and resilience of entrepreneurial ventures.

2 Literature Review

2.1 Entrepreneurial Job Demands and Business Performance

Entrepreneurial job demands characterize the numerous tasks and demands entrepreneurs encounter in their daily operations (Asif et al., 2021; Gupta et al., 2021; Rasheed et al., 2019). Self-Determination Theory, developed by Deci and Ryan, focuses on the motivation behind human behavior. In the entrepreneurial context, job demands may threaten the basic psychological needs for autonomy, competence, and relatedness. If these needs are not satisfied, entrepreneurs may experience decreased motivation and well-being, which could, in turn, impact business performance. Conversely, meeting these needs through effective engagement with job demands may enhance entrepreneurial motivation and business success. These requirements can be categorized into operating, strategic, financial, and managerial tasks, each with unique implications for business performance (Bambang et al., 2021; Gulzar et al., 2021). The association between job demands and performance is a key aspect of entrepreneurship research, yet it is elaborate and multi-complicated (Gupta et al., 2021). The dynamics of entrepreneurship have changed meaningfully in recent years, with entrepreneurs facing diverse challenges and opportunities in an increasingly competitive landscape. (Bambang et al., 2021; Khalil & Khan, 2019; Mustafa et al., 2022). Central to the success of any business venture is business performance, a multidimensional construct that includes financial profitability, growth, market share, and overall organizational achievement (Bambang et al., 2021; Gupta et al., 2021). The first connection to discover is how entrepreneurial job demands influence business performance (Wang et al., 2023). Some studies suggest that mediating job demands can motivate entrepreneurs to modify and innovate, eventually leading to improved performance (Lazear, 2019). Conversely, unnecessary job demands may result in burnout, stress, and decreased performance (Cardon et al., 2017). So, the following hypothesis

H1: *There is a significant association between Entrepreneurial Job Demands and Business Performance.*

2.2 Entrepreneurial Work Engagement as a Mediator

Work engagement, depicted by an entity's dedication, recreation, and immersion in their work, has materialized as a possible mediator in the connection linking job demands and business performance (Wang et al., 2023). Important work engagement accelerates the change of job demands into amplified effort and creativeness, positively inducing performance results (Bakker et al., 2018). Conversely, low work engagement may lead to diminished motivation and promise, adversely affecting business performance (Wang et al., 2023).

However, challenges endure in understanding the nuanced role of work engagement. So extreme work engagement is mostly judged as wanted, and the level at which it develops unsustainable continues to be unclear. Entrepreneurs who are highly engaged in their work may disregard other vital views of their lives, indicating adverse personal and job effects.

H2: *The mediating Entrepreneurial Work Engagement between Entrepreneurial Job Demands and Business Performance.*

2.3 Job Resources as Mediators

Job resources, which comprehend the presence of an entrepreneur's work environment, such as support, reaction, and opportunities for skillfulness development, play a fundamental role in

intervening in the influence of job load on business performance. Adequate job resources can enable entrepreneurs to cope effectively with high job demands (Khan et al., 2019). Contemporary empirical searches have reviewed the always-growing job demands on behalf of entrepreneurs and performed their capacity to make job-related dynamic forces more viable. Predominant job demands are rational and sensitive, which can reason and demand specific, significant emotional keys from entrepreneurs (Wang et al., 2023). Thus, the work increases unease on job demands in invention entrepreneurs' work distinctly. Job demands are the limits of work forced to be assumed and the time limits ascribed to the work.

H3: Mediating Job Resources among Entrepreneurial Job Demands and Business Performance.

2.4 Conceptual framework

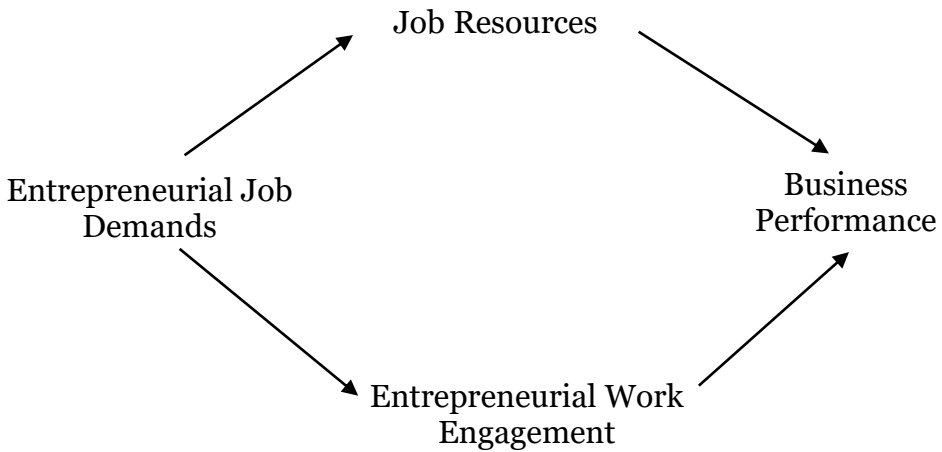


Figure 1: Conceptual Framework

3 Research Methodology and Data Collection

The research methodology section appears as a proposal for additional study and assumes the necessary data to test the hypothesis (Pathak et al., 2024). This section sketches the research design, data collection methods, and data analysis techniques that will be employed in the scrutiny of the connection among business job demands, work engagement, job resources, and business performance (Wang et al., 2023). This study uses pragmatic quantitative techniques for the data collection from Pakistan businesspersons across the separate areas of Punjab, Sind, and KPK Pakistan. The reason was to investigate the link connecting the numerous variables contemplated in the current study. Data were gathered via survey techniques to determine the reason for selected ingrained promotes. Thus, “the organized questionnaire was acquired, on a 5-point Likert scale, to gather data from the measured accused. However, the scale items for the current study were occupied and adapted from earlier reliable studies”. In this study, the data were gathered from businesspeople operating across Punjab, Pakistan. Remarkably, 355 questionnaires were granted to the accused, whereas 251 usable questionnaires were returned.

3.1 Measurement.

A survey questionnaire will be built based on supported scales from recent research. The Job Demands-Resources (JD-R) model, as employed by Bakker and Bal, (2010), was designed to

determine entrepreneurial job demands. Work engagement will be measured using the Utrecht Work Engagement Scale (UWES) developed by Bakker and Albrecht, (2010). Access to job resources will be evaluated through an adapted version of the Job Resources Survey (JRS) proposed by Xanthopoulou et al. (2017).

3.2 Research Findings

Measurement Model Assessment

Table 1: Reliability, Validity, Loadings, VIF

Constructs	Items	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	VIF
Business Performance	BP1	0.88	0.807	0.845	0.636	2.10
	BP2	0.87				1.63
	BP3	0.70				1.69
	BP4	0.76				1.55
Entrepreneurial Job Demand	Responsibility	0.75	0.853	0.806		2.01
	Time	0.84				2.23
	Uncertainty & Risk	0.77				2.39
Work Engagement	WE1	0.81	0.886	0.816	0.550	2.15
	WE2	0.87				2.72
	WE3	0.74				1.32
	WE4	0.62				2.57
Job Resource	JR1	0.77	0.812	0.830	0.655	2.66
	JR2	0.73				2.40
	JR3	0.87				2.45
	JR4	0.89				2.55
	JR6	0.71				2.76
	JR7	0.73				2.68
	JR8	0.84				

3.3 Discriminant Validity

Table 2: Discriminant Validity (HTMT)

	BP	JR	EJD	WE
Business Performance				
Entrepreneurial Job Demand	0.718			
Job Resources	0.744	0.551		
Work Engagement	0.713	0.652	0.644	

3.4 Regression

Table 3: Hypotheses Testing (Direct)

Hypotheses Testing (High Order)	Beta	SD	T stats	P Values	Decision
EJD -> BP	0.319	0.202	3.151	0.005	Significant
WE-> BP	0.642	0.025	19.24	0.000	Significant
JR -> BP	0.264	0.058	8.521	0.000	Significant

3.5 Mediation Analysis

Table 4: Mediation Hypotheses

Mediation Hypotheses	Beta	SD	T stats	P Values	5.00 %	95.00 %	Decision
RJD-> WE-> BP	0.337	0.157	1.88	0.077	0.372	0.014	Mediation
RJD -> WE -> BP	0.270	0.023	7.27	0.000	0.214	0.62	Mediation

4 Discussion

This study has examined entrepreneurial Job demand, Job Resources, and entrepreneurial Work engagement to inspect their impression on business performance through empirical observation. The study's outcomes fortified the positive effect of increasing entrepreneurial job demands on job resources and effect on Business performance (Jamal et al., [2021](#); Mache et al., [2015](#)). Similarly, the results supported the positive effect of entrepreneurial job resources on entrepreneurial work engagement and ES, followed by the positive effect of work engagement on business performance. The study also tested the mediating role of job resources and work engagement in the relationship between entrepreneurial job demands and business performance. Period, with such amplified, the manager or boss necessity grant their labour the right job resources to relieve them of all the difficulties imposed by enhanced workload. Practical rationale on the portion of businesspersons will also help them to achieve certain significant rudiments of job training, to position technical amenities and to align monetary incentives to keep workers engaged, and to assist in improving overall entrepreneurial success (Wang et al., [2023](#)). Similarly, this examination tested the relationship linking entrepreneurial job sources and entrepreneurial work engagement (Holcombe, 2024). One must be alert that with augmented obtainable resources, entrepreneurs feel more induced to perform, advancing their augmented engagement with their undertakings. Resultantly, such an amplified work execution assists in achieving augmented entrepreneurial triumph. Likewise, prior studies have helped resource-based mediations and their role in producing entrepreneurial success. So, this study gives readers an excellent intellect of the factors sponsoring overall entrepreneurial business success

4.1 Theoretical Implications

The current research supports the Self-Determination Theory by emphasizing the value of psychological needs satisfaction in the entrepreneurial context. It underlines how the interaction between job demands, work engagement, and job resources influences the motivation and well-being of entrepreneurs. This addition advances the empathy of the motivational dynamics inherent in entrepreneurial activities. This study contributes to the Job Demands-Resources (JD-R) model by extending its application to the entrepreneurial context. The findings emphasize the relevance of this model in understanding how the unique job demands faced by entrepreneur's impact business performance. The assimilation of entrepreneurial work engagement and job resources as mediators enriches the theoretical framework, providing a more comprehensive understanding of the complex processes in the entrepreneurial journey.

4.2 Practical Implications

Practical implications include expanding targeted training programs for entrepreneurs that address effective coping strategies for managing job demands. By developing entrepreneurs' skills in stress management, time management, and resource allocation, organizations and support entities can

contribute to the well-being and performance of entrepreneurial venture

4.3 Conclusion

In conclusion, this sufficient review has examined the superior context between entrepreneurial job demands, business performance, and the mediating influences of entrepreneurial work engagement and job resources. The combination of the script highlights the animated interface between these critical factors and their focal roles in revealing the entrepreneurial landscape.

4.4 Limitations and Future Recommendations.

The findings of this study may be influenced by the specific context in which the research was conducted. Entrepreneurship varies across industries, cultures, and economic conditions; therefore, the results generalizability may be limited. Future research should explore diverse entrepreneurial settings to enhance the external validity of the findings.

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