

Nursing Demands and Resources: Understanding Their Influence on Job Crafting

Ininnawa Tenriawaru¹, Fridawaty Rivai^{1,2*}, Andi Indahwaty Sidin^{1,2}, Syahrir A. Pasinringi¹, Noer Bahry Noor¹, Lalu Muhammad Saleh³

Faculty of Public Health, Hasanuddin University, Makassar, Indonesia¹
Hasanuddin University Hospital, Makassar, Indonesia²

Department of Occupational Health and Safety, Faculty of Public Health, Hasanuddin University, Makassar, Indonesia³

Corresponding Author: 1,2*

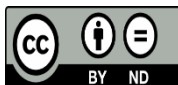


Keywords:

Job Crafting, Job Demands, Job Resources, Nurses.

ABSTRACT

Hospitals aim to provide accessible healthcare for all. Nurses play a crucial role and require careful workload management to ensure optimal performance. Job crafting can help nurses customize their workload, improve their job satisfaction, and enhance their nursing abilities. This study was conducted to analyze the effect of Job Demands-Resources on Job Crafting among nurses. A cross-sectional study design was employed involving 143 nurses working at RSUD Labuang Baji in Makassar, South Sulawesi. Total Sampling was used to get the sample. Data was analyzed using Partial Least Square (PLS) multivariate analysis. The results showed that at RSUD Labuang Baji in Makassar, Job Demands had a positive and significant impact on Burnout and Motivation, and a negative and significant impact on Work Engagement. Job Demands also had a positive and significant impact on Job Crafting through Burnout and Motivation, but not through Work Engagement. Job Resources had a positive and significant impact on Burnout and Motivation, but not a significant impact on Work Engagement. Job Resources also had a positive and significant impact on Job Crafting only through Motivation but not through Burnout and Work Engagement. Burnout and Motivation had a positive and significant impact on Job Crafting, while Work Engagement did not have a significant impact. Management was expected to balance job demands and resources to improve nurses' performance and to enhance their job satisfaction through job crafting.



This work is licensed under a Creative Commons Attribution Non-Commercial 4.0 International License.

1. Introduction

A hospital is a healthcare institution for the community with its own characteristics influenced by the development of health science, technological advancements, and socio-economic conditions of society. It must be able to continuously improve its services to provide higher quality and more accessible healthcare for the community, in order to achieve the highest possible level of health [22]. As a higher level of

healthcare service compared to primary healthcare facilities such as health centers, hospitals are expected to provide better quality services. Quality hospital services are supported by quality facilities and human resources (HR) as well [17].

Healthcare providers in hospitals, particularly nurses, play a crucial role in providing safe and high-quality care that impacts patient comfort, healing, and satisfaction. However, the workload of nurses needs to be considered as it can affect their performance in providing nursing care. If the number of nurses available is inversely proportional to the job demands or workload that makes them work monotonously, there is a need to find ways to create innovation in work. One way to be responsive and adaptive in dealing with high demands for social services and changes in work methods is through job crafting to rearrange work in the most appropriate way.

[32] mentioned that the changes made by employees on their own initiative in balancing job demands and resources in their work are called job crafting and are considered important for each employee. [16] stated that workers who engage in job crafting can balance job resources and job demands. According to [31] such changes are important because they can improve and benefit work performance. WHO (2020) explains that every country needs competent, motivated, well-distributed, and supported healthcare staff, such as nurses who are unsung heroes and the backbone of primary healthcare systems [18]. Continuous changes in the hospital environment have led hospitals to improve the quality of nursing care.

Nursing is the largest profession group and plays a vital role in the system, making nurses' performance contributions critical in determining a hospital's quality [1]. Nurses are considered the most significant human resource in healthcare organizations. The 24-hour presence of nurses has completely changed the way healthcare services are provided to patients. However, despite all of this, nurses are still undervalued [30]. The concept of balancing job demands and job resources to create harmony for employees is almost non-existent in public-facing organizations, including hospitals, where healthcare providers such as doctors and nurses are considered the heart and soul of the healthcare system [18]. The changes made by nurses are considered important as they can enhance job performance and benefit them [29]. Labuang Baji General Hospital in Makassar is a type B hospital in South Sulawesi. From the initial data collection with 14 nurses spread throughout the hospital, it was found that 11 of them (78.6%) answered that job demands and resources in the hospital are not balanced.

Burnout and work engagement are two concepts that stand on opposite sides. The impact of burnout and work engagement in hospitals and nursing professions can be easily understood through the Job Demands-Resources (JD-R) model. Taris, Van Beek, and Schaufeli applied the JD-R model and found that work engagement and burnout mediate the effect of job demands on exhaustion. Management needs to understand the job demands-resources model to improve performance by addressing work fatigue, enhancing nurses' well-being, and influencing employees' psychological satisfaction. A good job design can increase motivation, foster insights, enhance the productivity of job resources, and improve organizational and individual performance [5]. The aim of this study is to determine the influence of job demands-resources on job crafting among nurses at Labuang Baji General Hospital in Makassar.

This cross-sectional study was conducted using a survey questionnaire from October to December 2022. The present study was carried out in general hospital, namely Labuang Baji, in Makassar, South Sulawesi, in Indonesia. At the time of data collection, nurses who work at Emergency Department, In-patient Ward, and Intensive Care Unit were included in this study. All nurses who work at Emergency Department, In-patient Ward, and Intensive Care Unit in Labuang Baji General Hospital who were available during the data

collection period were considered as the source population (N=143). The sample size was equivalent to the source population.

The data collection tools used in this study were seven self-reported questionnaires. First, a demographic questionnaire was applied that included the participants' age, gender, length of work, last education, employment status, and work unit. Second, in this study Job Demands scale developed by [33], [35] instruments. There are 9-item questionnaire with three dimensions of Job Demands: (1) Workload; (2) Emotional demands; and (3) Cognitive demands. Third, Job Resources using [35] instruments. There are 12-item questionnaire with four dimensions of Job Resources: (1) Development opportunities; (2) Job autonomy; (3) Social support; and (4) Coaching. Fourth, in this study Job Crafting scale developed by [7] instruments. There are 15-item questionnaire with four dimensions of Job Crafting: (1) Increasing structural job resources; (2) Decreasing hindering job demands; (3) Increasing social job resources; and (4) Increasing challenging job demands. Fifth, Burnout using [28] instruments. There are 11-item questionnaire with four dimensions of Burnout: (1) Exhaustion; (2) Mental distance; (3) Cognitive impairment; and (4) Emotional impairment. Sixth, Work Engagement using [27] instruments. There are 9-item questionnaire with three dimensions of Work Engagement: (1) Vigor, (2) Dedication; and (3) Absorption. Seventh, Motivation using [10] instruments. There are 11-item questionnaire with three dimensions of Motivation: (1) Intrinsic motivation; (2) Extrinsic motivation; and (3) Amotivation.

In this questionnaire, responses were made on a Likert-type scale.

SPSS version 20 was used to analyze the data. Statistical analysis were conducted using SmartPLS Version 4.0.8.7. Multivariate analysis was performed to analyze the effect between Job Demands, Job Resources, and Job Crafting. If the T-statistics of the test was >1.96, then the results had an impact.

2. FINDINGS AND DISCUSSION

Results

The participants' characteristics, as reported in the questionnaire, are presented in Table 1. Table 2 presented the distribution of research variables by participants.

Table 1 Characteristics of participants

Characteristics	n	%	
Age	<25 years	1	0,7
	25–36 years	55	38,5
	37–48 years	70	49,0
	49–61 years	17	11,9
Gender	Female	128	89,5
	Male	15	10,5
Length of work	1–<5 years	7	4,9
	5–<10 years	20	14,0
	≥10 years	116	81,1
Last education	Diploma 3	18	12,6
	Diploma 4	1	0,7
	Bachelor's degree	118	82,5
	Master's degree	2	1,4
	Doctorate degree	4	2,8
Employment status	Civil servants	98	68,5
	Non civil servants	45	31,5
Work unit	Intensive Care Unit	21	14,7

Emergency Unit	26	18,2
In-patient Ward	96	67,1

Table 1 presents the characteristics of 143 nurses. The average age of the respondents is 39.41 years, with the highest number of respondents falling in the 37-48 age category, comprising 70 people (49.0%). This is followed by the 25-36 age category with 55 people (38.5%), then the 49-61 age category with 17 people (11.9%). The number of respondents in the category below 25 years is very small, consisting of only 1 person (0.7%). Female nurses dominate with a total of 128 people (89.5%). The majority of respondents, totaling 116 people (81.1%), have been working as nurses at Labuang Baji General Hospital for 10 years or more. The last education qualification of the nurses shows that 118 people (82.5%) have a Bachelor's degree, followed by 18 people (12.6%) with a Diploma 3, 4 people (2.8%) with a Doctorate degree, 2 people (1.4%) with a Master's degree, and 1 person (0.7%) with a Diploma 4. The employment status of the respondents mostly consists of Civil Servants with 98 people (68.5%), while the remaining 45 people are Non-Civil Servants (31.5%). The Inpatient Ward has the highest number of nurses, with 96 people (67.1%) comprising nurses from various departments such as Internal Medicine, Pulmonology, General Medicine, Surgery, Pediatrics, and Cardiology. This is followed by the Emergency Department (ED) with 26 people (18.2%), and the Intensive Care Unit (ICU) with 21 people (14.7%).

Table 2 Frequency distribution of participants based on research variables in nurses

Variables	High		Low	
	n	%	n	%
Job Demands	60	42,0	83	58,0
Job Resources	119	83,2	24	16,8
Job Crafting	79	55,2	64	44,8
Burnout	4	2,8	139	97,2
Work Engagement	139	97,2	4	2,8
Motivation	86	60,1	57	39,9

Table 2 presents the frequency of variables, including Job Demands, Job Resources, Job Crafting, Burnout, Work Engagement, and Motivation. The results show that Job Demands exhibit a lower impact at 58,0%; in contrast to the remarkable 83,2% attributed to Job Resources. Furthermore, the Job Crafting behavior among nurses at Labuang Baji General Hospital is deemed high, reaching 55,2%. Notably, Burnout levels among these healthcare professionals are quite low. Work Engagement and Motivation levels among nurses are also notably high, reaching 97,2% and 60,1% respectively.

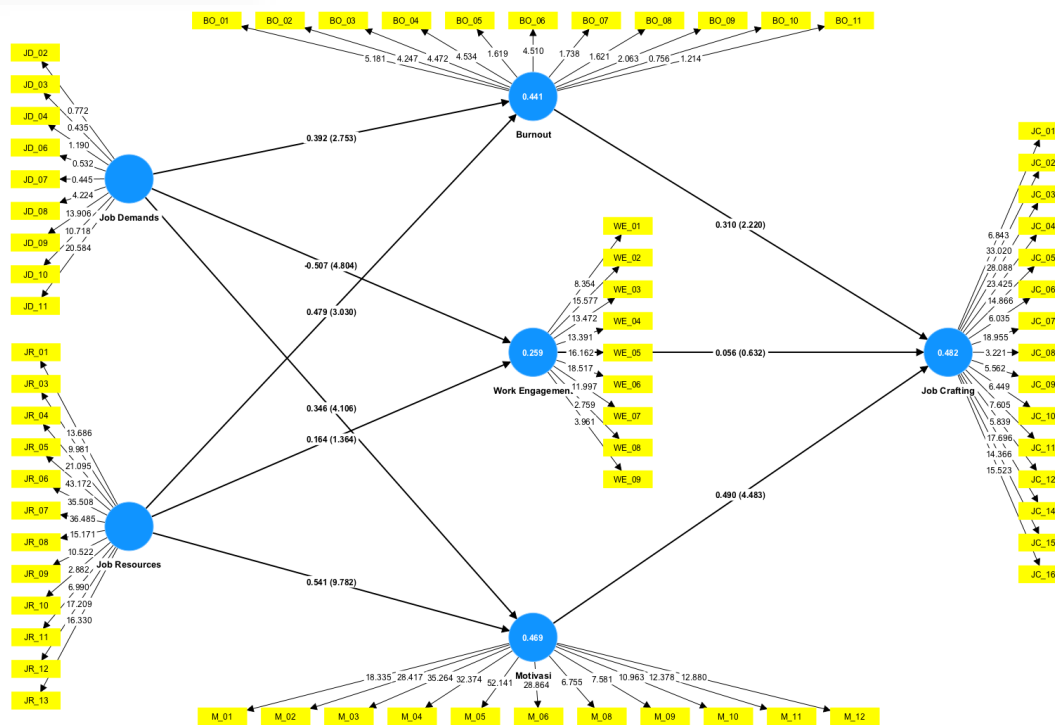


Figure 1 Path diagram based on the coefficient values (T statistics)

Figure 1 shows direct impact between variables. On figure 1, Job Demands had a direct impact on Burnout (T statistics = 2,753 > 1,96), Work Engagement (T statistics = 4,804 > 1,96) and Motivation (T statistics = 4,106 > 1,96) for nurses. Job Resources also affected Burnout (T statistics = 3,030 > 1,96) and Motivation (T statistics = 9,782 > 1,96) directly, but not affected Work Engagement (T statistics = 1,364 < 1,96). The direct impact on Job Crafting is affected by Burnout (T statistics = 2,220 > 1,96) and Motivation (T statistics = 4,483 > 1,96), but not affected by Work Engagement (T statistics = 0,632 < 1,96).

Table 3 Indirect effect of all the variables on Job Crafting

	Original sample (O)	T statistics (Standards = 1,96)
Job Demands → Burnout → Job Crafting	0,122	2,735
Job Demands → Work Engagement → Job Crafting	- 0,028	0,610
Job Demands → Motivation → Job Crafting	0,169	3,618
Job Resources → Burnout → Job Crafting	0,149	1,867
Job Resources → Work Engagement → Job Crafting	0,009	0,461
Job Resources → Motivation → Job Crafting	0,265	3,300

On table 3, Job Demands affected Job Crafting indirectly through Burnout (T statistics = 2,735 > 1,96) and Motivation (T statistics = 3,618 > 1,96). Meanwhile, Job Resources only through Motivation (T statistics = 3,300 > 1,96) did it affect Job Crafting. The coefficient of determination (R²) indicates that the influence of Job Demands and Job Resources on Burnout is 44.1%, while the remaining 45.9% is contributed by other variables. The effect of Job Demands and Job Resources on Work Engagement is 25.9%, while 74.1% is influenced by other variables. Furthermore, the influence of Job Demands and Job Resources on Motivation is 46.9%, while 53.1% is influenced by other variables. The combined influence of Job Demands, Job Resources, Burnout, Work Engagement, and Motivation on Job Crafting is 48.2%, with the remaining 51.2% influenced by other variables.

Discussion

Direct Effect on Job Crafting

The study revealed that job demands had an impact on burnout, work engagement, and motivation among nurses in hospitals.

The findings of this study align with previous research conducted by [36], [37], [13] which indicate that job demands have a direct and positive impact on exhaustion or burnout. When individuals face high work demands, they are more likely to experience disengagement and fatigue associated with burnout. [25] research also supports this, showing that job demands, such as workload and time pressure, contribute to emotional exhaustion. When the demands become excessive or prolonged, they deplete energy and lead to fatigue. Given the significant role of job demands in triggering burnout, health issues, and negative consequences for organizations, such as increased intention to leave, reducing job demands appears to be a promising solution.

The findings of this study are consistent with the research conducted by [14], which demonstrated a significant negative correlation between job demands and work involvement. As job demands increase, the level of work involvement among individuals in the workplace tends to decrease. However, these results differ from the findings of [37] study at Hasanuddin University Hospital, which stated that job demands do not directly and negatively affect work engagement. According to [27] research, high scores on professional efficacy and low scores on burnout and cynicism indicate work engagement. However, when employees experience burnout due to excessive demands, they may transition into a passive coping mode characterized by reduced engagement. Work engagement seems to play a crucial role in mitigating the adverse effects of job demands.

The findings of this study support [20] research, which suggests that one dimension of job demands, specifically workload, has a positive influence on nurses' work motivation. When nurses experience an increase in their workload, their motivation to work also increases. However, these results differ from [15] research, which indicates a negative relationship between job demands and work motivation. According to the Job Demands-Resources (JD-R) Model, job demands can have negative effects such as fatigue and burnout, while work resources can have positive effects like motivation and engagement [26]. Public service motivation plays a role in how employees in the public sector handle the demands and resources of their jobs. Highly motivated public servants are capable of managing job demands, preventing burnout, and utilizing their work resources to stay engaged and perform well [4]. Work engagement and burnout mediate the influence of motivation on burnout, and the demand-resource model addresses job stress [5]. Job demands can significantly impact motivation, and it is crucial to identify factors in the work environment associated with motivation to prevent burnout and foster job engagement.

On this study revealed that job resources had an impact on burnout and motivation, but not had an impact on work engagement among nurses in hospital. The findings of this study align with the research conducted by [39] on residents at the University of Athens Medical School and [37] at Hasanuddin University Hospital, indicating that job resources have a direct impact on exhaustion. However, these results differ from the study conducted by [36] which found a negative relationship between job resources and burnout. The job resources mentioned in this study include social support, autonomy, career development opportunities, feedback, and fair rewards. When there is an imbalance between job resources and job demands, it can lead to burnout. If employees perceive that job resources are insufficient to cope with high workloads, they may experience dissatisfaction and burnout.

The findings of this study support the research conducted by [15] that job resources have a positive

correlation with work motivation. Moreover, [19] conducted a study on teachers and found that those who perceived clearer support for innovation within educational institutions exhibited higher levels of intrinsic motivation in their work. According to [15], the presence of sufficient job resources, such as job control, feedback, and social support, plays a crucial role in improving employees' health conditions and motivation levels. Additionally, feedback provided to employees contributes positively to their job satisfaction. One possible explanation is that when employees have a clear understanding of their performance, they feel more at ease and enjoy their work more. Social support is also a significant factor influencing employee commitment to the organization they work for. When employees feel socially supported, they experience greater comfort and develop stronger bonds with the organization.

The findings of this study differ from the research conducted by [23], [37] at Hasanuddin University Hospital, and [14] regarding the significant, direct, and positive relationship between job resources and work engagement. These studies suggest that job resources, such as participatory management, increased social support, and team building, can enhance job satisfaction. However, according to [26] the indirect effect of job resources on intention to leave is small compared to its direct effect on burnout. [24] further explains that employees are more likely to engage in their work when they are supported by organizational resources and benefits. Work engagement is crucial for modern organizations, and it is important for employers to understand the various aspects of work in order to create an empowered, fulfilled, and engaged workforce. Job resources have the potential to stimulate intrinsic motivation and yield desirable outcomes.

Other than that, in this study burnout and motivation also affected on job crafting, but not by work engagement. According to [11], job crafting can serve as a preventive measure against burnout. Their research indicates that by engaging in job crafting, individuals can proactively shape their work environment to reduce the risk of burnout. Similarly, the study conducted by [2] highlights several factors, including high workload, inadequate social support, and lack of control over work, that contribute to teacher burnout. These findings emphasize the importance of addressing these factors and implementing job crafting strategies to mitigate burnout in the teaching profession.

The findings of this study are consistent with the research conducted by [3] which indicates that public service motivation positively influences job crafting. Additionally, [8] also suggest a significant relationship between proactive motivation and job crafting. [34] conducted research that highlights how employees can proactively shape their work by enhancing tasks and interpersonal relationships in the workplace, enabling them to better prepare for future job changes. Job crafting plays a crucial role in helping employees navigate uncertainties and adapt to future changes more effectively. The research conducted by [9] indicates that there is no significant effect of work engagement on job crafting. However, [21] conducted a study suggesting that job crafting can yield several positive outcomes for employees, including increased sense of meaning and engagement in work. Work engagement holds great importance for both employees and organizations as it influences their work behaviours and task completion. Consequently, many organizations aim to attract and retain employees who demonstrate proactive, self-motivated, and future-oriented behaviour, i.e., engaged employees. Employee engagement is positively and significantly associated with their performance, with higher levels of work engagement being linked to higher employee performance [38].

Indirect Effect on Job Crafting

Job Demands affected Job Crafting indirectly through Burnout and Motivation. The results of this study are consistent with those of [12], who found that job demands significantly and negatively influence how

people craft their jobs through burnout. The findings of this study contradict [37] research at Hasanuddin University Hospital, which found that job demands did not have an indirect impact on job crafting due to weariness. According to a research by [12] depending on modifications made to job demands and work resources, job crafting can have both favorable and unfavorable effects on employee welfare. Burnout is a big factor in how job demands might affect job crafting, so it's critical for businesses to offer tools for job crafting and support it in order to reduce employee burnout. Job crafting can have a positive impact on employee motivation, workplace engagement, and job satisfaction. Employees can modify the degree of job demands and job resources, for instance, by defining job characteristics based on skills, abilities, and personal preferences. This will have a favorable effect on their motivation, work engagement, and job satisfaction [40]. Meanwhile, Job Resources only through Motivation did it affect Job Crafting. Job Crafting is significantly impacted by Job Resources [6]. Work resources offer the chance to design perfect occupations, can shield workers from challenges, and can spark positive and energizing activities that promote success and happiness. Job crafting is significantly influenced by motivation. Because it allows for the modeling of skills, abilities, and preferences, job crafting has a favorable effect on the dynamics of motivation and well-being [40].

3. Conclusion

The conclusion of this study is The Job Demands faced by nurses at Labuang Baji General Hospital in Makassar affect their emotions, motivation, and work engagement. High job demands can lead to decreased motivation and increased burnout, impacting job crafting. Adequate support and resources can improve motivation and emotional well-being. It's important to manage job demands and resources for nurse well-being.

Acknowledgments This work has been presented at The 2023 AUA Academic Conference on Public Health Resilience in the COVID-19 Pandemic – Faculty of Public Health UI Scifes Festival.

4. References

- [1] Abduh, M., Rivai, F., & Kadir, R. (2018). Pengaruh Role Stress, Self Efficacy, Adaptability, Terhadap Kinerja Perawat Di Rumah Sakit Pupuk Kaltim Siaga Ramania Samarinda. *Jurnal Kesehatan Masyarakat Maritim*, 1(2), 201–207. <https://doi.org/10.30597/jkmm.v1i2.8715>
- [2] Arvidsson, I., Leo, U., Larsson, A., Håkansson, C., Persson, R., & Björk, J. (2019). Burnout among school teachers: Quantitative and qualitative results from a follow-up study in southern Sweden. *BMC Public Health*, 19(1), 1–13. <https://doi.org/10.1186/s12889-019-6972-1>
- [3] Asseburg, J. (2018). Work-family conflict in the public sector: The impact of public service motivation and job crafting. *ZBW – Leibniz Information Centre for Economics*, 1–129. <http://hdl.handle.net/10419/183185%0AStandard-Nutzungsbedingungen>:
- [4] Bakker, A. B. (2015). A Job Demands-Resources Approach to Public Service Motivation. *Public Administration Review*, 75(5), 723–732. <https://doi.org/10.1111/puar.12388>
- [5] Batubara, K., Syam, B., & Wahyuni, S. E. (2020). Job Demands–Resources Model Affects the Performance of Associate Nurses in Hospital. *Jurnal Keperawatan Indonesia*, 23(2), 111–118. <https://doi.org/10.7454/jki.v23i2.1132>
- [6] Chen, C. Y. (2019). Does work engagement mediate the influence of job resourcefulness on job

crafting?: An examination of frontline hotel employees. *International Journal of Contemporary Hospitality Management*, 31(4), 1684–1701. <https://doi.org/10.1108/IJCHM-05-2018-0365>

[7] Eguchi, H., Shimazu, A., Bakker, A. B., Tims, M., Kamiyama, K., Hara, Y., Namba, K., Inoue, A., Ono, M., & Kawakami, N. (2016). Validation of the Japanese version of the job crafting scale. *Journal of Occupational Health*, 58(3), 231–240. <https://doi.org/10.1539/JOH.15-0173-OA>

[8] Fatmawati, E., Sidin, A. I., & Saleh, L. M. (2020). How does proactive motivation affect job crafting in Mamuju hospitals? *JMMR (Jurnal Medicoeticolegal Dan Manajemen Rumah Sakit)*, 9(3), 216–222. <https://doi.org/10.18196/jmmr.93133>

[9] Frederick, D. E., & VanderWeele, T. J. (2020). Longitudinal meta-analysis of job crafting shows positive association with work engagement. *Cogent Psychology*, 7(1). <https://doi.org/10.1080/23311908.2020.1746733>

[10] Guay, F., Vallerand, R. J., & Blanchard, C. (2000). On the assessment of situational intrinsic and extrinsic motivation: The Situational Motivation Scale (SIMS). *Motivation and Emotion*, 24(3), 175–213. <https://doi.org/10.1023/A:1005614228250>

[11] Hakanen, J. J., Seppälä, P., & Peeters, M. C. W. (2017). High Job Demands, Still Engaged and Not Burned Out? The Role of Job Crafting. *International Journal of Behavioral Medicine*, 24(4), 619–627. <https://doi.org/10.1007/s12529-017-9638-3>

[12] Harju, L. K., Kaltiainen, J., & Hakanen, J. J. (2021). The double-edged sword of job crafting: The effects of job crafting on changes in job demands and employee well-being. *Human Resource Management*, 60(6), 953–968. <https://doi.org/10.1002/hrm.22054>

[13] Jay, G. (2021). Examining the Relationship Between Work Demands and Burnout During COVID-19 and the Moderating Effects of Professional Social Support and Psychological Flexibility. In Dissertation and Thesis. Minnesota.

[14] Juliana, A., Saffardin, F. S., & Teoh, K. B. (2021). Job demands-resources model and burnout among penang preschool teachers: The mediating role of work engagement. *Annals of the Romanian Society for Cell Biology*, 25(3), 6679–6691.

[15] Krassow, L. von. (2015). Promoting Health and Motivation At Work: The Relative Importance of Job Demands, Job Resources and Personal Resources. 1–20.

[16] Lee, J. Y., & Lee, Y. (2018). Job Crafting and Performance: Literature Review and Implications for Human Resource Development. *Human Resource Development Review*, 17(3), 277–313. <https://doi.org/10.1177/1534484318788269>

[17] Listiyono, R. A. (2015). Studi Deskriptif Tentang Kualitas Pelayanan di Rumah Sakit Umum Dr. Wahidin Sudiro Husodo Kota Mojokerto Pasca Menjadi Rumah Sakit Tipe B. *Jurnal Kebijakan Dan Manajemen Publik*, 1(1), 2–7.

[18] Meirun, T., Bano, S., Javaid, M. U., Arshad, M. Z., Shah, M. U., Rehman, U., Parvez, Z. A., & Ilyas,

M. (2020). Nuances of COVID-19 and Psychosocial Work Environment on Nurses' Wellbeing: The Mediating Role of Stress and Eustress in Lieu to JD-R Theory. *Frontiers in Psychology*, 11(October), 1–11. <https://doi.org/10.3389/fpsyg.2020.570236>

[19] Moreira-Fontán, E., García-Señorán, M., Conde-Rodríguez, Á., & González, A. (2019). Teachers' ICT-related self-efficacy, job resources, and positive emotions: Their structural relations with autonomous motivation and work engagement. *Computers and Education*, 134(May 2018), 63–77. <https://doi.org/10.1016/j.compedu.2019.02.007>

[20] Ningsih, S. (2017). Pengaruh Kejenuhan Kerja, Beban Kerja, dan Konflik Kerja Terhadap Motivasi Kerja Perawat RSUD DR. RM.Pratomo Bagan Siapiapi Kabupaten Rokan Hilir. *JOM Fekon*, 4(1), 495–509.

[21] Peral, S., & Geldenhuys, M. (2016). The effects of job crafting on subjective well-being amongst south African high school teachers. *SA Journal of Industrial Psychology*, 42(1), 1–13. <https://doi.org/10.4102/sajip.v42i1.1378>

[22] Peraturan Pemerintah. (2021). Peraturan Pemerintah Nomor 47 Tahun 2021 tentang Penyelenggaraan Bidang Perumahasakitan. 086146.

[23] Putra, A. D., & Pratama, M. P. (2019). Peran Mediasi Person-Job Fit Dan Job Resources Pada Job Crafting Dan Work Engagement. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (JIMMBA)*, 1(1), 1–8. <https://doi.org/10.32639/jimmba.v1i1.388>

[24] Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>

[25] Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>

[26] Schaufeli, W. B., & Taris, T. W. (2014). A Critical Review of the Job Demands-Resources Model: Implications for Improving Work and Health. <https://doi.org/10.1007/978-94-007-5640-3>

[27] Schaufeli, W., & Bakker, A. (2004). Utrecht Work Engagement Scale. December.

[28] Schaufeli, W., Witte, H. De, & Desart, S. (2020). Manual Burnout Assessment Tool (BAT) – Version 2.0. Ku Leuven, July, 1–143.

[29] Sidin, A. I., & Irwandy. (2021). Job Crafting Perawat di Rumah Sakit (Job Demands-Resources (JDR) Perspektif) (A. U. A. Mangilep, I. N. Insani, & U. Kalsum (eds.); 1st ed.). CV. Literasi Nusantara Abadi.

[30] The Lancet. (2019). 2020: Unleashing the Full Potential of Nursing. *The Lancet*, 394(10212), 1879. [https://doi.org/10.1016/S0140-6736\(19\)32794-1](https://doi.org/10.1016/S0140-6736(19)32794-1)

[31] Tims, M., & Bakker, A. B. (2010). Job crafting: Towards a new model of individual job redesign. *SA Journal of Industrial Psychology*, 36(2), 1–9. <https://doi.org/10.4102/sajip.v36i2.841>

- [32] Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, 80(1), 173–186. <https://doi.org/10.1016/j.jvb.2011.05.009>
- [33] Veldhoven, M. van, & Meijman, T. (1994). HET METEN VAN PSYCHOSOCIALE ARBEIDSBELASTING MET EEN VRAGENLIJST. Amsterdam: Nederlands Instituut Voor Arbeidsomstandigheden NIA, 84. <https://research.tilburguniversity.edu/en/publications/handleiding-vbba-onderzoek-naar-de-beleving-van-psychosociale-arb>
- [34] Wang, H. J., Demerouti, E., Blanc, P. Le, & Lu, C. Q. (2018). Crafting a job in ‘tough times’: When being proactive is positively related to work attachment. *Journal of Occupational and Organizational Psychology*, 91(3), 569–590. <https://doi.org/10.1111/joop.12218>
- [35] Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The Role of Personal Resources in the Job Demands-Resources Model. *International Journal of Stress Management*, 14(2), 121–141. <https://doi.org/10.1037/1072-5245.14.2.121>
- [36] Yener, M., & Coşkun, Ö. (2013). Using Job Resources and Job Demands in Predicting Burnout. *Procedia - Social and Behavioral Sciences*, 99, 869–876. <https://doi.org/10.1016/j.sbspro.2013.10.559>
- [37] Yulianti, I. (2021). Pengaruh Job Demand-Resources (JD-R) Terhadap Job Crafting pada Perawat Rumah Sakit Universitas Hasanuddin. Hasanuddin.
- [38] Yulivianto, T. S. (2019). Job Crafting Dan Persepsi Dukungan Organisasi Terhadap Kinerja Karyawan Melalui Keterikatan. *Jurnal Ilmu Manajemen (JIM)*, 7(4), 1017–1028.
- [39] Zis, P., Anagnostopoulos, F., & Sykioti, P. (2014). Burnout in medical residents: A study based on the job demands-resources model. *Scientific World Journal*, 2014, 10. <https://doi.org/10.1155/2014/673279>
- [40] Zito, M., Colombo, L., Borgogni, L., Callea, A., Cenciotti, R., Ingusci, E., & Cortese, C. G. (2019). The nature of job crafting: Positive and negative relations with job satisfaction and work-family conflict. *International Journal of Environmental Research and Public Health*, 16(7). <https://doi.org/10.3390/ijerph16071176>