

XIII.4__2021_,'_pp._1140-
1147.pdf
by

Submission date: 29-Sep-2021 04:08PM (UTC+0700)

Submission ID: 1660519636

File name: XIII.4__2021_,'_pp._1140-1147.pdf (315K)

Word count: 5191

Character count: 28177

Do Job Resources have a role in job crafting of hospital staff in Mamuju Regency, at the fourth industrial revolution at Hospital Context: JD-R Theory Perspectives

1st Andi Indahwati Sidin
Hospital Management/
Unhas Teaching Hospital
Hasanuddin University
Makassar, Indonesia
idsidin@unhas.ac.id

2nd Lalu Muhammad Saleh
Occupational Health and
Safety
Hasanuddin University
Makassar, Indonesia
lalums@unhas.ac.id

Management
Hasanuddin University
Makassar, Indonesia
ekafatmawati205@gmail.com

3rd Eka Fatmawati
Magister Hospital

Abstract—Job crafting (JC) is the most important aspect for hospital staff to deliver quality health services, especially in the 4.0 industrial revolution, as the demand for quality health services is very dynamic. According to the JD-R Perspectives theory, it is influenced by job resources (JR) and labor demand (JD). The study of JC staff at rural area is limited, which may differ in the character of the customer from the urban area. The characteristics of the customer can affect the demand for quality health service influencing the job demand of hospital staff. This study aims to analyse the role of JR in JC behaviour of hospital staff at Rural area, Mamuju at 4.0 era. The population consists of all the staff of 3 (three) hospitals, 614 respectively, and 155 staff selected as sample. The data was analysed using correlation test, spearman test based on non-parametric variables. The result of the test showed that p value was 0,097 more than α value 0,05. This result shows that JR is not statistically related to the JC of the hospital staff in Mamuju Regency. The conclusion is that the JR can only encourage JC only when the staff have a high JD. This is in line with JD-R Theory perspective that the JC will be stimulated by situational factors, JD and JR at the same time. Staff will have JC when they have JR and JD at the same time. Future research should measure the correlation of the two variable JD and JR with JC.

Keywords—job crafting, job resources, job demand, staff, hospital)

I. INTRODUCTION

The fourth era of the industrial revolution is marked by unpredictable, uncertain,

Philosophical Readings XIII.4 (2021), pp. 1140-1147. 1140
Info@philosophicalreadings.org
[10.5281/zenodo.5230422](https://zenodo.org/record/5230422)

complicated and ambiguous situations that create a challenge for hospital management. Consumer demand for the quality of service has become more dynamic and operational cost of healthcare services are increasing. Therefore, hospitals are required to be more innovative in creating efficient and effective health services while keeping patients safety in mind. The fierce competitions in the hospital industry also means that hospitals create value in order to achieve a sustainable competitive advantage. The competitive advantage of the organization ensures survival and profitability, which leads to the long-term development of hospitals [1][2]. One of the individual behaviors that help organization in creating innovations and values is job crafting (JC), and it is a behavior that makes jobs more efficient, effective and pleasant. Job crafting behavior can enhance job satisfaction, which later supports the idea of generating innovative ideas from staff [3]. Industrial growths keep on increasing due to the widespread in development of technology and globalization. The complexities of the challenge faced by management make employees performance as one of the most fundamental challenges, which is a phenomenon related to effectiveness, knowledge management, quality, management, financing, and organizational development aspects. Most prominently for healthcare professionals' performance that are closely related to safety [4].

Job crafting (JC) is one of the behaviors that can create value to foster competitive advantage in the organization. In addition, it can also promote work engagement, enhance job satisfaction and overcome work fatigue [5]. Work fatigue can arise because of the high demands that patients place on the quality of services and the work environment, which may

not be conducive. Therefore, the hospital staff must have creative ways to deal with the condition. Several studies have been carried out on job crafting, such as the role of staff in dealing with changes in organizations [6], how job crafting should be managed and how to stimulate its emergence in an organizations [7]. It also plays a role in improving individuals' performance in the organization [8][9].

From the theoretical perspective of Job Demand-Job Resources (JD-R), Job crafting (JC) is influenced by Job demand (JD) and Job Resources (JR). The demand for jobs in the hospitals services is largely influenced by the characteristics of the consumer. The higher the patient's demands, the higher the job demands for hospital staffs. The job demand tends to cause staff fatigue when the staff can not meet the requirement or the working environment is unlikely to support the staff. In contrast, job resources are a condition that can affect motivation when staff are given autonomy, opportunities for development and performance feedback from superiors, which result to a positive impact in reducing job demands (JD) such as increased job satisfaction and engagement [10][11][7].

Theoretically, the JD-R model that has received little attention in researches, is JR. According to the research conducted by Tims and Bakker's [12] in 2013, shows that the structural increase in job resources has a correlation with the level of satisfaction and decreased fatigue. Therefore, specifically, the level of JR plays a mediating role in this correlation. In the employment bond, the effect of increasing structural work resources is fully mediated by the JR rate. This correlation makes employees consciously willing to participate in efforts to improve JR, both structurally and socially. Therefore, the arrangement of employees' work is classified as effective because it is able to produce a higher JR rate over time.

Several studies have shown that JR is positively related and that it is better at predicting work attachment than JD. JR can play a role an intrinsic motivation in enhancing the learning process and self-development. As an extrinsic motivation, JR plays a role in promoting target performance [13][14]. JR is considered as an impact as a buffer at the JD level, including pressure that has the potential to

Philosophical Readings XIII.4 (2021), pp. 1140-1147. 1141
Info@philosophicalreadings.org
10.5281/zenodo.5230422

cause work fatigue. The JD-R model that plays a role in the organization depends on the characteristics of the prevailing job [15].

The number of studies on the JD-R model shows an upward trend, and the model has become a theory. However, the study of JR and JC staff in hospitals is relatively limited, especially in regional hospitals compared to urban hospitals with different characteristics of customer. The state of RJ in the hospital has unique characteristics, as the autonomy factor as one of the influencing factors on RJ in the hospital, which cannot be fully achieved, because most of the jobs in the hospital have standard operational procedures, therefore professional autonomy tends to be neglected. Some studies explain that Nurses' autonomy is influential in creating meaningful jobs [16]. Compared to other units, nurses form a professional group that has a great autonomy in carrying out their work with doctors [17]. Doctors have dominance power and power in social life [18]. Therefore, this study aims to examine the role of JR's in relation to hospital staffs in Mamuju Regency JC in the era of the fourth hospital industry.

II. JOB CRAFTING: CONCEPTUAL

One of the staff behaviors that can help increase an organization's competitive advantage is innovative behavior, which will emerge when the staffs have high involvement in working [19]. This innovative behavior is reflected in the behavior of the staffs', which enable a more efficient and enjoyable work, and enabling the work to be more meaningful. Individual characteristics play a role in the emergence of job crafting, there is a sense of confidence in the ability to create at work, which greatly affects the individual's ability to be creative [20][21].

JC is a form of proactive working behavior in which employees can actively change the ways, models, and techniques of work that can influence perceptions [10]. It also make changes to maintain a balance between employee expectations and wants regardless of working environment and resources. In addition, JC is a very important process for promoting engagement and job satisfaction in a workforce that has increased job dissatisfaction and fatigue later in life [5].

The JC concept explicitly focuses on transforming the work of employees by starting and applying aspects of the work. At work, employees independently adjust the work to enhance the unique knowledge they possess. It is matched between the characteristics of the job, the needs, skills and preferences of the workers themselves in relation to the work and themselves in designing the work to create more meaning [5].

To improve organizational sustainability, employees can introduce three types of changes in the working environment. First, think of JC as an organizational means to encourage employees to be more enthusiastic and involved in the work. Employees can organize the job they are responsible for by providing work that is not monotonous and requires new skills. Second, JC can be a valuable tool by aligning the employees' jobs to the needs of other groups of employees. Meanwhile, employees can structure interpersonal relationships while working. Third, JC can be used as a supplement in a job design approach to improve employees' welfare and performance. Employees effectively redesign the way they think about the aspects of the work they do. The job hasn't changed, but employees' view it in a more positive way. Therefore, the three types of changes allow employees to make the jobs more interesting and meaningful [12] [22].

Employees that plays an active role in managing personal work and social relationships will be able to shape personal jobs. The JC involves restricting work, both physically and cognitively. Changes in employees' working boundaries are made by changing the form or number of activities at work, while changes in cognitive form are made by changing the way employees view the work [23]. Changes made by employees are seen as important as they can increase and improve job performance [10].

III. JOB DEMAND-RESOURCES (JD-R) THEORY

JC involves initiating changes in redesigning operationized jobs based on characteristics, namely the Job Demand Resources (JD-R) model; JD and JR [14]. JD is defined as a job characteristic that requires continuous effort from employees regarding certain costs. Meanwhile, JR is a job characteristic that contributes to the achievement of goals by Philosophical Readings XIII.4 (2021), pp. 1140-1147. 1142
Info@philosophicalreadings.org
10.5281/zenodo.5230422

stimulating personal development, which can reduce the effects of job demands and related costs [24]. The JD-R model shows that differences in job characteristics allow researchers to be able to assess the types of changes that occur in employees in arranging the work.

Regardless of the characteristics of the job, stress or work fatigue develops when demands are too high and resources are limited [25]. Previous research in several organizations has shown that high-demanding jobs consume employees' mental and physical resources. This leads to a decrease in labor productivity such as work fatigue and employee health problems. The lack of RJ, which is specifically designed for a particular type of work, can impair motivation and lead to cynicism and performance degradation in additional roles [26].

In the hospital, the employees must have a decent performance to provide maximum service to patients. Employees that are engaged with the work will have very high productivity and are enthusiastically involved when working. This concept shows that one of the factors affecting employees' work engagement is JR [25].

Factors influencing JR relate to information available in the employees' work related to performance feedback [26][27]. Access to employees' job information can be represented through communication about the problems and functions of an organization [28]. Employees' capacity is influenced by the participation in making decisions on matters that are considered important. Relationships with coworkers refer to the team atmosphere and potential social support that employees can receive from fellow coworkers [10]. Relationships with superiors represent the relationship between employees and superiors with an acceptable social support potential [29]. Remuneration refers to the way employees consider the salary they earn [30]. Independence in work refers to the freedom that individuals have in carrying out the work, including freedom in arranging work schedules, making decisions, and working methods [31].

IV. METHOD

A. Procedure and Participants

This is a quantitative research with a cross-sectional study approach. The study population consists of all employees of 3 (three) hospitals, exactly 614 employees in Mamuju Regency, West Sulawesi Province, including Mamuju District Hospital, Mamuju Regional Police Hospital, and Mitra Manakarra Mamuju Hospital in 2020. The sampling technique was a proportional random sampling, which amounted to 155 employees being selected as samples. Data were collected using a structured questionnaire.

B. Measurement Instruments

JC and JR measurements were carried out using a 4-point Likert scale from 1 (never) to 4 (ways) for JC, while for JR, the scale were from 1 (strongly disagree) to 4 (strongly agree). Respondents that have a high score code were defined as high JC and JR.

Job Crafting was measured using 21 items from the Job Crafting Questionnaire developed by Tims and Bakker [24]. These includes the dimensions of structural work resources (5 items), hampering job demands (5 items), social work resources (5 items), and challenging job demands (5 items). The hypothetical mean and the standard deviation are 50 and 10, respectively. The objective criteria for job crafting are considered to be good when the total score \geq the hypothetical mean (50). When the total score $<$ hypothetical mean, then the score was categorized as unfavorable.

Job Resources were measured using 28 items from Questionnaire sur les Ressources et Contraintes Professionnelles (QRCP) developed by Lequerre, Gillet, Ragot and Forquau [27]. These includes information (4 items), communication (4 items), participation (4 items), relationships with colleagues (4 items), relationships with superiors (4 items), remuneration (4 items), independence at work (4 items) dimensions. The hypothetical means and standard deviation are 70 and 14, respectively. The objective criteria for job support are considered to be good when the total score is \geq hypothetical mean (70). When the total score $<$ hypothetical mean, then the score was categorized as unfavorable.

C. Data Analysis

Based on the normality of data test verification, a sig. Kolmogorov-Smirnov value of 0.000 was obtained. Because the value of 0.000 is less than <0.05 , it can be concluded that the standard residual value is not normally distributed. Therefore, the analysis method used to test the correlation between JC and JR was non-parametric statistical analysis, the Spearman Correlation Test.

V. RESULT

A. Descriptive Statistics

The characteristics of the respondents in this study were mostly female (81.9%). The respondents in the age group <30 years are considered to be the highest percentage with 99 people (63.9%). The positions of respondents were mostly staff with 148 people (95.5%). Respondents with D3 (diploma) education were accounted as the highest percentage with 65 people (41.9%). Respondents that are nurses gave the highest percentage with 99 people (63.9%). In addition, the majority of respondents had more than 2 years of working experience, namely 89 people (57.4%) with the most employment status being private contracts with 49 people (31.6%).

Table 1. The frequency distribution shows that most of the hospital staffs have a fairly good JC behavior, namely 134 people (85.8%). Likewise, with the JR level, 149 people (96.1%) had a fairly good JR category.

B. Correlation Testings

Based on table 2, the output obtained a correlation coefficient value of 0.134. This means that the level of correlation strength between JC and JR is 0.134, which is very weak (0.00-0.25). The correlation coefficient is positive, therefore the relationship between JC and JR has a unidirectional relationship. The results of the Spearman Correlation Test obtained the Sig value. p value of 0.217. Because the Sig. 0.097 is greater than $\alpha 0.05$, which means that there is no significant relationship between JC and JR.

TABLE I. DESCRIPTIVE STATISTICS JOB CRAFTING AND JOB RESOURCES (N = 155)

Variable		Descriptive Frequencies	
		n	%
Job Crafting	Low	22	14.2
	High	133	85.8
Job Resources	Low	6	3.9
	High	149	96.1

TABLE II. CORRELATION BETWEEN JOB CRAFTING TO JOB RESOURCES (N = 155)

Variable		Spearman's rho Correlations	
		Job Crafting	Job Demand - Resources
Job Crafting	Correlation Coefficient	1	0.134
	Sig. (2-tailed)	.	0.097
	N	155	155
Job Resources	Correlation Coefficient	0.134	1
	Sig. (2-tailed)	0.97	.
	N	155	155

VI. DISCUSSION

Based on the results of the correlation test, the sig value of 0.097 indicates that there is no relationship between JR and JC with a correlation coefficient of 0.134, which means that it has a very weak correlation strength and the direction is positive. Positive correlation is the relationship between 2 variables, where an increase in a variable causes an increase in the value of another variable and vice versa, when the value of one variable decreases, the value of other variables will also decrease. JR and JC variables have a unidirectional positive relationship, meaning that the higher the JR level of the hospital staffs, the higher the JC level of the hospital staffs, but the increase

between the two variables is not related. The conclusion is that JR can encourage JC only when the staff have a high JD.

In accordance with the JD-R theory perspective, JC is stimulated simultaneously by situational factors, by JD and JR. The staff will have JC when they have JR and JD at the same time. The JD-R model shows that JD is the most important predictor of employees' work fatigue, while JR is the most important predictor of employee job involvement.

Based on the JD-R model, which indicates that professional resources are motivational in nature [25] [31], it is expected of employees that increase the professional resources to experience higher levels of professional engagement. Job involvement is defined as an active, positive, work-related state characterized by passion, dedication and absorption. A high level of productivity, willingness to do work, and perseverance in the face of adversity characterizes vigor. Dedication implies enthusiasm and feeling challenged by work, which will lead to job satisfaction because it is the most common operationalization of work-related wellbeing [32]. A cross-border study examining the determinants of job satisfaction and job involvement develops from employees' JC [33], which supports the claim that JR can encourage JC at the same time as JD. The study shows that the most important determinant of JC is an attractive job, good relationships with managers and colleagues, and changes in the way the employees interpret the work, from a more positive perspective.

Van Wingerden [34] shows that human resource management initiatives to conduct JC training can have a positive effect on the JC behavior of employees, which has an indirect effect on job requirements, support, and involvement. Gordon [35] also shows that JC training can influence nurse's surgeon's behavior, improvement of JD and JR, and the objective level of job performance. This can be seen in a study conducted by Croon, Van Veldhoven, Peccei and Wood [36] with 15,000 employees at 4200 workplaces showing that JC in HR practices indirectly influence organizational productivity through employee perceptions of JR (job control) and job satisfaction.

Rosso et al., emphasized that managers should focus on creating resources and a

comfortable environment to promote JC [37]. Today there is also growing awareness of the need for health professionals to take a proactive role in shaping the future work to improve the health system [35]. Future studies should measure the correlation of the two variables JD and JR with JC.

A high level of job resources protects employees from burnout [38][39], because having access to a larger pool of resources enables employees to meet job demands and protect themselves from tension. Burnout is operationalized through two core dimensions: fatigue and cynicism/disengagement [40][25]. Fatigue is defined as work-related fatigue as a result of prolonged exposure to certain job demands. Cynical employees distance themselves from jobs and experience negative attitudes towards the job objects, job content, or work in general [40]. It is expected that employees that put more resources into the job experience lower levels of fatigue because they are more able to accomplish the job assignments. A study by Schaufeli et al. [42] shows that a decrease in labor resource results in an increase in burnout. These results suggest that high levels of employment resources can play a role in preventing burnout.

Constructive feedback not only helps employees to carry out their work more efficiently, but also improves communication between supervisors and employees. When accurate and precise information is provided in a constructive manner, employees and managers can improve or change performance. All employees that are performing well should receive frequent praise and encouragement, whereas those that are not performing at the expected level should be notified of any issues and trained on how to improve. Assessing employees with decent performance helps maintain the motivation and signals to continue in this direction [46]. Communicating positively with employees when they need to improve their performance will help avoid work issues and minimize surprises during performance reviews.

Job resources can also play an extrinsic motivational role, because a working environment that offers many resources fosters the willingness to devote one's effort and the ability to do one's task [27]. In such environment, it is more likely that the task will

Philosophical Readings XIII.4 (2021), pp. 1140-1147. 1145
Info@philosophicalreadings.org
10.5281/zenodo.5230422

be completed successfully and that work objectives will be achieved. For example, coworkers and supportive performance feedback increases the likelihood of success in achieving one's job goals. In both cases, either through fulfilling basic needs or through achieving work goals, the results are positive and engagement tends to occur [26][41].

In line with the idea of the motivational role of work resources, several studies have shown a positive relationship between job resources and participation. For example, Schaufeli and Bakker [26] find evidence of a positive relationship between three sources of employment (performance feedback, social support, and coaching supervision) and job involvement (enthusiasm, dedication and absorption) among Dutch employees working in an insurance companies and occupational health and safety services, pension fund companies, and a home care institution. More specifically, they use structural equation modeling to show that job resources (not job demands) exclusively predict engagement, and that engagement is a mediator of the relationship between job resources and turnover intentions.

Job resources play an intrinsic motivational role because they promote employees' growth, learning and development, or they play an extrinsic motivational role because they play an important role in achieving working goals. In the previous case, job resources fulfill basic human needs, such as the need for autonomy, connectedness and competence [44][45]. For example, appropriate feedback encourages learning, which enhances job competence, while freedom of choice and social support satisfied the need for autonomy and a need for belonging. The intrinsic motivation of this potential work resource is also recognized by job characteristics theory [43]. Although high JR would not necessarily lead to an increase in employee's JC, according to JD-R theory, there is a situational predictor that causes JR to be able to effect motivation when the job demand is high. The staff will engage in job crafting when JD is high and has JR. For further research, the relationship between JD and JR with JC will be reviewed simultaneously.

CONCLUSION

The JR can only encourage JC when the staff have high JD. This is in line with the JD-R

theory perspective that JC is stimulated simultaneously by situational factors, by JD and JR. The staff will have JC when they have JR and JD at the same time. The future research should measure the correlation of the variable JD and JR to JC.

REFERENCES

- [1] J. B. P. Sinha, "Culture and Organizational Behaviour," in 2009, SAGE Publications.
- [2] B. Woo and P. Chelladurai, "Dynamics of Perceived Support and Work Attitudes: The Case of Fitness Club Employees," *Hum. Resour. Manag. Res.*, vol. 2012, no. 1, pp. 6–18, 2012.
- [3] A. B. Bakker, J. Hetland, O. K. Olsen, R. Espevik, and J. D. De Vries, "Job crafting and playful work design: Links with performance during busy and quiet days," *J. Vocat. Behav.*, p. 103478, 2020.
- [4] C. Platis, P. Reklitis, and S. Zimeras, "Relation between Job Satisfaction and Job Performance in Healthcare Services," *Procedia - Soc. Behav. Sci.*, vol. 175, no. February, pp. 480–487, 2015.
- [5] A. Wrzesniewski, N. Lobuglio, J. E. Dutton, and J. M. Berg, *Job crafting and cultivating positive meaning and identity in work*, vol. 1, no. 2013. Emerald Group Publishing Limited, 2013.
- [6] W. B. Petrou, P., Demerouti, E. and Schaufeli, "Crafting the Change: The Role of Employee Job Crafting Behaviors for Successful Organizational Change," *J. Manage.*, 2018.
- [7] E. Demerouti, "Design your own job through job crafting," *Eur. Psychol.*, 2014.
- [8] D. Bakker, A. B., Tims, M. and Derks, "Proactive personality and job performance: The role of job crafting and work engagement," *Hum. Relations*, 2012.
- [9] D. Tims, M., Bakker, A. B. and Derks, "Job crafting and job performance: A longitudinal study," *Eur. J. Work Organ. Psychol.*, 2015.
- [10] M. Tims and A. B. Bakker, "Job crafting: Towards a new model of individual job redesign," *South African J. Ind. Psychol.*, vol. 36, no. 2, pp. 1–9, 2010.
- [11] A. B. Bakker and E. Demerouti, "Job Demands-Resources Theory," *Wellbeing*, vol. III, pp. 1–28, 2014.
- [12] M. Tims, A. B. Bakker, and D. Derks, "The impact of job crafting on job demands, job resources, and well-being," *J. Occup. Health Psychol.*, vol. 18, no. 2, pp. 230–240, 2013.
- [13] A. Bakker, "Building engagement in the workplace," *Peak Perform. Organ.*, pp. 50–72, 2008.
- [14] A. B. Bakker and E. Demerouti, "The job demands-resources model: State of the art," *J. Manag. Psychol.*, vol. 22, no. 3, pp. 309–328, 2007.
- [15] A. B. Bakker, E. Demerouti, and M. C. Euwema, "Job resources buffer the impact of job demands on burnout," *J. Occup. Health Psychol.*, vol. 10, no. 2, pp. 170–180, 2005.
- [16] J. M. C. et al. Both-Nwabuwe, "Nurses' experience of individual, group-based, and professional autonomy," *Nurs. Outlook*, vol. 67, no. 6, pp. 734–746, 2019.
- [17] M. T. Mrayyan, "Nurses' autonomy: Influence of nurse managers' actions," *J. Adv. Nurs.*, 2004.
- [18] T. Airaksinen, "Professional Ethics," *Encycl. Appl. Ethics*, 2012.
- [19] T. Kwon, K. and Kim, "An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model," *Hum. Resour. Manag. Rev.*, 2020.
- [20] H. Kim, J. Im, and H. Qu, "International Journal of Hospitality Management Exploring antecedents and consequences of job crafting," *Int. J. Hosp. Manag.*, vol. 75, no. May 2017, pp. 18–26, 2018.
- [21] A. Lazazzara, M. Tims, and D. de Gennaro, "The process of reinventing a job: A meta-synthesis of qualitative job crafting research," *J. Vocat. Behav.*, vol. 116, no. December 2018, pp. 0–1, 2020.
- [22] P. M. Le Blanc, E. Demerouti, and A. B. Bakker, "etter? Job Crafting for Sustainable Employees and Organizations," *An Introd. to Work Organ. Psychol. An Int. Perspect.*, vol. 48, 2017.
- [23] A. Wrzesniewski and J. E. Dutton, "Crafting a Job," *Acad. Manag. Rev.*, vol. 26, no. 2, pp. 179–201, 2001.
- [24] M. Tims, A. B. Bakker, and D. Derks, "Development and validation of the job crafting scale," *J. Vocat. Behav.*, vol. 80, no. 1, pp. 173–186, 2012.
- [25] E. Demerouti, F. Nachreiner, A. B. Bakker, and W. B. Schaufeli, "The job demands-resources model of burnout," *J. Appl. Psychol.*, vol. 86, no. 3, pp. 499–512, 2001.
- [26] W. Schaufeli and A. Bakker, "Job demands, job resources, and their relationship with burnout and engagement:

- A multi-sample study," *J. Organ. Behav.*, vol. 25, no. 3, pp. 293–315, 2004.
- [27] J. Lequeurre, N. Gillet, C. Ragot, and E. Fouquereau, "Validation of a French questionnaire to measure job demands and resources," *Rev. Int. Psychol. Soc.*, vol. 26, no. 4, pp. 93–124, 2014.
- [28] B. L. Rich, J. A. Lepine, and E. R. Crawford, "Job engagement: Antecedents and effects on job performance," *Acad. Manag. J.*, vol. 53, no. 3, pp. 617–635, 2010.
- [29] M. A. Idris and M. F. Dollard, "Psychosocial safety climate, work conditions, and emotions in the workplace: A Malaysian population-based work stress study," *Int. J. Stress Manag.*, vol. 18, pp. 324–347, 2011.
- [30] F. R. David, *Strategic management: concepts and cases*, 13th Editi., no. 1. New Jersey: Pearson Education, Inc., 2011.
- [31] C. Boyd, C. M., Bakker, A. B., Pignata, S., Winefield, A. H., Gillespie, N., & Stough, "A longitudinal test of the job demands-resources model among Australian university academics," *Appl. Psychol. An Int. Rev.*, vol. 60, pp. 112–140, 2011.
- [32] D. G. Blanchflower and A. J. Oswald, "Well-Being, Insecurity and the Decline of American Job Satisfaction," *Natl. Bur. Econ. Res.*, p. 7487, 1999.
- [33] A. Sousa-Poza and A. A. Sousa-Poza, "Well-being at work: A cross-national analysis of the levels and determinants of job satisfaction," *J. Socio. Econ.*, vol. 29, no. 6, pp. 517–538, 2000.
- [34] J. van Wingerden, A. B. Bakker, and D. Derks, "A test of a job demands-resources intervention," *J. Manag. Psychol.*, vol. 31, no. 3, pp. 686–701, 2016.
- [35] H. Gordon, E. Demerouti, P. Le Blanc, and T. Bipp, "Job crafting and performance of Dutch and American healthcare professionals," *J. Pers. Psychol.*, vol. 14, no. 4, pp. 192–202, 2015.
- [36] S. Croon, M. A., Van Veldhoven, M. J. P. M., Peccei, R. E., & Wood, *Researching individual well-being and performance in context: Multilevel mediational analysis for bathtub models*, In M. J. P. Hove: Psychology Press.
- [37] A. Rosso, B. D., Dekas, K. H., & Wrzesniewski, "On the meaning of work: A theoretical integration and review," *Res. Organ. Behav.*, vol. 30, pp. 91–127, 2010.
- [38] A. B. Bakker, J. J. Hakanen, E. Demerouti, and D. Xanthopoulou, "Job resources boost work engagement, particularly when job demands are high," *J. Educ. Psychol.*, vol. 99, no. 2, pp. 274–284, 2007.
- [39] J. D. Nahrgang, F. P. Morgeson, and D. A. Hofmann, "Safety at Work: A Meta-Analytic Investigation of the Link Between Job Demands, Job Resources, Burnout, Engagement, and Safety Outcomes," *J. Appl. Psychol.*, vol. 96, no. 1, pp. 71–94, 2011.
- [40] E. Demerouti, A. B. Bakker, I. Vardakou, and A. Kantas, "The convergent validity of two burnout instruments: A multitrait-multimethod analysis," *Eur. J. Psychol. Assess.*, vol. 19, no. 1, pp. 12–23, 2003.
- [41] M. Salanova, S. Llorens, M. Garcia-Renedo, R. Burriel, E. Bresó, and W. B. Schaufeli, "Toward a four-dimensional model of burnout: A multigroup factor-analytic study including depersonalization and cynicism," *Educ. Psychol. Meas.*, vol. 65, no. 5, pp. 901–913, 2005.
- [42] W. B. Schaufeli, A. B. Bakker, F. M. M. A. van der Heijden, and J. T. Prins, "Workaholism Among Medical Residents: It Is the Combination of Working Excessively and Compulsively That Counts," *Int. J. Stress Manag.*, vol. 16, no. 4, pp. 249–272, 2009.
- [43] J. R. Hackman and G. R. Oldham, *Work redesign*. Addison-Wesley: MA, 1980.
- [44] E. L. Deci and R. M. Ryan, *Intrinsic Motivation and Self-Determination in Human Behavior*. New York: Plenum Press, 1985.
- [45] R. M. Ryan and C. Frederick, "On Energy, Personality, and Health: Subjective Vitality as a Dynamic Reflection of Well-Being," *Journal Personal.*, vol. 65, no. 3, pp. 529–565, 1997.

ORIGINALITY REPORT

16%

SIMILARITY INDEX

9%

INTERNET SOURCES

13%

PUBLICATIONS

8%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of the Free State Student Paper	2%
2	mafiadoc.com Internet Source	2%
3	Submitted to Higher Education Commission Pakistan Student Paper	1%
4	www.mdpi.com Internet Source	1%
5	Submitted to Cass Training International College Student Paper	1%
6	Arnold B. Bakker, Evangelia Demerouti, Martin C. Euwema. "Job Resources Buffer the Impact of Job Demands on Burnout.", Journal of Occupational Health Psychology, 2005 Publication	1%
7	Chughtai, Aamir Ali. "Creating safer workplaces: The role of ethical leadership", Safety Science, 2015. Publication	1%

8	Arnold B. Bakker, Marc van Veldhoven, Despoina Xanthopoulou. "Beyond the Demand-Control Model", Journal of Personnel Psychology, 2010 Publication	<1 %
9	www.beanmanaged.com Internet Source	<1 %
10	Heather J. Gordon, Evangelia Demerouti, Pascale M. Le Blanc, Arnold B. Bakker, Tanja Bipp, Marc A.M.T. Verhagen. "Individual job redesign: Job crafting interventions in healthcare", Journal of Vocational Behavior, 2018 Publication	<1 %
11	Submitted to Coventry University Student Paper	<1 %
12	openpsychologyjournal.com Internet Source	<1 %
13	Journal of Managerial Psychology, Volume 22, Issue 3 (2007-03-11) Publication	<1 %
14	Submitted to Mansoura University Student Paper	<1 %
15	Submitted to Universiti Kebangsaan Malaysia Student Paper	<1 %

16

Internet Source

<1 %

17

Francesco Pace, Giulia Sciotto. "The Effect of Emotional Dissonance and Mental Load on Need for Recovery and Work Engagement among Italian Fixed-Term Researchers", International Journal of Environmental Research and Public Health, 2020

Publication

<1 %

18

innovativejournal.in

Internet Source

<1 %

19

www.researchgate.net

Internet Source

<1 %

20

revistas.udea.edu.co

Internet Source

<1 %

21

Mandy Mok Kim Man, Ricky Cai Qian Qiu. "An Empirical Study of Factors Influencing Consumers' Purchasing Behaviours in Shopping Malls", International Journal of Marketing Studies, 2021

Publication

<1 %

22

Cort W. Rudolph, Ian M. Katz, Kristi N. Lavigne, Hannes Zacher. "Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes", Journal of Vocational Behavior, 2017

<1 %

23

Valerie Ford, Susan Swayze. "chapter 88 Twenty-First Century Issues Impacting Turnover of IT Professionals", IGI Global, 2022

Publication

<1 %

24

Vivian Schachler, Sandra D. Epple, Elisa Clauss, Annekatriin Hoppe, Gavin R. Slemp, Matthias Ziegler. "Measuring Job Crafting Across Cultures: Lessons Learned From Comparing a German and an Australian Sample", Frontiers in Psychology, 2019

Publication

<1 %

25

Arnold B. Bakker, Patrícia L. Costa. "Chronic job burnout and daily functioning: A theoretical analysis", Burnout Research, 2014

Publication

<1 %

26

Arnold Bakker, Evangelia Demerouti, Wilmar Schaufeli. "Dual processes at work in a call centre: An application of the job demands – resources model", European Journal of Work and Organizational Psychology, 2003

Publication

<1 %

27

Belén Bande, Takuma Kimura, Pilar Fernández-Ferrín, Fernando Jaramillo. "Capability management control and salesperson turnover: A double-edged sword in a product complexity scenario", Industrial Marketing Management, 2021

<1 %

28 Kimberley Breevaart, Arnold B. Bakker, Evangelia Demerouti. "Daily self-management and employee work engagement", *Journal of Vocational Behavior*, 2014
Publication <1 %

29 Manjiri Kunte, Parisa Rungruang. "Timeline of engagement research and future research directions", *Management Research Review*, 2018
Publication <1 %

30 Marta Badia, M. Begoña Orgaz, Inmaculada Riquelme, Juan Gómez-Iruretagoyena. "Domains of the Cerebral Palsy Quality of Life Questionnaire (CP QOL) for Children and Adolescents: Spanish Adaptation and Psychometric Properties", *Journal of Developmental and Physical Disabilities*, 2020
Publication <1 %

31 eprints.bbk.ac.uk
Internet Source <1 %

32 www.frontiersin.org
Internet Source <1 %

33 Maria Tims, Arnold B. Bakker, Daantje Derks. "Development and validation of the job crafting scale", *Journal of Vocational Behavior*, 2012
Publication <1 %

34

Dollard, M.F.. "Psychosocial safety climate moderates the job demand-resource interaction in predicting workgroup distress", *Accident Analysis and Prevention*, 201203

Publication

<1 %

35

Garrosa, E.. "Role stress and personal resources in nursing: A cross-sectional study of burnout and engagement", *International Journal of Nursing Studies*, 201104

Publication

<1 %

Exclude quotes On

Exclude matches < 5 words

Exclude bibliography On