



The Role of the Job Demands & Job Resources Model (JD-R Model) on Turnover Intention with Employee Engagement and Job Satisfaction as Mediating Variables

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ABSTRACT

The purpose of this study is to further investigated the role of job demand & job resources model (JD-R Model) on employee turnover intention with employee engagement and job satisfaction as mediating variables. This quantitative study using the Structural Equation Model (SEM) method began in early 2024. The population of this study is focusing on nurses who work in type B private hospitals in Tangerang area. Research data was collected by distributing questionnaires online using google form which resulted in a total of 153 respondents. The findings of this research show that there is an indirect influence between the JD-R Model on turnover intention through the mediating role of job satisfaction and employee engagement. The influence of job satisfaction and employee engagement is an important factor in reducing the low turnover intention rate of nurses in hospitals. This study provides managerial implications for organizations operating in the healthcare industry such as hospitals, hospital management to empower nurses properly, because nurses have a very vital role in the running of services in hospitals. Nurses who have high engagement with the hospital will provide maximum contributions in improving the hospital's performance.

Keywords:

JD-R Model, Turnover Intention, Job Satisfaction, Employee Engagement, Nurse, Hospitals.

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INTRODUCTION

To succeed in today's highly competitive world of work, organizations in Indonesia must be able to create the sustainability of the work system in their organizations (Adiarti & Dimiyati, 2021). The success of a good work system in an organization or company will be able to make every employee able to provide the best performance in completing every job responsibility given to them (Dixit & Upadhyay, 2021). One of the work systems used in an organization is the JD-R Model or Job Demand-Resources Model. The JD-R Model explains the two components of the work environment, namely Demand and Resource (Scauffelli & Bakker, 2006). The balance between job demands (Demand) and work resources (Resources) will affect employee engagement which leads to employees' decisions to stay in an organization (Tripathi et al., 2021). The JD-R Model affects the desire of employees to exit (Turnover Intention) in an organization, because the demands of work and balanced work resources will provide employee comfort at work (Lehmann et al., 2021).

In its development, many people have expressed their opinion that employee engagement should be a serious concern for company leaders, especially HR management and company executive leaders (Arianti & Puspitawati, 2020). Employee Engagement has a very important contributor to the progress of a company's achievements. This is evidenced

by a study conducted by Gallup (2019) on hundreds of companies regarding the percentage of Employee Engagement which shows that 21% of employees who have a sense of Engaged will increase productivity at work, and conversely 25% of employees who experience the Disengaged category have a great effect on increasing employee turnover intention (Sorenson, 2013). There are two categories of Employee Engagement, namely work engagement and organizational engagement (Kustiawan et al., 2022). This is because the measurement of Employee Engagement must be measured based on two assessments, namely through performance and through the organization and the role that is very important in influencing employees through their roles and responsibilities. Several studies have suggested that Employee Engagement is a form of multidimensional approach (Sorenson, 2013).

There is another variable that is considered to mediate the relationship between job demand and job resources and employee turnover intention, namely job satisfaction (Alam, A., & Asim, 2019). Previous research conducted on more than 400 workers in one of the hospitals in Malaysia, discussing the relationship between job satisfaction and turnover intention gives an idea that there is a significant negative relationship between the two variables (Alam, A., & Muhammad, 2019). Job satisfaction provides a different dimension in employees' decisions to stay in a company or organization (Susanto, et al., 2022).

Previous research discussed the relationship between the job demand & job resources model (JD-R Model) and innovative work behavior (IWB) with employee engagement as a variable that mediates the two (Dixit & Upadhyay, 2021). The relationship between job demand & job resources model (JD-R Model) and turnover intention with employee engagement as a mediating variable can be found in previous studies. However, in previous research, only one widely used mediation variable was employee engagement, but it did not examine variables related to job satisfaction. In addition, the object of research in the previous study is also different from the object of this research (Horst & Hout, 2016).

Based on the relationship between the variables to be studied, this study will discuss the role of the job demand & job resources model (JD-R Model) on employee turnover intention with the role of mediating employee engagement and job satisfaction. Based on previous research, the object of the research taken was to a group of teachers or teachers in one of the private educational institutions, while the object of this study will be carried out to nurses who work in Type B private hospitals with certain criteria that have been determined. The selection of nurse objects in this study is based on the fact that nurses are one of the professions that affect the high and low turnover intention in hospitals, because the job as a nurse is very demanding on work performance so that they are vulnerable to stress both physically and psychologically. This study aims to further explore the role of the job demand & job resources model (JD-R Model) on turnover intention with job satisfaction and employee engagement as mediating variables in nurses working in private type B hospitals in the Tangerang area.

METHOD

Data collection uses a survey method by distributing questionnaires online using google forms to respondents. The measurement was carried out using a Likert scale with a

scale of 1 – 5 (1 = strongly disagree and 5 = strongly agree) in order to give flexibility to respondents to be able to choose according to their preferences more specifically.

The measurement of each variable of the Job Demand-Resources Model (JD-R Model) was carried out by the following method: for the measurement of the variable job autonomy was measured using questions adopted from Dixit & Upadhyay (2021) consisting of 6 questions. For the measurement of the rewards & recognition variables, 6 questions were adopted from Dixit & Upadhyay (2021). The measurement of job performance variables consists of 8 questions adopted from (Bao et al., 2022), the measurement of psychological strain variables is adapted from Bao et al., (2022) consists of 5 questions. The measurement of employee engagement variables was adapted from the employee engagement survey (Janna & Paradilla, 2023) consisting of 11 questions including vigor, dedication, and absorbment. The measurement of job satisfaction was adopted from Alam, A., & Muhammad (2019) consisted of 5 questions, the measurement of turnover intention was adopted from Anja et al., (2021) consisted of 3 questions. The total questions that will be used in this study are for all variables of 45 questions contained in appendix 2 and questionnaire in appendix 3.

This study is a quantitative research using the Partial Least Square-Structural Equation Model (PLS-SEM) method, while data processing and analysis use SmartPLS 4 (Partial Least Square) software (Hair et al., 2019). PLS was adopted because it is considered to be able to analyze complex measurement models that involve many constructions where in this study there are 4 variables, namely JDR, JS, EE and TI. Where the variables of job satisfaction and employee engagement mediate the variables of the JD-R model and turnover intention, therefore this study is a complex model research. To be able to analyze data using SEM-PLS, the sample size is at least 5 to 10 times the total paths in the research model, because the total available paths are 5, so the sample required is at least 50 respondents (Mathwick, C., Malhotra, N., & Rigdon, 2001).

The sample extraction method used in this study is the purposive sampling method. According to Hardani et al., (2020) the main feature of purposive sampling is that the research sample is specifically determined based on the research objectives where the author determines the target respondent. The population in this study as an analysis unit is nurses who work at the Type B Private Hospital in the Tangerang area with the sample criteria having worked at least 1 year at the hospital and having a minimum of S1 education, so the exact number is unknown and from this population a sample of 150 respondents spread across the Tangerang area was drawn, so that it has met the minimum number of 50 respondents as required by Mathwick et al., (2001).

In this study, the researcher conducted a test of the validity and reliability of the pretest data using SmartPLS 4, which is the latest statistical software and is considered the most stable in analyzing the complexity of data processing. The test was carried out by looking at the values of outer loading and average variance extracted (AVE), where the indicator is said to be valid when it has an outer loading value of > 0.7 and $AVE > 0.5$ (Hair et al., 2019). The results of the SmartPLS 4 output related to the first order validity test showed that all indicators from the Job Demand and Resources (JDR) dimension, namely job autonomy, reward and recognition, job performance and psychological strain had an outer loading value of > 0.7 and $AVE > 0.5$ so that it was declared valid, and all indicators of the variables of

job satisfaction, employee engagement, and turnover intention had an outer loading value of > 0.7 and $AVE > 0.5$ so that all indicators in the variables is declared valid. Then for the first order reliability test, it showed a composite reliability (CR) value of > 0.7 and Cronbach's alpha (CA) > 0.7 so that all of them were declared reliable.

Next, the researcher conducted a second order validity and reliability test, the SmartPLS 4 output results showed that all dimensions of the JDR Variable, as well as 3 other variables, namely JS, EE, and TI, had an outer loading value of > 0.7 and $AVE 0.5$ so that it was declared valid. Then the second-order reliability test of all JDR dimensions and 3 other variables had a composite reliability (CR) value of > 0.7 and Cronbach's alpha (CA) > 0.7 so that all of them were declared reliable. Based on the analysis of the results of the validity and reliability test in this pretest, out of a total of 45 statements, all of them were declared valid to be used as a questionnaire in this study. Details related to the validity and reliability test of the pretest data are contained in appendix 5.

RESULTS AND DISCUSSION

The total number of respondents who filled out the questionnaire in this study was 153 people, and all met the sampling criteria. The 153 respondents were nurses working in private type B hospitals in the Tangerang area. The sample population in this study was dominated by women with 52% ($N = 80$) and 48% ($N = 73$) being men. The ratio of female respondents to the population is larger than that of men in line with previous research (Anja et al., 2021). Respondents who are married are 65% while those who are unmarried are 35%. The education level of respondents was dominated by S1 71.2%, S2 24.1% and those who had achieved S3 degrees by 4.7%. Details of respondent demographic data are in appendix 4.

The data processing of this study began with the testing of the second order reflective outer model, where the assessment of the outer model (measurement model), namely the validity and reliability test, was carried out in 2 stages, namely the first order and second order. The first order validity test begins by assessing convergent validity, which is the measurement of the validity of reflective indicators as a measurement of dimensions or variables by assessing the outer loading and cross loading and AVE (average variance extracted) values of each of these dimensional indicators. Based on the SmartPLS 4 output, it shows that all dimensional indicators JA, RR, JP and JS have an outer loading value of > 0.7 and $AVE > 0.5$ so that it is declared valid. Next, it is to conduct a discriminant validity test with a cross loadings approach that will see the loading value of an indicator against its latent variable. Based on the SmartPLS 4 output, it is shown that the loading value of each indicator against its latent variable is greater than the loading value of the indicator against other latent variables, so it is concluded that it meets the discriminant validity requirements. Then in the first-order reliability test, all of them had a composite reliability (CR) value of > 0.7 and Cronbach's alpha (CA) > 0.7 so that all of them were declared reliable, the measurement of the validity and reliability test was in accordance with the recommendations of Hair et al., (2019). The results of the validity and reliability test of the first order construct can be seen in appendix 5B.

The next validity test is to conduct the next validity test, namely the second order which begins with assessing convergent validity, based on the SmartPLS 4 output showing

that all dimensions of the Job Demand and Resources (JDR) variable have an outer loading value of > 0.7 so that it is declared valid. The validity test based on the AVE value showed that the JDR variable had an AVE value of > 0.5 so that it met the validity requirements. Regarding the second-order reliability test, all latent variables had a composite reliability (CR) value of > 0.7 and Cronbach's alpha (CA) > 0.7 so that all of them were declared reliable (Hair et al., 2019). Further information regarding the results of the validity and reliability test of the second order construct can be seen in Appendix 5C.

After the outer model (measurement model) analysis was carried out, the researcher then conducted an inner model analysis (structural model) which began by finding out the R Square value in each equation. Based on the output of SmartPLS 4 with an R Square value of 0.483, this value shows that the magnitude of the influence of the JDR, JS, and EE variables on IT is 48% while the remaining 52% is influenced by other variables that were not studied in this study. Next, the R square value of the EE variable is 0.417 which means that the magnitude of the influence of the JDR variable on EE is 41% and the remaining 59% is influenced by other variables that were not studied in this study. Furthermore, the value of R square JS is 0.374, this shows the magnitude of the influence of JDR on JS by 37% and the remaining 63% is influenced by other variables that were not studied in this study. The R square number < 0.67 shows that the level of prediction of independent variables to their dependent variables is moderate (Hair et al., 2019). Then the researcher conducts hypothesis testing (880ootstrapping) which will see the path coefficient value, namely the original sample, T statistics and P value, where the results of the research are shown in Figure 1 below.

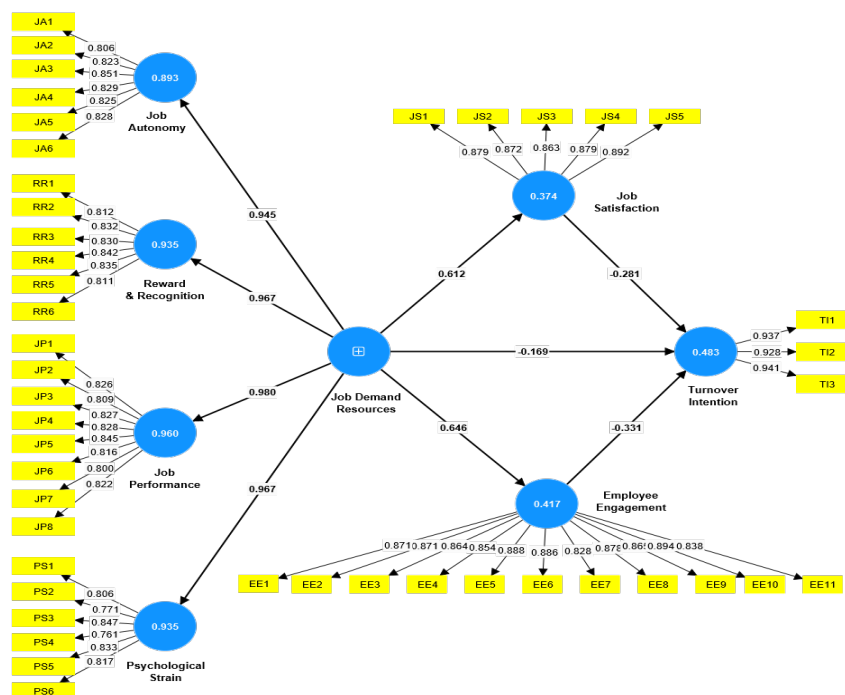


Figure 1. Path Diagram – P Value

Based on the path diagram – p value in figure 2 above, it can be concluded that the hypothesis testing of the research model is as follows:

Table 1. Hypothesis Test Research Model

Hypothesis	Hypothesis	Original Sample	T Statistics (> 1,96)	P Values (< 0,05)	Information
H1	<i>Job demand & Job resources model (JD-R model) negatively affects turnover intention</i>	-0,169	1,507	0,066	Data not supported hipotesis
H2	<i>Job demand & Job resources model (JD-R model) has a positive effect on job satisfaction</i>	0,612	8,542	0,000	Data Supporting the hypothesis
H3	<i>Job demand & Job resources model (JD-R model) has a positive effect on employee engagement</i>	0,646	10,116	0,000	Data Supporting the hypothesis
H4	<i>Job satisfaction has a negative effect on turnover intention</i>	-0,281	2,482	0,007	Data Supporting the hypothesis
H5	<i>Job satisfaction mediates the relationship between the Job demand & Job resources model (JD-R model) and turnover intention</i>	-0,214	2,763	0,003	Data Supporting the hypothesis
H6	<i>Employee engagement has a negative effect on turnover intention</i>	-0,331	2,902	0,002	Data Supporting the hypothesis
H7	<i>Employee engagement memediasi hubungan Job demand & Job resources model (JD-R model) dan turnover intention</i>	-0,172	2,433	0,008	Data Supporting the hypothesis

Source: SEM-SmartPLS4 (2024) Processed Data.

Based on the hypothesis test table above, it can be seen that the results of the original sample value are positive at 2 and the original sample value is negative at 5, the t-statistics value is above 1.96 and the p-value is less than 0.05, so this shows that not all the data in this study supports all the hypotheses that are built. The results of the mediation test showed that the variables of job satisfaction and employee engagement could mediate the relationship between job demand and resources (JD-R model) and turnover intention as shown by a negative original sample value, a t-statistics value above 1.96 and a p-value of less than 0.05 (Lehmann et al., 2021). Based on the p-value in table 1, it shows that there is a significant mediating role between job demand and resources (JD-R model) and turnover intention through two mediation variables, namely job satisfaction and employee engagement. This is because there is no direct influence between job demand and resources (JD-R model) on turnover intention, but job demand and resources (JD-R model) can affect

turnover intention through the mediation variables of job satisfaction and employee engagement.

This study aims to further explore the role of the job demand & job resources model (JD-R Model) on turnover intention, both directly and mediated by job satisfaction and employee engagement in nurses working in private type B hospitals in the Tangerang area. In the hypothesis test, it was shown that out of the 7 hypotheses tested, 6 hypotheses were accepted and 1 hypothesis was rejected. The JD-R model provides an overview of how job demands and job resources relate to the end result of the organization and in this study, it is turnover intention (Kaiser et al., 2020).

In this study, the JD-R model did not have a negative effect on turnover intention. This is not in line with previous research conducted by Anja et al., (2021) which stated that the JD-R model has a negative relationship with turnover intention through burnout mediation. One of the factors that affect the lack of direct influence between the JD-R model and turnover intention is the high job resources as evidenced by the highest average in each indicator of the job resources dimension, namely reward and recognition and job autonomy. The JD-R model is not a factor that directly affects the high and low turnover intention because the average respondent gives the highest assessment point to one of the indicators of job autonomy, namely “my leader gives praise because I do my job well”. This further emphasizes that when a nurse leader gives praise to their team members, they will feel that they are valued, listened to and encouraged to provide their best service. A leader who always motivates his team members will give a positive value regarding a staff’s perspective in looking at conditions in their work environment, which has an impact on improving services in the hospital. If a nurse leader has an authoritarian attitude, does not want to accept input from team members, and finds it difficult to give appreciation to team members, then the nurse who works will not feel comfortable and will certainly prefer to leave the hospital where they work.

Another indicator from the job resources dimension, namely reward and recognition, has the highest average, namely “I feel satisfied when there is an opportunity for a salary increase”. Based on the average value of this indicator, it gives an idea of how a nurse feels that a salary increase is one of the factors that makes them stay in their job or the hospital where they work so that they are less likely to move or leave their job. A fair salary increase is one of the implications for nurses in deciding whether or not to stay In the hospital. If the hospital management does not pay attention to this, then the possibility that the hospital will lose the best nurse workforce becomes even greater. Another factor that affects the absence of a relationship between the JD-R model and turnover intention is the length of work, where the average nurse who graduated from S1 has worked for more than 2 to 10 years. A nurse who has worked for a long time will automatically build up a dedication in themselves, because they feel that the hospital where they work provides the work resources they need. Reliable nurses are the benchmark for how services are provided at the hospital. The finding that the JD-R model has no direct influence on turnover intention is expected to add to the theoretical enrichment that the JD-R model is not the only factor that causes the turnover intention of nurses working in hospitals to be low or high (Anja et al., 2021).

The JD-R model has a positive effect on job satisfaction. The JD-R model is reflected by 4 dimensions, namely: job autonomy, reward and recognition, job performance and

psychological strain, which based on the findings of this study shows that nurses who work in type B hospitals in the Tangerang area feel a good balance between job demands and work resources which is manifested through their satisfaction with their work as a nurse in serving patients in the hospital (job satisfaction). This is in line with previous research conducted by Susanto et al., (2022) which stated that job satisfaction increases employee performance because employees feel treated appropriately by the company. On the other hand, if the turnover intention of nurses becomes high, the hospital needs to manage both work demands and work resources as well as possible. So it is hoped that good management of job demand and resources will increase the productivity of nurses at work, and besides that make them satisfied with what they do. The positive impact of high job satisfaction of nurses is reflected in their increased role in providing nursing care to patients and improving hospital performance.

The JD-R model has a positive effect on employee engagement. Nurses who feel engaged with the hospital where they work have low intention to leave the hospital (Kaiser et al., 2020). This finding is supported by previous research conducted by De Simone et al., (2018) that the final result of high employee engagement in nurses will have an impact on patient satisfaction with hospital services. If nurses who work in hospitals find a balance between job demand and resources, then they will be more active in serving patients who come for treatment, because positive emotional feelings will motivate them to do their jobs at their best. In the context of services in hospitals, nurses have a great responsibility for the continuity of hospital operations, so the existence of nurses in hospitals is the most important part in the ongoing service activities in hospitals. So it is important for hospitals to continue to study nurse empowerment properly and appropriately.

Job satisfaction also has a negative effect on turnover intent. If nurses are satisfied with the work they do in the hospital, a paradigm will be formed in their minds to stay in the hospital (Alam, A., & Asim, 2019). Job satisfaction also leads to an individual's emotional response to their work, so if a nurse already loves her job then the desire to leave the hospital where she works will be very small. This study is in line with previous research that high job satisfaction in nurses will reduce their intention to move to other hospitals and the sense of attachment (employee engagement) will also increase (Purwanti & Indradewa, 2022). The work of a nurse is a call of the heart that must be pursued seriously because the direct impact of the work is the healing of a patient. A nurse who really does her job responsibilities well, or in other words loves the work she does, then the responsibilities imposed will be able to be completed well. The role of job satisfaction in suppressing high turnover intention also has an impact on organizational welfare (Kustiawan et al., 2022). In the context of hospitals, retaining the best nurses because of their satisfaction with their work will greatly affect the flow of services in the hospital.

Job satisfaction mediates the relationship between the JD-R model and turnover intention. The findings of this study further strengthen that the mediating role of job satisfaction in the JD-R model and turnover intention reflects good results. The significant role of job satisfaction in suppressing the low turnover intention of nurses is positively correlated with their perception of job demand and job resources. When nurses feel that there is a good balance between job demand and resources, they will love their job more, be satisfied with what they do and their intention to leave the hospital (turnover intention)

becomes low. This is in line with previous findings that show that job satisfaction can improve employee work performance and on the other hand suppress low turnover intention (Kustiawan et al., 2022).

This study also proves that employee engagement has a negative effect on turnover intention. Thus it supports that the high sense of attachment of nurses to the hospital will suppress the low intention of nurses to leave the hospital, although there are other factors that certainly influence them to survive. In line with the opinion expressed by Janna & Paradilla (2023), employee engagement has a significant impact on nurses' desire to leave the hospital (turnover intention). A nurse who feels that the hospital where she works provides room for her to grow and develop her potential, or in other words nurses feel empowered well, then she will love her job and the hospital even more, so the tendency to move to another hospital or company is smaller. Another opinion put forward by Saks (2022), states that organizational engagement (attachment to the organization) through employee engagement has a stronger impact than attachment to the work itself, so this can also reduce employees' intention to leave the organization.

Employee engagement mediates the relationship between the JD-R model and turnover intention. This gives an idea that employee engagement plays a vital role in mediating the JD-R model and turnover intention. This further strengthens that the employee engagement variable can be used by organizations, especially hospitals, in managing nurses as well as possible, because employee engagement has been proven to reduce low turnover intention. The presence of the organization is one of the things that is vital to increase employee engagement in every employee, including nurses. Therefore, it is important for nurses to feel the presence of the hospital through support from leadership and management so that it will increase a positive perception of the hospital where they work. Previous studies conducted by De Simone et al., (2018) stated that the role of organizations in increasing employee engagement and job satisfaction in nurses is also very important in suppressing turnover intention, in other words organization is one of the intrinsic factors in improving both instruments. Thus, the hospital not only runs the managerial and business wheels but is also present and actively involved in creating value and increasing positive emotional support for every nurse who works. The findings of this study also show that nurses who feel direct support from the hospital where they work, have a positive outlook on work and this has a direct effect on increasing engagement with the hospital.

CONCLUSION

This study proves the relationship between job demand and resources variables (JD-R model), job satisfaction, employee engagement, and turnover intention. The JD-R model plays an important role in increasing job satisfaction and employee engagement, although it does not have a direct relationship with turnover intention, but affects through job satisfaction and employee engagement. When the JD-R model is able to build a good relationship with job satisfaction and employee engagement, turnover intention can be suppressed, which is a positive indicator for organizations, especially hospitals. High turnover intention is a serious problem that can harm organizational performance, but with the role of job satisfaction and employee engagement, it can be minimized. The limitations of this study open up opportunities for further research by developing mediating variables,

such as burnout, and adding other variables such as innovative work behavior (IWB) and worker well-being. The study also shows the importance of a more in-depth demographic analysis, for example based on length of work and marital status. The managerial implications of this study show that hospitals need to pay attention to factors that affect turnover intention, such as the balance between job demand and job resources, the provision of rewards and recognition, and the increase of job satisfaction through togetherness and emotional healing activities. Hospital management must provide optimal support to nurses, reduce stress and burnout, and provide space for their self-development to improve engagement and work performance.

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