



Influence of Job Resources on Organizational Commitment Mediated by Work Engagement

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Abstract: Indonesia needs to be wary of the recession era that threatens in 2023. The recession-era can impact an economic slowdown which makes the real sector hold back its production capacity so that recruitment freezes up to layoffs (PHK) can occur. With the occurrence of this phenomenon, the trust of employees who are still working at the company to continue working at the company and make their best contribution becomes very important for the company. This is known as organizational commitment. Factors that affect organizational commitment are work engagement and being influenced by job resources. Therefore, this research aims to determine the effect of job resources on organizational commitment mediated by work engagement. A non-experimental quantitative research approach that applied. The data obtained in this study were analyzed by statistical analysis using SPSS version 23.0 for Windows and Process v3.5 by Andrew F Hayes. This research was conducted on 80 employees at a manufacturing company in West Java. The study results show that work engagement is the perfect mediator between job resources and organizational commitment.

Keywords: Job Resources, Organizational Commitment, Work Engagement.

INTRODUCTION

At a CEO Banking Forum meeting in Jakarta, Minister of Finance Sri Mulyani Indrawati said Indonesia needed to be aware of various potential risks, including a recession that would threaten the global economy in 2023. Sri Mulyani said the possibility of a recession this year was reflected in the International Monetary Fund (IMF), which predicts the global economy will only grow by 2.7% in 2023. The IMF's forecast for the global economy in 2023 is below the estimated economic growth of 3.2% in 2022 and natural growth of 6% in 2021. Through this forecast, the IMF also predicts 30-40% of the world economy will experience a recession this year (Antara, January 9, 2022, Sri Mulyani: Perekonomian 2023 Terancam Resesi hingga Perubahan Iklim).

An economic recession can cause a simultaneous decline in all economic activities, such as employment, investment, and corporate profits. A problematic economy will affect people's purchasing power because people will be more selective with their money. The community will focus on meeting their basic needs first. In addition, this economic slowdown has forced the real sector also to hold back its production capacity so that recruitment freezes can occur up to termination of employment (PHK) (Mahdiyan et al., 2023)

With this phenomenon, the trust of employees still working at the company to continue working and make their best contribution becomes significant for the company. In psychology, this is known as organizational commitment. According to Meyer and Allen (1997), organizational commitment is defined as the strength of individual identification and involvement in the company. According to Greenberg and Baron (Seniati, 2002), employees with high organizational commitment are more stable and more productive so that, in the end, they also provide more benefits to the organization. Employees who have a high commitment to the company will be motivated to be present in the organization, try to achieve organizational goals, easily accept organizational values, be willing to share and sacrifice for the organization, and be willing to exert all efforts on behalf of the organization and express a long-term desire to keep working in organizations (Mowday et al., 1982; Allen & Meyer, 1990; Greenberg & Baron, 1993).

In a study conducted by Orgambidez & Almeida in 2020 on 267 medical staff, it was shown that job resources, supervisor support and work engagement, and enthusiasm and absorption positively and significantly predicted organizational affective commitment. Social support from supervisors increases work engagement and the desire to remain in an organization.

The same thing was also conveyed by Lyndsay Kristine Field & Johanna Hendrina Buitendach (2012) to 117 teachers in high schools at Afrika; it shows that work engagement is a mediator for job resources ($\beta = .44$; $p \leq .01$; with a moderate effect level). , organizational commitment can be predicted by job resources ($\beta = .51$; $p \leq .01$; with a significant effect level), and work engagement both statistically and practically influences organizational commitment variables ($\beta = .39$; $p \leq .01$; with medium effect level).

Job resources are assumed to play the role of intrinsic motivation. After all, they promote the growth, learning, and development of employees, or the role of extrinsic motivation because they play a role in achieving work goals. Consistent with the notion of the motivational role of job resources, several studies have demonstrated a positive relationship between job resources and work engagement. For example, Schaufeli and Bakker (2004) demonstrated a positive relationship between three job resources (performance feedback, social support, and supervisory coaching) and work engagement (vigor, dedication, and absorption) among four different samples of Dutch employees. Job resources such as support from colleagues and superiors, feedback related to performance, autonomy, and learning opportunities have positive associations with work engagement (Bakker & Demerouti, 2007), which leads to positive work outcomes such as high organizational commitment (Schaufeli & Taris, 2014).

This research aims to determine the effect of job resources on organizational commitment mediated by work engagement, like the previous research. So that it can help companies to intervene to increase organizational commitment

LITERATURE REVIEW

According to Meyer and Allen (1997), organizational commitment is defined as the strength of individual identification and involvement in the company. According to Greenberg and Baron (1993), employees who have high organizational commitment are more stable and productive so that, in the end, they also provide more benefits to the organization.

Employees who have a high commitment to the company will be motivated to be present in the organization, try to achieve organizational goals, easily accept organizational values, be willing to share and sacrifice for the organization, and be willing to exert all efforts on behalf of the organization and express a long-term desire to keep working in organizations (Mowday et al., 1982; Allen & Meyer, 1990; Greenberg and Baron (1993).

Meyer and Allen (1991) consider organizational commitment as a multidimensional concept and divide it into three dimensions: affective commitment, normative commitment, and continuance commitment. Affective commitment refers to the employee's emotional attachment, identification, and attachment to the organization. Affective commitment occurs when individuals fully embrace organizational goals and values. Individuals become emotionally involved with the organization and feel personally responsible for the level of success of the organization. The higher the individual score on the affective commitment dimension, the higher the employee will feel happy and proud to work in the organization, be part of the organization, have a strong sense of ownership, and be emotionally attached to the organization (Allen & Mayer, 1990).

Normative commitment occurs when individuals remain with the organization based on expected standards of behavior or social norms. This individual values obedience, prudence, and formality. Research shows they tend to display the same attitudes and behaviors as those with affective commitment. Employees who have high normative commitment feel that they have an obligation to stay in the organization. The higher the individual score on the normative commitment dimension, the higher the employee loyalty and unwillingness to leave the organization (Allen & Mayer, 1990).

Continuance commitment occurs when individuals base their relationship with the organization on what they receive in return for their efforts and what they will lose if they leave (i.e., salary, benefits, association). These individuals will give their best efforts only if the rewards match their expectations. The higher the individual score on the dimension of continuance commitment, the higher the employee loyalty based on the profit and loss calculation of leaving the company (Allen & Mayer, 1990).

Job resources refer to the physical, social, or organizational aspects of work that can: (a) affect the achievement of goals, (b) reduce work demands and the accompanying physical and psychological aspects, and (c) provide stimulation for development and learning (Bakker & Demerouti, 2014). Variables in work resources include social support, supervisor coaching, feedback, autonomy, and opportunities for development (Schaufeli & Taris, 2014).

Social support is work support provided by others or closeness between individuals to improve emotional mastery, feedback, identity strengthening, and competency development (Cohen & Syme; Caplan, in Barbieri et al., 2014). The higher the score on social support, the higher the individual can ask coworkers whenever they need help, can rely on coworkers when facing difficulties in completing tasks, and is appreciated by coworkers (Bakker, 2014).

Supervisor coaching is an individual intervention with superiors carried out to develop personal, interpersonal skills and skills in specific fields or in achieving set targets (Anderson, 2015). The higher the individual score on the supervisor's coaching dimension, the more open the boss is in conveying an assessment of his work, showing concern for problems or desires at work, respecting his subordinates, using his influence in helping subordinates' difficulties and being open and friendly (Bakker, 2014).

Job resources are assumed to play the role of intrinsic motivation. After all, they promote the growth, learning, and development of employees, or the role of extrinsic motivation because they play a role in achieving work goals. Consistent with the notion of the motivational role of work resources, several studies have demonstrated a positive relationship between job resources and work engagement. For example, Schaufeli and Bakker (2004) demonstrated a positive relationship between three job resources (performance feedback,

social support, and supervisory coaching) and job engagement (enthusiasm, dedication, and absorption) among four different samples of Dutch employees. Work resources such as support from colleagues and superiors, feedback related to performance, autonomy, and learning opportunities have positive associations with work engagement (Bakker & Demerouti, 2007), which leads to positive work outcomes such as high organizational commitment (Schaufeli & Taris, 2014).

Schaufeli et al. (2001) define work engagement as a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption. Vigor is characterized by high levels of energy and mental resilience while at work and a willingness to exert effort and persevere even through difficult times. The high score of the spirit dimension indicates the presence of energy, passion, and stamina at work (Zamralita, 2017). Thus, an employee who feels strong at work is highly motivated by their work and tends to remain very persistent when faced with difficulties or hassles at work (Mauno et al., 2006).

Dedication is characterized by a strong psychological attachment to one's work, feeling a sense of significance and enthusiasm, being inspired and proud, and viewing work as a challenge. This dimension of work engagement shares a concept familiar with the more traditional concept of work engagement, defined as the extent to which an employee is psychologically related to their job and the work performed (Mauno et al., 2006). The higher the individual's score on the dedication dimension, the higher the employee feels enthusiastic about doing his job, inspired by his work, and proud of what he is doing (Schaufeli & Bakker, 2004).

Absorption refers to 'total concentration on work characterized by time passing quickly and difficulty detaching from one's work' (Schaufeli, in Mauno et al., 2006, p. 151). Absorption is closely related to the state of optimal experience in which focused attention, a clear mind, body and mind in unison, effortless concentration, complete concentration, total control, and intrinsic pleasure are experienced (Nakamura & Csikszentmihalyi, in Van der Colff & Rothmann, 2009). The higher individual scores on the absorption dimension, the higher the employees feel happy at work, immersed in and carried away by their work (Schaufeli & Bakker, 2004).

RESEARCH

Research Design

This research uses non-experimental quantitative research. Quantitative research emphasizes its analysis of numerical data (numbers) that are processed using statistical methods (Azwar, 2006). The variables to be examined are organizational commitment, work engagement, and job resources. The variable of job resources is the independent variable, organizational commitment is the dependent variable and work engagement is the mediator.

Participants

The characteristics of participants in this study were all employees working in manufacturing companies in West Java. This study does not limit participants by gender, age, last education, length of work, or employment status (permanent or non-permanent employees). The sampling technique used is non-probability sampling, namely convenience sampling, where the sample is obtained by selecting participants who are easy to obtain and are selected based on the availability and willingness of participants to respond (Gravetter & Forzano, 2012)

Research Instrument

The job resources variable has 5 (five) dimensions of autonomy, feedback, supervisor coaching, social support, and opportunities for development. The tool used to measure this

variable is The Job Demands-Resources Questionnaire (Bakker, 2014). The dimensions of autonomy, social support, feedback, and supervisor coaching, consist of 5 answer choices with a Likert scale: (1) never, (2) sometimes, (3) regularly, (4) often, and (5) very often. An example of feedback dimension items is "I received sufficient information about my work objectives." The opportunity for development consists of 5 Likert scale choices, where (1) strongly disagree, (2) disagree, (3) neutral (do not agree, do not disagree), (4) agree, and (5) strongly agree. An example of an item on this scale is "In my work, I have the opportunity to develop my strong points."

The organizational commitment variable has 3 (three) dimensions, namely affective commitment, normative commitment, and continuance commitment. The measurement tool used to measure organizational commitment variables is the Organizational Commitment Questionnaire (Allen & Mayer, 1990). This measuring instrument consists of 24 statement items for 3 (three) dimensions with 2 (two) types of questions, namely positive and negative items. The answer choices are based on a Likert scale of 1-7, where one strongly disagree, (2) somewhat disagree, (3) slightly disagree, (4) neutral, (5) slightly agree, (6) somewhat agree, and (7) strongly agree. An example of this scale is "I would be very happy to spend the rest of my career with this organization."

The mediating variable is work engagement using the work engagement measurement tool from the Utrecht Work Engagement Scale (UWES et al., 2006), with nine positive statement items divided into three dimensions: vigor, dedication, and absorption. The answer choices used on a Likert scale are worth 1-7: (1) never, (2) rarely (a few times a year or less), (3) rarely (once a month or less), (4) sometimes (a few times a month), (5) often (once a week), (6) very often (a few times a week), and (7) always (every day). An example of an item on this scale is "At my work, I feel bursting with energy."

Procedures and Data Analysis

The data obtained in this study were analyzed by statistical analysis using SPSS version 23.0 for Windows and Process v3.5 by Andrew F Hayes. Before the data was analyzed, the classical assumptions regression test was carried out with SPSS, namely the normality test, linearity test, heteroscedasticity, and correlational. This is done to determine whether the distribution of research data for each variable has spread commonly. After that, the validity and reliability test calculations were carried out. Construct validity test with internal consistency is obtained by testing the correlation between item scores and total item scores. Test the reliability of measuring instruments using the coefficient alpha method (alpha Cronbach). Researchers used multiple linear regression statistical techniques to test the hypothesis in this study. Data processing for mediators and moderators uses Process v3.5 by Andrew F Hayes to measure the mediating effect between job resources, work engagement, and organizational commitment variables.

RESULT AND DISCUSSION

An overview of the participants' characteristics in this study is displayed in Table 1.

Table 1. Demographic Data of Research Participant

Category	N	%
Sex		
Female	73	91.3
Male	7	8.7
Age		
20-24 yo	10	12.5
25-29 yo	28	35.0
30-34 yo	25	31.3

>35 yo	17	21.2
Tenure		
1-4 years	9	11.3
5-9 years	49	61.3
10-14 years	10	12.4
>15 years	12	14.0
Employee Status		
Permanent	77	96.2
Contract	3	3.8
Education		
High School	46	57.5
Diploma	20	25.0
Bachelor's above	14	17.5

Table 1 showed that mostly the participants in this study were men (91.3%), were in the age group of 25-34 years (66.3%), with the most significant length of work in the range of 5-9 years (61.3%) and the level of education starts from SMA/SMK up to Strata-2.

The description of each research variable is explained through categorization and refers to the mean value. Categorization is based on the range or scale of response answers with a scale of 1-5, so the categorization above 3 includes the high category, below 3 includes the low category, and a value equal to 3 includes the medium category.

Table 2. Overview of General Dimensions of Each Variable

		Minimum Score	Maximum Score	Mean	SD	Categories
Organizational Commitment	Affective Commitment	2,88	6,63	5,18	0,78	High
	Normative Commitment	1,17	6,00	4,23	1,04	High
	Continuance Commitment	1,50	7,00	4,83	0,93	High
Work Engagement	Vigor	1,67	7,00	5,36	1,08	High
	Dedication	3,00	7,00	5,53	0,93	High
	Absorption	2,33	7,00	5,19	0,91	High
Job Resources	Social Support	1,67	5,00	3,75	0,84	High
	Supervisor Coaching	1,00	4,80	3,13	0,80	High
	Feedback	1,00	5,00	3,42	0,69	High
	Autonomy	1,00	5,00	3,46	0,81	High
	Opportunities for development	1,50	5,00	3,65	0,69	High

The descriptive analysis shows that the participants' organizational commitment, work engagement, and work resources are above average. This means that participants have organizational commitment, work engagement, and high work resources to their organization. If examined further per dimension, research participants had high levels of organizational commitment in each dimension of affective commitment, normative commitment, and continuance commitment. They had high scores for the work engagement variable in each dimension of passion, dedication, and absorption. The job resource variable also has high scores in each dimension, namely social support, supervisor coaching, feedback, autonomy, and opportunities for development.

Table 3. Correlation Relationship Between Dimensions of Work Resources with Organizational Commitment

No	Dimension & Variable	Mean	SD	1	2	3	4	5	6
1	Organizational Commitment	4,743	0,777	1					
2	Social Support	3,746	0,836	.141	1				
3	Supervisor Coaching	3,133	0,797	.149	.532**	1			
4	Feedback	3,417	0,693	.270*	.489**	.602**	1		
5	Autonomy	3,463	0,807	.258*	.195	.342**	.346**	1	
6	Opportunities for development	3,654	0,688	.239*	.464**	.640**	.516**	.311**	1

*. Significant correlation at 0,05 (two-tailed)

**. Significant correlation at 0,01 (two tailed)

Based on the table above, the highest correlation value between the dimensions of work resources is the opportunity dimension to develop with the superior coaching dimension, which equals 0.640. The highest correlation value between the dimensions of work resources and organizational commitment is the feedback dimension, with a value of 0.270. The lowest correlation value between dimensions of work resources is the dimension of autonomy with social support, which equals 0.195. The lowest correlation value between the dimensions of work resources and organizational commitment is the dimension of social support, with a value of 0.141.

This shows that the feedback dimension has the highest correlation, and the social support dimension has the most minor correlation with organizational commitment. The results of other studies show that the development opportunity dimension is highly correlated with superior coaching, and the autonomy dimension has a low correlation with social support.

Table 4. Correlation Between the Dimensions of Work Resources and Work Engagement

No	Dimension & Variable	Mean	SD	1	2	3	4	5	6
1	Work Engagement	5,360	0,857	1					
2	Social Support	3,746	0,836	.292**	1				
3	Supervisor Coaching	3,133	0,797	.313**	.532**	1			
4	Feedback	3,417	0,693	.394**	.489**	.602**	1		
5	Autonomy	3,463	0,807	.387**	.195	.342**	.346**	1	
6	Opportunities for Development	3,654	0,688	.399**	.464**	.640**	.516**	.311**	1

**. Significant correlation at 0,01 (two tailed)

Based on the table above, the highest correlation value between the dimensions of work resources and work engagement is the opportunity dimension for development, with a value

of 0.399. The lowest correlation value between the dimensions of work resources and work engagement is the dimension of social support, with a value of 0.292.

Tabel 5. Correlation Relationship Between Dimensions of Work Engagement with Organizational Commitment

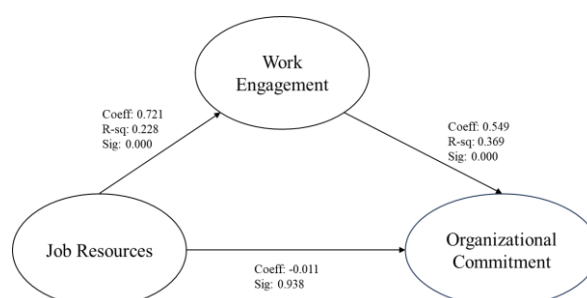
No	Dimension & Variables	Mean	SD	1	2	3	4
1	Organizational Commitment	4,743	0,777	1			
2	Vigor	5,363	1,082	.654**	1		
3	Dedication	5,535	0,929	.412**	.697**	1	
4	Absorption	5,192	0,906	.504**	.578**	.726**	1

**. Significant correlation at 0,01 (two tailed)

Based on the table above, the highest correlation value between the dimensions of work engagement is the absorption dimension with the dedication dimension, which is equal to 0.726. The highest correlation value between the dimensions of work engagement and organizational commitment is the spirit dimension, with a value of 0.654. The lowest correlation value between the dimensions of work engagement is the absorption dimension with the dedication dimension, which equals 0.578. The lowest correlation value between work engagement and organizational commitment is the dedication dimension, with a value of 0.412.

This shows that the passion dimension has a high correlation, and the dedication dimension has a low correlation with organizational commitment. The results of other studies show that the absorption dimension has a high correlation with the dedication dimension, and the absorption dimension has a low correlation with enthusiasm.

The hypothesis testing carried out in this study used process analysis in SPSS using model 7; the following results were obtained in Picture 1.



Picture 1. Hypothesis Test Results of the Role of Work Engagement as a Mediator between Work Resources and Organizational Commitment to Manufacturing Workers in West Java

Based on the calculation results, the significance value of job resources to organizational commitment through work engagement is 0.000. With the calculation of process model 7, obtained by the presence of a work engagement mediator, the significance value of job resources to organizational commitment is 0.938, so it is stated that there is no significance between job resources and organizational commitment without going through work engagement. Work engagement is the perfect mediator between work resources and organizational commitment.

Based on these calculations, an R-square number of 0.228 was obtained between job resources and work engagement and 0.362 between work engagement and organizational commitment. It can be interpreted that job resources can explain work engagement of 22.8%, and work engagement can explain the organizational commitment of 36.2%. With the following regression formula, $Y = 0.721 \text{ work engagement} + 0.549 \text{ organizational commitment} + e$.

Discussion

This study found that work engagement functions as a perfect mediator between job resources and organizational commitment. This research can complement several previous studies that describe work engagement as a mediator between job resources.

This study is by research (1) Hakanen et al., in 2006, in their study in Finland, said that work engagement mediates job resources with organizational commitment. (2) Field & Buitendach (2012) on 117 high school teachers in KwaZulu-Natal, South Africa, said job resources were found to be predictive of work engagement, and (3) Orgambidez & Almeida (2020) showed that affective organizational commitment was positively and significantly predicted by supervisor support, vigor, and absorption. Supervisor support had both a direct and indirect effect on affective organizational commitment through vigor and absorption.

The results of this study are also consistent with the theory of job resources and job demands (Schaufeli & Bakker, 2003), which states that job resources are the main factor determining a person's work engagement. According to the theory, job support stimulates learning and personal development. This is in line with the results of this study, where job resources have a significant relationship to work engagement (Sig: 0.000, R-sq: 0.228).

CONCLUSION

Based on the results of research regarding the influence of job resources on organizational commitment mediated by work engagement as follows: 1. There is a positive relationship between job resources and organizational commitment. Job resources can explain the organizational commitment variable; 2. A positive relationship exists between job resources and work engagement; and 3. Work engagement can be a perfect mediator between work resources and organizational commitment.

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