

IMPACT OF JD-R MODEL ON ORGANIZATIONAL OUTCOMES: MEDIATING ROLE OF WORK ENGAGEMENT AND JOB BURNOUT

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received: 18 Oct 2019 Revised: 22 May 2020 Accepted: 09 Jul 2020 Available Online: 12 Sep 2020</p> <hr/> <p><i>Keywords:</i> Job Demands, Job Resources, Job Engagement, Job Burnout, Job Satisfaction, Turnover Intention.</p> <hr/> <p><i>JEL Classification:</i> M5, J22, M10</p>	<p>This study is an attempt to investigate the intervention of job burn-out and job engagement between JD-R model with organizational outcomes as turnover intention and job satisfaction in the nursing sector. For this purpose, three hundred questionnaires were distributed in nursing staff by using the quantitative approach. Convenient sampling technique has been used for the collection of data, and for data analysis SPSS and AMOS 21 has been used in this study. Findings of the study revealed the full mediation of job engagement between job resources, job satisfaction and turnover intention. There is a positive significant relation between job resources and job satisfaction however, negative relation with turnover intention. Moreover, results explain a positive and significant relation between job demands and job satisfaction and a positive but insignificant relation with turnover intention. Furthermore, there is no mediation of job burnout and job engagement between job demands and job satisfaction, turnover intention. It also revealed that there is no mediating relation of job burnout between job resources, job satisfaction and turnover intention. This study presents fresh evidences and literature support with supported theories of the discussed variables by looking the value in the context of health sector. In this field, it can assist many scholars for further studies as a ground.</p>

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1. INTRODUCTION

Employee's constructive working attitude impacts on the progression of organization. Although, adverse working behavior of employee's have been discovered in several organizations. Attitude theory elaborates that attitude is an act of disposing positive or a negative reaction to an incident, object, organization, or an individual (Bahalkani et al., 2011). A latest study has been conducted on the health sector of Pakistan by Shehzad and Malik (2014). The findings of their review show that sector of health in Pakistan are in fronting of some problems regarding their staff attitude. An emerging topic in this context is Job Demands Resource Model impact on organization outcome via mediation of job burnout and job engagement, which could be defined as: The JD-R enumerates the job demands and resources may generate the health demolition (e.g., burnout) and inspiration (e.g., engagement). The Job demands could be described as features of work regarding social, physical or institution that necessitate continuous physical or mental exertion and that are related with psychological expenses and psychological. Job requirements fulfilment consumes an employee resources that results in physical and mental corrosion of employees for the settlement of impairment process (Bakker & Demerouti, 2007). In contrast, job resource can be described as features of job regarding social, physical or institution that are useful and operative for the target attainment, job demands diminution, or give motivation for personal development, escalation and learning. It might give inspiration to employees to do a challenging work and to perform in a better way. A number of studies supports that JD-R model have a dual aspect, across industries and occupation (for review see (Bakker & Demerouti, 2007; Cheng & Waldenberger, 2013; Dysvik & Kuvaas, 2013).

In west, a robust research results shows that job resources as autonomy leads a job satisfaction, a high job engagement and lesser exhaustion (Llorens, Bakker, Schaufeli, & Salanova, 2006; Lu, Lin, Lu, & Siu, 2015; Mohammad, Quoquab Habib, & Alias, 2011). Similarly, job engagement is one other important aspect that lessens down the turnover intention and up lifts the job satisfaction (Bakker & Demerouti, 2007). In addition to this, Karasek's (1979) JDC model, it has been argued by Bakker and Demerouti (2007) that psychometric demands and work control

not only interact for the prediction of job strain as job burnout whereas job resources also have buffering effect for different job demands. This assumption has the same opinion with latest results of some studies that various job resources have a buffering effect of job demands on job strain (Bakker & Demerouti, 2007; Cheng & Waldenberger, 2013; Llorens et al., 2006; Lu et al., 2015)

The model of JD-R has received a lot of recognition in the research of job-related stress throughout the preceding decade. In accordance with this model, JD-R is considered as a valued job feature (Arshadi & Shahbazi, 2013). On the contrary, job resources have a positive effect on organizational, physical, or social facets of job that might functions in reducing demands, motivating personal growth or in The existing study strives to fill this empty space by considering the direct and indirect upshot of job demands and resources on the job satisfaction and turnover via burnout and work engagement. There are a lot of problems have been faced by nurses at the time of their duty performance (Agoi, 2015). In underdeveloped countries “brain drain” resulted due to shortage of nurses. There are number of factors that results in nurses’ dearth like job dissatisfaction.. Studies show that there is major shortage of nurses in Pakistan. The report from World Health in 2006 and Joint Learning Initiative in 2004 has revealed that Pakistan is also included in those 57 countries that are facing critical issues with workforce shortage of nurses. Even though, there are over 44000 nurses registered and one hundred and nine (109) nursing colleges and schools in Pakistan but still there is shortage of nurses nationally. A high ratio of nurse to population i.e. 1:3043 in 965 urban-based hospitals generates a shortage of nursing staff in hospitals which creates problems for the healthcare system to manage the patients. The ratio of doctor to nurse i.e. 2.7:1 also showed the shortage of nurses in country. Whereas treatment, technology and diagnosis is essential for healthcare system but quality care stayed myth without the sufficient number of nursing staff. Turnover of nursing staff is a major concern in all over the world specifically in the developed countries. In underdeveloped countries “brain drain” resulted due to shortage of nurses. There are number of factors that results in nurses’ dearth like job dissatisfaction. (Hamid, Ullah, Kamran, & Ramzan, 2014). This study is going to be conducted in Gujranwala division to investigate the impact of JD-R model in nursing staff doing work in public segment hospitals rather the previous study was conducted on school teachers (A. Y. Alzyoud1, Z. Othman1, & Isa1, 2015). It will investigate a variety of aspects that adds to job satisfaction of nursing staff and their consequent maintenance in the different health care surroundings by investigating the impact of JD-R model. This current investigation is an endeavour to cover up the concerns related to JD-R in the nursing staff of Gujranwala Punjab, Pakistan. In the present study, Gujranwala division public hospitals are selected. Theoretically, few predictors of job demand resource model have been repeatedly examined in various work settings, e.g. turnover intention, job autonomy, work overload etc. But the contribution of most of the studies has been only contextual on the subject matter of JD-R model. In this attempt, it is proposed to provide accommodation all those probable aspects which strongly predict job satisfaction and turnover intention through JD-R model.

2. LITERATURE REVIEW AND FRAMEWORK OF THE STUDY

2.1 Stress Related Models

2.1.1 Work Stress-The Fit Perspective

Work stress might be taken advantageous as of fit perspective rather than other approaches, in order to view the stress as a circumstance or an incident in a specified circumstances (Khdour, 2015). Hence, fit perspective is essential for the retention of employees. Though, the concepts of discrepancy and fit are specifically essential for handling over interdependence among resources and demands in person and environment fit, cybernetic, conservation of resources and JDR models. These models might be helpful for the employee’s in the work environment for managing the work (Alarcon, 2011).

2.1.2 Conservation of resources theory

In According to assumptions of theory of COR people might endeavour to protect, acquire and build for what they worth. Strains are results of loss and threaten of resources or when there is loss of gain even after investing the possessions. The job Resources can be described as energies (i.e. money), objects (i.e. tools), conditions (e.g. social support) and personal characteristics (i.e. emotional stability) which are worthwhile via an employee for strengthen and acquiring the resources. Demands can be conceptualizing as not have to get resources, threats of loss or real loss after investment.

2.1.3 The stress cybernetic model

This model considers the stress as a process which involves a range of feedback loops and goals. Throughout the feedback cycle, employee’s observation discrepancies among the organisational features’ perception and favoured situation. Stress is generated by divergence (a prominent example being preferred versus actual levels of demands (Bahalkani et al., 2011). Further, the main view of model is that strain is affected by the discrepancies and higher

discrepancies have higher negative effects and this has received more support (Alarcon, 2011; Alzyoud, Othman, & Isa, 2015; Arshadi & Shahbazi, 2013).

2.1.4 The Job Demands–Resources Model

The model of JD-R enumerates job demands and resources may generate health demolition (e.g., burnout) and inspiration (e.g., engagement) (Bakker & Demerouti, 2007). Job demands might be described as features of work regarding social, physical or institution that necessitate continuous physical or mental exertion and that are related with psychological expenses and psychological. Job requirements fulfilment consumes an employee resources that results in physical and mental corrosion of employees for the settlement of impairment process (Bakker & Demerouti, 2007).

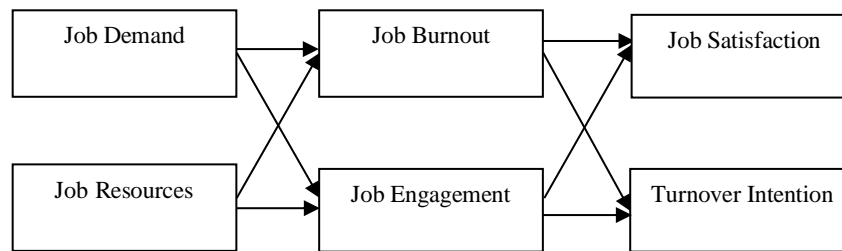


Fig. 1. Theoretical Model

2.2 Job demands and satisfaction

In accord with Terry, Nielson & Perchard (1993), higher stress levels are linked with lower job satisfaction levels (which symbolize the pleasure constituent of occupational wellbeing). Fairbrother and Warn (2003) have investigated the relationship between job demands and job satisfaction. It has been found a negative relation amongst job demands and job satisfaction. Visser et al. (2003) also found that job satisfaction has a defensive effect in opposition to the negative outcomes of job demands (Rothmann, 2008). Several studies have revealed that how higher commitments of teaching, and attracting external funding is a pressure that becomes the cause of work-related strain for academics, whereas demands of teaching regarded as high role conflict, administration, and research is being connected to high stages of anxiety and dissatisfaction with job (Bahalkani et al., 2011; Bakker & Demerouti, 2007; Cheng & Waldenberger, 2013; Dysvik & Kuvaas, 2013; Gaines & Jermier, 1983). Hence, on the basis of theoretical support the investigator consider that it is vital to examine the association amongst job demands and job satisfaction. Therefore, the investigator hypothesized that:

H1: There is significant negative relation between job demands and job satisfaction.

2.3 Job demands and turnover intention

Several studies have indicated a weak correlation among job demands and turnover intentions except the majority of the findings demonstrates a noteworthy association among the variables (Giallonardo, Wong, & Iwasiw, 2010; Khdour, Durrah, & Harris, 2015). Role conflict and role ambiguity as job demands are considered as the prediction for workers intention to leave. As illustrated in various studies (Korunka, Kubicek, Schaufeli, & Hoonakker, 2009; Krejcie & Morgan, 1970), role ambiguity and role conflict use noteworthy positive influence on turnover intention (Yavas & Babakus, 2011). Hence, on the basis of theoretical support the investigator consider that it is vital to investigate the association between job demands and turnover intention. Therefore, the investigator hypothesized that:

H2: There is significant positive relation between job demands and turnover intention.

2.4 Job resource and satisfaction

In most of the studies (e.g. Van den Heuvel et al., 2010), key to job resources has been considered to job autonomy. It has been defined by Hackman and Oldham (1975) that job autonomy is taken as an individual capability to do its decision by itself and have an overall control over work. In west, a robust research results shows that autonomy leads a job satisfaction, a high job engagement and lesser exhaustion (Leiter & Maslach, 1988; Llorens et al., 2006; Lu et al., 2015). Supervisor support is characterized as the level at which an employee identify the concern, employee support and encouragement offered by the supervisor. Employee's builds up common views about the level at which supervisor value their care and contributions regarding the employee's wellbeing (Panatik, 2010). Like job autonomy supervisor support also make the employee satisfied because of encouragement, support given by the supervisor. Hence, on the basis of theoretical support the investigator considers that it is vital to investigate the association between job resource and job satisfaction. Therefore, the investigator hypothesized that:

H3: There is significant positive relation between job resource and job satisfaction.

2.5 Job resources and turnover intention

job resource can be described as features of job regarding social, physical or institution that are useful and operative for the target attainment, job demands diminution, or give motivation for personal development, escalation and learning. It might give inspiration to employees to do a challenging work and to perform in a better way (Bakker & Demerouti, 2007). This study has focused job resources i.e. job autonomy and supervisor support. Supervisor support is characterized as the level at which an employee identifies the concern, employee support and encouragement offered by the supervisor. Employee's builds up common views about the level at which supervisor value their care and contributions regarding the employee's wellbeing (Panatik, 2010). As according to saying of Thompson et al. (2005) who logically argue that supervisory support might provide as solution to job demands such as ambiguity and overload in their roles, and thus lessen down the job burnout. It has been shown in the meta-analytic that support of supervisor lessens down emotional exhaustion and turnover intention (Mohammad et al., 2011; Panatik, 2010). Some recent studies provide evidence that disclose that supervisory support lessens down turnover intentions of employees (Park, Newman, Zhang, Wu, & Hooke, 2016; Rothmann, 2008; Schaufeli, Bakker, & Van Rhenen, 2009). Several studies have indicated a negative affiliation among autonomy in work and intent to leave. Although irresistible meta-analytical indication recommends that job autonomy signify an unsatisfactory part of working plan in order to lessen down the workers turnover intention (Arshadi & Shahbazi, 2013). Hence, on the basis of theoretical support the investigator considers that it is vital to examine the association among resource of job and turnover intention. Therefore, the investigator hypothesized that:

H4: There is significant negative relation between job resource and turnover intention.

2.6 Mediating Relationships of Job Burnout and Engagement among Job Demands and Satisfaction

The profession is overwhelmed via a spacious range of stressors, for instance demanding contacts of patient, stress of time, and occupation overload, role conflict, and role ambiguity. Furthermore, nurses are face up to with growing job demands because of the beginning of complicated technologies and financial plan cuts (Schaufeli et al. 1995). However, stressors spur which an employee reacts with acuity of stress, are a form of demand that play an essential role in the COR theory and the burnout procedure (Trépanier, Fernet, Austin, & Ménard, 2015). Job demands pressurize and diminish an individual's resources, and prolonged over time experience will direct to reduce personal accomplishment, depersonalization, and emotional exhaustion. The majority of the jobs have manifold task necessities and responsibilities. Job stressors are demands that result in the several duties requirements or the employee responsibilities, likewise workload, role conflict, and role ambiguity (Yavas & Babakus, 2011; Yener & Coşkun, 2013). Role overload can be defined as inappropriately tiring enormity of job requirements (Fogarty et al., 2000). The findings have shown that a negative connection amid job satisfaction and depersonalization and emotional exhaustion. In contrast it has been found that there is affirmative relationship among Personal accomplishment and satisfaction related to job. A further study (Capri, et. al., 2012) found an association between burnout and satisfaction among the students of university. Several studies like (Khdour et al., 2015; Korunka et al., 2009; Lu et al., 2015; Mohammad et al., 2011) that highlights the essence of connection among job burnout and job satisfaction of different business. (Khdour, 2015). Therefore, the investigator hypothesized that:

H5: There is significant mediating relation of burnout between job demands and job satisfaction.

Regarding the association between job demands and job engagement, investigation has revealed that yet while exposed that long working hour and high job demands do not demonstrate indication of disengagement. Instead, they appear to get enjoyment with these stressors (Bakker & Demerouti, 2007). These result are same with the view of Chung & Angeline, who specified that at the time when there are high demands, the job resources are low at that time, worker are expected to be tired and disengaged at the that time. In addition to Hu et al., said that job demands were negatively associated with job engagement. In the reality high demands were related positively to each job engagement level. And Halbesleben, indicated that demands are positively as well as negatively associated with work engagement. (Gabr & El-shaer, 2013).

The function of job engagement and job satisfaction has acknowledged significant consideration in nursing as well as organization literature. The investigators have indicated job satisfaction as a forecaster of intent to quit, burnout, and absenteeism (Shields & Ward 2001, Lu et al. 2005). Moreover, momentous association has been shown among work engagement and job satisfaction (Bakker & Demerouti, 2007). Consequently, administrators and nurse educators have been confronted to make possible the conversion of new graduates to the work environment in a approach that build up engagement and further satisfaction. A study of medical surgical nurses conducted by Simpson (2009) indicated that large noteworthy positive correlations among worker engagement and satisfaction. Therefore, the investigator hypothesized that:

H6: There is significant mediating relation of engagement between job demands and job satisfaction.

2.7 Mediating Relationships of Job Burnout and Engagement among Job Demands and Turnover Intention

There is a strong correlation between Burnout and TI in all degrees of the institution (Kang et al., 2010). TI is a consistent forecaster of actual turnover. The high degrees of burnout might direct the workers to quit, particularly when the employment market is rigid, since workers might easily see for more new job chances in the other or in same industries. Past studies have demonstrated a significant positive association among intention to quit and burnout. The manager of Chefs and private club have a higher propensity to quit at the time when they face a privileged score in burnout (Kang, et al., 2010), even though other studies are full of loopholes. Furthermore, Kim et al. (2007) recommend that turnover of workers will be higher when they face a large amount of burnout. Since workers (especially dealers) have to hold down their thoughts while stressfully talking with (Bakker & Demerouti, 2007; Cheng & Waldenberger, 2013; Dysvik & Kuvaas, 2013).

As the various studies have revealed that job demands are connected with job burnout and job burnout also is linked with turnover intention. Hence, on the basis of theoretical support the investigator consider that it is vital to investigate the mediating association of job burnout between job demands and turnover intention. Therefore, the investigator hypothesized that:

H7: There is significant mediating relation of burnout between job demands and turnover intention.

Regarding the association between job demands and job engagement, investigation has revealed that yet while exposed that long working hour and high job demands do not demonstrate indication of disengagement. Instead, they appear to get enjoyment with these stressors (Bakker & Demerouti, 2007). According to Saks (2006) recommendation job engagement is connected with a one's attitudes, behavior and intention. As a result, engaged workers are expected to be more emotionally involved to their association and would have a minor inclination to quit it (Bakker & Demerouti, 2007). This analysis is supported by various investigators who bring into being that job engagement is negatively associated to intention to leave. Research point out that job engagement have come forward in the present world of job as constructs that might considerably affects workers turnover intention (Lu et al., 2015). Specifically, workers with low degrees of work engagement are added probable to have a more intention of quitting the organization, in addition to in fact departure (Agoi, 2015). As the various studies have shown that job demands are linked with job engagement and job engagement also is linked with turnover intention. Hence, on the basis of theoretical support the investigator consider that it is vital to investigate the mediating association of job engagement among job demands and turnover intention. Therefore, the investigator hypothesized that:

H8: There is significant mediating relation of engagement between job demands and turnover intention.

2.8 Mediating Relationships of Job Burnout and Engagement among Job Resources and Satisfaction

Resources in the working environment take part in a complicated role in forecasting strain (Bakker & Demerouti, 2007). Job autonomy has been defined by Hackman and Oldham (1975) that it is taken as an individual capability to do its decision by itself and have an overall control over work. It has given the robust research findings of JD-R model in the countries of West. Further, it has been found that autonomy results in excessive degree of job satisfaction, lesser exhaustion and higher work engagement (Cheng & Waldenberger, 2013; Dysvik & Kuvaas, 2013; Krejcie & Morgan, 1970; Lu et al., 2015). As, some studies (Alarcon, 2011) carried out a research study to examine the association between job burnout and job satisfaction. They used sample of university of Sistan & Baluchestan. The findings have revealed a negative connection among job satisfaction and depersonalization and emotional exhaustion. In contrast it has been found that there is positive relationship among Personal accomplishment and satisfaction related to job. They found noteworthy relations among burnout and satisfaction. The investigation has found a negative impact of burnout on satisfaction so as to between nurses and other health qualified, resource shortage, staff administration and security threats were mostly so essential in finding burnout and job satisfaction. Several studies like (Alzyoud et al., 2015; Giallonardo et al., 2010; Llorens et al., 2006; Lu et al., 2015) that highlights the essence of the connection among job burnout and job satisfaction of different business (Khdour, 2015). Therefore, the investigator hypothesized that:

H9: There is significant mediating relation of burnout between job resources and job satisfaction.

According to Yener and Coşkun (2013) job engagement has positive relation with job resources, particularly supervisor and organizational support, growth opportunities, performance feedback, and job autonomy. Palmer et al.,(2012) indicated that job autonomy is used to forecast job engagement(Gabr & El-shaer, 2013). In Finland a survey of teachers of school (Gabr & El-shaer, 2013) specified a positive association among resource and engagement related to job. According to Bakker and Demerouti (2007) identical results were seen on instructors hiring in different schools.(A. Y. Alzyoud1 et al., 2015).There is a study conducted by Simpson (2009) on medical surgical nurses conducted by indicated that large noteworthy positive correlations among engagement and satisfaction of an employee

related to its job. As the various studies have revealed that job resources has linked with job engagement and job engagement also is linked with job satisfaction. Hence, on the basis of theoretical support the investigator consider that it is vital to examine the mediating association of engagement between resources and satisfaction of an employee linked to its job. Therefore, the investigator hypothesized that:

H10: There is significant mediating relation of engagement between job resources and job satisfaction.

2.9 Mediating Relationships of Job Burnout and Engagement among Job Resources and Turnover Intention

Job resources at the place of work take part in forecasting strain (Bakker & Demerouti, 2007). One of the factors of job resources control can be characterized like the level up to which the employee has the permission to make a decision. There is a strong correlation between Burnout and TI in all degrees of the institution (Kang et al., 2010). TI is a consistent forecaster of actual turnover (Mobley, Horner and Hollingsworth, 1978). The high degrees of burnout might direct the workers to quit, particularly when the employment market is rigid, since workers might easily see for more new job chances in the other or in same industries.

Past studies have demonstrated a significant positive association among intention to quit and burnout. The manager of Chefs and private club have a higher propensity to quit at the time when they face a privileged score in burnout (Kang, et al., 2010), even though other studies are full of loopholes. As the different studies have revealed that job resources are linked with job burnout and job burnout also is linked with turnover intention. Hence, on the basis of theoretical support the investigator consider that it is vital to examine the mediating association of job burnout between job resources and turnover intention. Therefore, the investigator hypothesized that:

H11: There is significant mediating relation of burnout between job resource and turnover intention

According to Gabr and El-shaer (2013) job engagement has positive relation with job resources, particularly supervisor and organizational support, growth opportunities, performance feedback, and job autonomy. This might be the result of Job resources that motivate individual investment in the job and achievement of the organization. Regarding the workers to face high degree of eagerness, pleasure and dare in their job to achieve job objective, the association must add to the altitude of institutional support, escalation opportunities, and public support. Oliver indicated that job resources are associated to job engagement both at the same time as and over time. In Finland a survey of teachers of school, point out a positive association among resource and engagement related with job. Though an inadequate nursing studies developed by Schaufeli and Bakker's (2004) conceptualization of job engagement, its center of attention of study carry on advancing within business and psychology literature. Schaufeli and Bakker (2004) indicated that there was also a to some extent weaker, although still considerable negative connection among job engagement and intentions to leave. Likewise, Harter et al. (2002) illustrated that workers engagement is negatively linked with turnover. As the various studies have revealed job resources is linked with job engagement and job engagement also is linked with turnover intention. Hence, on the basis of theoretical support the investigator consider that it is vital to examine the mediating association of job engagement between job resources and turnover intention. Therefore, the investigator hypothesized that:

H12: There is significant mediating relation of engagement between job resources and turnover intention.

3. RESEARCH METHODOLOGY

It includes the sample of the study, procedures used, measures which were taken into account for analysis and statistical tools which have been adopted in the current study. The opinion of respondent has been given from 1 to 5 as strongly disagree to strongly agree. Turnover intention is considered by the use of 6 items scale developed by Wayne, Shore & Liden (1997) and Cronbach's alpha value is .711. Job burnout has been measured by using 15 items scale developed by Maslach Burnout Inventory (MBI) (Richardsen & Martinussen, 2004). Role ambiguity and role conflict is measured by using 14 items scale developed by (Rizzo, House, & Lirtzman, 1970). Workload, job autonomy and supervisor support is measured by using scale of items 8 developed by (Bakker & Demerouti, 2007). Job satisfaction has been measured by using scale of 6 items developed by an investigator (Weiss, Dawis, & England, 1967). Work engagement is measured through using scale of 17 items developed by (Llorens, García-Renedo, & Salanova, 2005). In the current study, non-probability sampling strategy (convenient sampling) is used. Data is collected from Gujranwala Division of Punjab Pakistan from the DHQ hospitals. Total of 310 questionnaires were distributed, out of which 223 filled questionnaires were used (actual response rate= 71.93%) and 19 were removed due to missing values. Remaining 209 questionnaire were considered in the analysis (effective response rate= 67.41%).

The sample description of demographics of nursing staff is (age, gender, nature of contract, qualification, designation and job experience) 209 nurses were being targeted, from which 1 nurse was in the series of 20 or less, 22 nurses were in the series of 20-24, 108 nurses were in the series of 25-29, 56 nurses were in the series of 30-39 and 22 nurses were in the series of 40 and above. Furthermore, descriptive statistics shows that in nursing sector of Pakistan

is the profession of female dominance because there 94.7% respondents are females and just 5.5% respondents are males in the present study. Additionally, the information regarding the contract nature of nurses was gathered which shows that nurses which are undergraduate are 36.4%, graduated are 60.8% and post graduated are 2.9%. Further, the data regarding the designation has been gathered which highlights that 9.6% were head nurses, 88.0% were registered and 2.4% was novice. In addition to it, information regarding the job experience shows that, 77 nurses were in the series of less than 5 years, 55 nurses were in the series of 5-10 years, 48 nurses were in the series of 10-15 years and 29 nurses were in the series of 15 and above years. In data analysis process firstly data screening is done. After it confirmatory factor analysis has been done to confirm the factors. Then structural equation modeling has been used for mediating analysis by using Amos, Pearson correlation has been used for measuring the correlation of variables.

4. RESULTS AND DISCUSSIONS

The current study used Cronbach's alpha values. It is mostly used for checking the internal consistency of items.

Table 1. Scale Adoption Measurement

Variable		Source	Reliability	Scale	No. of items
Job Burnout	Emotional Exhaustion	Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1981; Maslach, Jackson, & Leiter, 1996)	.763	5	6
	Reduced Personal Accomplishment		.794	5	5
	Depersonalization		.740	5	4
Job Resources	Job Autonomy	Xanhopoulou, Bakker, Demerouti, Schaufeli	.625	5	3
	Supervisor support		.774	5	5
Job Demands	Role Ambiguity	Rizzo, House, Lirtzman (1970).	.785	5	7
	Role Clarity		.858	5	6
	Work overload	Xanhopoulou, Bakker, Demerouti, Schaufeli	.721	5	4
Job satisfaction		Brayfield and Rothe (1951), Weiss et al. (1967)	.834	5	6
Job Engagement	Vigor	Salanova et al., (2005)	.777	5	5
	Dedication		.852	5	4
	Absorption		.799	5	3
Turnover Intention		Wayne, Shore and Liden (1997)	.711	5	6

Pearson's Moment Correlation has been used for examining the linkage variables of the study. Table shows that a Job resource has negative and insignificant relationship with job burnout. Job demands have positive and significant relationship with job burnout and job resources. Job satisfaction has negative and insignificant relationship with job burnout but significant and positive relationship with job resources and job demands. Job engagement has negative and significant relationship with job burnout but positive and significant relationship with job resources, job demands, job satisfaction. Turnover intention has significant and positive relation with job burnout and negative and significant relation with job resources, job satisfaction and job engagement. Turnover intention has positive but insignificant relationship with job demands. The following table shows the correlation, mean and standard deviation between the measures of job demand, job resources and job satisfaction, turnover intention. The highest correlation ($r=.628$, $p<.01$) is among the job engagement and job satisfaction whereas the lowest ($r=-.219$, $p<.01$) among the job resources and turnover intention but negatively correlated.

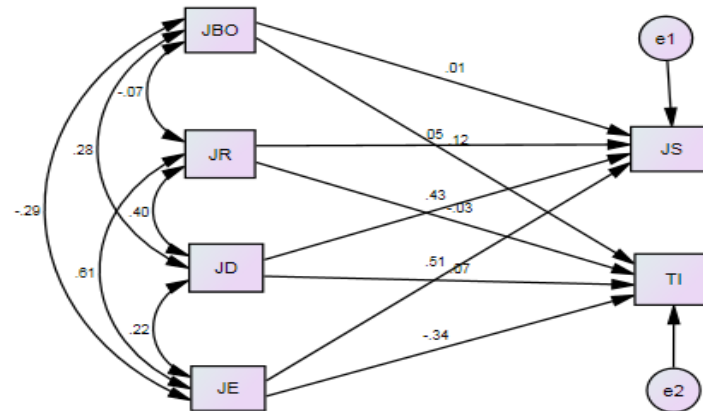
Table 2. Means, Standard Deviation and Pearson's Moment Correlation

Variable	Mean	S.D	JBO	JR	JD	JS	JE	TI
JBO	2.8963	.36863	1					
JR	3.5437	.82596	-.074	1				
JD	3.6051	.49830	.283**	.400**	1			
JS	3.5981	.59000	-.016	.526**	.562**	1		
JE	3.8250	.74618	-.286**	.609**	.225**	.628**	1	
TI	2.3493	.64031	.242**	-.219**	.017	-.232**	-.376**	1

Note N=209, ** Correlation is significant at the $p < .01$ (two tailed), JD=Job Demands, JR=Job Resources, JS=Job Satisfaction, TI=Turnover Intention, JE=Job Engagement, JBO=Job Burnout.

4.1 SEM Analysis

In order to test the mediation relationship SEM has been utilized by using the Amos and this technique has been recommended by the Baron and Goran (2012). For the purpose of determining the model as absolute fit, the adopted measures are χ^2 (chi-square), χ^2/df (ratio of chi-square and degree of freedom), Comparative Fit Index, Goodness-of-Fit Index, Root Mean Square Error of Approximation which has been displayed in table 3.

**Fig. 2.** Direct Effect Model of JD-R with Job satisfaction and Turnover intention**Table 3.** Direct interaction of JD-R with Job satisfaction and Turnover intention

			Unstandardized Estimates	Standardized Estimates	S.E	C.R	P
JS	< ----	JBO	.020	.012	.081	.242	.808
JS	< ----	JR	.035	.048	.043	.805	.421
JS	< ----	JE	.400	.506	.047	8.489	***
JS	< ----	JD	.503	.425	.062	8.130	***
TI	< ----	JD	.092	.072	.095	.971	.331
TI	< ----	JBO	.213	.123	.124	1.723	.085
TI	< ----	JR	-.026	-.034	.066	-.395	.693
TI	< ----	JE	-.289	-.337	.072	-3.997	***

Note: JD=Job Demands, JR=Job Resources, JS=Job Satisfaction, TI=Turnover Intention, JE=Job Engagement, JBO=Job Burnout.

Table 4. Fit Indices for Measurement, Direct Effects, and Structural Model

Item numbers	χ^2	df	χ^2/df	GFI	CFI	RMSEA
Direct effect model	1.034	1	1.034/1=1.034	.998	1.000	.013
Structural model	22.843	2	22.843/2=11.42	.966	.946	.224

Note N=209, CFI= Comparative Fit Index, GFI= Goodness-of-Fit Index, RMSEA= Root Mean Square Error of Approximation

In the few previous decades, the sort of hospital's work is critically affected by nursing staff attitude. In current study, the investigator attempted to investigate whether results of previous studies (Bahalkani et al., 2011; Bakker & Demerouti, 2007; Cheng & Waldenberger, 2013; Dysvik & Kuvaas, 2013). The investigator has attempted to investigate a critical issue of job demands and job resources among the selected hospitals nursing staff in current study. In order to achieve this objective, the investigator has developed a comprehensive model and devises five research questions for examining the job demands and job resources among the nurses. The investigator attempted to address the most up-to-date contextual, methodological, and theoretical gaps and extended past models of JD-R model (Bakker & Demerouti, 2007; Korunka et al., 2009; Krejcie & Morgan, 1970). Results showed that demands have significant relationship to job satisfaction but unexpectedly a positive relationship which is not consistent with the previous studies (Bakker & Demerouti, 2007; Cheng & Waldenberger, 2013; Panatik, 2010; Schaufeli et al., 2009) which indicates that increase in job demands reduces the job satisfaction. The current study showed an opposite relation which is may be due the high unemployment rate in the country that people are satisfied with a job whether they are facing high job demands.

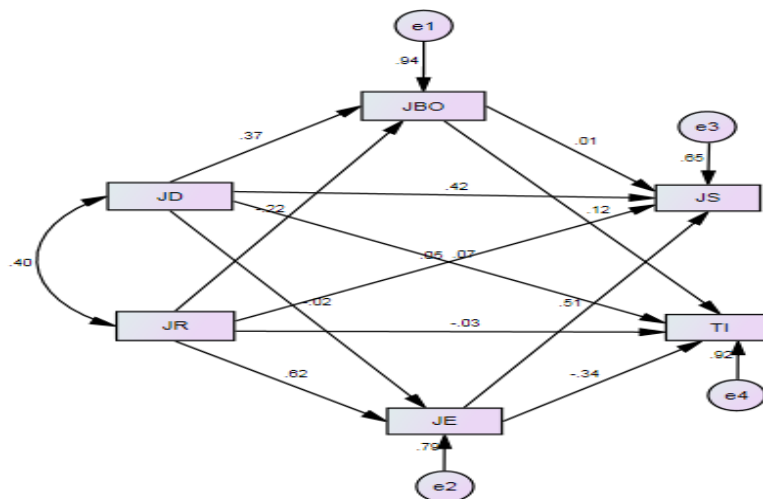


Fig. 3. Structural Model Including Path Coefficient with Mediation

Second, there is significant positive relation amongst job demands and turnover intention. The findings of the study showed that job demands have insignificant but positive relationship with turnover intention this positive relationship is consistent with the previous studies (Dysvik & Kuvaas, 2013; Khmour et al., 2015; Korunka et al., 2009) which shows that increase in demands will result in intention to leave the hospital. The current study showed that there are high job demands in nursing staff that are causing the intention to leave the hospital, high demands are due to high workload, high role ambiguity and high role clarity. One other reason of high job demand is due to shortage of nursing staff. Third, there is significant positive relation among job resource and satisfaction. Results showed that job resources have significant positive relationship with job satisfaction this relationship is consistent with the previous studies (Arshadi & Shahbazi, 2013). This means that increase in job resources will decrease the turnover intention of nurses in from the hospital. As for concerned with mediating relation of job burnout and job engagement, the results showed that there is no mediation of job burnout among job demands and job satisfaction which is inconsistent with previous studies (Tziner*, Rabenu, Radomski, & Belkin, 2015). The reason of this is that job demands have direct and significant relationship with job satisfaction and according to meditation criteria there should be not any direct relationship between dependent and independent variable. Furthermore, there is significant mediating relation of engagement among job demands and job satisfaction which is rejected on the basis of results found from SEM by using AMOS 21.

Additionally, the findings showed that there is no mediation of job burnout between job resources and satisfaction. The findings showed that job resources and satisfaction with job have not direct relationship, but job burnout and job satisfaction has not significant relationship which results in no mediation. The findings further showed that there is full mediation of job engagement between job resources and job satisfaction. This means that job resources increase the job engagement and it increases the satisfaction level of employee's and affect the direct link of job resources and job satisfaction. The results revealed that it is no mediation of burnout between job demands and

turnover intention which is inconsistent with previous studies (J. Fila, 2013). The other hypothesis is also rejected as there is no mediation of job engagement between job demands and turnover intention. The results also highlighted that there is no mediation of job burnout between job resources and turnover intention. Hence, one more hypothesis is accepted and showed that there is full mediation of job engagement among job resources and turnover intention.

5. CONCLUSION

The current study is an attempt to examine the intervention of job burnout and job engagement between the JD-R model and organization outcomes as turnover intention and job satisfaction. The present study has endeavored to address the maximum possible future directions in order to fill the research gap and to investigate the proposed JD-R model. In order to fulfill this purpose three hundred and ten questionnaires were distributed in the nurses by using the quantitative approach. Convenience sampling technique has been utilized for collecting data from nursing sector of Gujranwala Division of Punjab province of Pakistan. The findings of the current study revealed that there is full mediation of job engagement between job resources and job satisfaction, turnover intention. There is also significant positive relation between job resources and job satisfaction and negative relation with turnover intention. The results also showed a positive and significant relation between job demands and job satisfaction and a positive but insignificant relation with turnover intention. Further, the outcomes also highlight that there is no mediation of job burnout and job engagement between job demands and job satisfaction, turnover intention. It also revealed that there is no mediating relation of job burnout between job resources and job satisfaction, turnover intention. Five point Likert scale has been utilized for the measurement of responses. Furthermore, for data analysis skewness kurtosis has been used for data normality, CFA, descriptive statistics and SEM by using AMOS 21 has been used. JD-R model has been discussed greatly mostly with negative organizational outcome and with the mediation of burnout and engagement in the previous studies (Arshadi & Shahbazi, 2013; Gabr & El-shaer, 2013; J. Fila, 2013) although up to the restricted knowledge of the investigator the impact of JD-R on the positive outcome as job satisfaction and as mediator all the three dimensions of job burnout and job engagement has not been taken into account for investigation. The findings of present study are endowed with several implications for the managers of the health care sector of Pakistan. As job demands and turnover intention have positive relationship which means that due to high demands in the work of nurses that might push the nurses to think to leave the hospital. This is due to shortage of nurses as reported in previous studies (Agoi, 2015; Alzyoud et al., 2015; Llorens et al., 2006; Mohammad et al., 2011; Panatik, 2010; Park et al., 2016; Rothmann, 2008) should be eliminated by recruiting the nurses according to the patients total strength. New nursing schools should be opened for balancing the nurses' demands with the strength of patients.

Further, result showed that job resources have positive relation with job satisfaction which means that increase in job resources will increase the satisfaction level of the nurses and according to the results nurses are receiving the supervisor support and job autonomy which provides them satisfaction and the positive relation among job demands and job satisfaction might be the reason that more job resources that reduces the job demands for satisfaction of nurses. Additionally, it has been found in results that job resources have negative relation with turnover intention which means that high job resources lessen down the intention of nurses to leave the hospital. So, the management of health care sector must develop the rules for the doctors and supervisors of nurses to cooperate with nurses and help them to mitigate their issues related to their job. Moreover, the finding showed that job engagement has full interference between job resources and job satisfaction relationship which highlights that if the management provides support to nurses and autonomy in their work they will be encouraged in performing their task and this engorgement regarding their work will make them satisfied from their job. Therefore, the management should provide an environment in which nurses can work in their best way. Likewise, the results showed that job engagement has full interference between job resources and turnover intention relationship which illustrates that if the nurses are engaged with their work as well as they have been endowed with supervisor support their intention to leave the hospital will be eliminated.

Firstly, the investigator has attempted to add the maximum of job demands, job resource, job engagement and job burnout for investigating JD-R model effect in nursing sector but it is needed to add more dimensions of job demands (i.e. physical demands), job resources (i.e. individual resources such as self-efficiency) and add more positive organization outcomes (e.g. organization commitment and its dimension, job performance etc). Therefore, it has been suggested to add the given dimension in the future studies. Secondly, it has been found no mediation in the results so it has been suggested to further reexamine the model which may result in partial or full mediation. Thirdly, the study time horizon is cross sectional. Additionally, it has been recommended to do a longitudinal study by using this model. Fourthly, the study is conducted by using the sample of public hospital so the private hospitals should be considered in future studies. Moreover, methodologically some CMIN/DF and RMSEA values of CFA are not in range which indicates misspecification in model. It has been suggested to validate the existing measure by using other sample.

According to the findings and discussion held on above it has been concluded that job engagement fully mediated among job resources and satisfaction, turnover intention. There is no mediation of job burnout among job resources and job satisfaction, turnover intention. Job resources have direct positive link with job satisfaction and direct negative relationship with turnover intention. Job demands have positive direct relationship with turnover intention and job satisfaction. And there is no mediation of job burnout and job engagement among job demands and job satisfaction, turnover intention. Thus on the base of finding the management of the hospital should provide an environment in which the job demands should be lessen down and job resources should be increased for the nurses and a cooperative and supportive environment should be created. And by providing a cooperative environment the hospital will be able to retain the nurses for a longer time period and the intention of leaving the hospital will also be eliminated. By providing support by their supervisors and autonomy in their work the level of their engagement will also be increased which will enhance their satisfaction level.

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