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ORIGINAL

THE INFLUENCE OF LEADER-MEMBER EXCHANGE (LMX), JOB CRAFTING, AND WORK ENGAGEMENT ON NURSE PERFORMANCE AT DR. TADJUDIN CHALID GENERAL HOSPITAL

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ABSTRACT

The higher the employee performance, the greater the likelihood of a hospital's success, and conversely, the lower the employee performance, the greater the chance of the hospital's failure. One form of transformational leadership that supports enhanced employee performance is Leader-Member Exchange (LMX) leadership. Employee capabilities such as job crafting are also crucial for achieving the desired performance, as they involve the ability to modify tasks and make the job more meaningful. Furthermore, an individual factor determining employee performance is their dedication to the job, or work engagement. This study aims to determine the influence of Leader-Member Exchange (LMX), job crafting, and work engagement on nurse performance at Dr. Tadjuddin Chalid General Hospital. The research employed a cross-sectional study design, utilizing a sample of 120 nurses and 10 head nurses as respondents. The results of the study indicate that there is a direct influence of Leader-Member Exchange on nurse performance, there is a direct influence of job crafting on nurse performance, there is a direct influence of work engagement on nurse performance, and there is an indirect influence of Leader-Member Exchange on performance through job crafting. However, there is no indirect influence of Leader-Member Exchange on performance through work engagement, there is no indirect influence of job crafting on performance through work engagement, and there is no indirect influence of Leader-Member Exchange on nurse performance through job crafting and work engagement at Dr. Tadjuddin Chalid General Hospital. It is recommended that

hospital management encourage the involvement of head nurses in supporting their subordinate nurses, moving beyond merely being a problem-solver. Management should also enhance the individual creativity of nurses in task completion and align job demands with their possessed skills, in addition to creating a comfortable and pleasant working environment in terms of both facilities and infrastructure and relational aspects among nurses.

KEYWORDS Leader Member Exchange; Job Crafting; Work Engagement; Performance; Hospitals

1. INTRODUCTION

One of the critical factors for success in achieving organizational goals is the optimal management of human resources in carrying out their duties and functions. Human resource management, when optimized, can provide added value to the organization and contribute significantly to organizational performance. The performance of human resources, such as employees within an organization, is fundamental to the organization's success. The higher the employee performance, the greater the likelihood of a company's success, and conversely, the lower the employee performance, the greater the probability of the company's failure. Employee performance can be influenced by factors such as leadership, work motivation, compensation, communication, organizational climate, job characteristics, and others (Al Banin et al., 2020; Attahiru, 2021; Rimbayana et al., 2022). Furthermore, according to Gibson (1987), three factors influence performance. The first factor is individual factors, including an individual's abilities, skills, family background, work experience, social status, and demographic profile. The second factor is psychological factors, which cover perception, roles, personality, motivation, and job satisfaction. The third factor is organizational factors, which include organizational structure, job design, leadership, and the reward system. Humphreys (2002) states that transformational leadership is more effective in enhancing performance compared to transactional leadership. One form of transformational leadership that supports the improvement of employee performance is Leader-Member Exchange (LMX) leadership. Leader-Member Exchange (LMX) focuses on the quality of the relationship between a leader and a subordinate, where a good relationship fosters trust and support in the workplace. Among various leadership styles, research has shown that LMX has the most significant influence on employee performance (Rockstuhl et al., 2012). Employees who have a high-quality LMX relationship will be motivated to perform work that exceeds expectations due to the sense of trust between the superior and the subordinate. Research conducted by Alabi (2012) states that improving the quality of interaction between leaders and subordinates, such as emotional connection and mutual respect, will increase employee commitment, which in turn leads to higher employee performance. According to Mahsud et al. (2010), in a high-quality LMX relationship, the superior will entrust the

employee with completing tasks that are considered important and challenging, and even provide rewards. However, in a low-quality LMX relationship, the superior only expects the employee to handle core tasks and does not provide additional rewards. Aside from organizational leadership, employee capabilities also need attention. One form of employee capability in meeting their job demands to achieve the desired performance is the ability to modify their tasks and make the work more meaningful. This capability is referred to as job crafting. According to Lee et al., job crafting is closely associated with employee behavior—namely, the desire to find meaning and value in their work—which has a positive effect on both the individual and the organization (Lee et al., 2017). Job crafting refers to how employees proactively adjust their tasks, social relationships, and mindset towards their jobs to better align with their personal strengths and interests. Employees who engage in job crafting have higher levels of job satisfaction and engagement, ultimately improving their performance. Wrzesniewski (2013) states that job crafting is a proactive and independent attitude from nurses aimed at increasing creativity and innovation. This makes nurses work not solely for the organization's interest but also for the purpose of self-achievement. Individually, nurses can design their own jobs and work roles tailored to their specific working conditions. This process can lead the nurse to personal success, which ultimately culminates in organizational success. This theory was further developed by Tims et al. (2012), who defined job crafting as a behavioral change by employees with the goal of aligning job demands and job resources with their preferences, expertise, and needs. Theoretically, the concept of job crafting is focused on the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017). Bakker & Bal (2010) dan Rameshkumar (2020) menyatakan bahwa salah satu faktor penentu individu yang mempengaruhi kinerja karyawan dalam bekerja adalah keterikatan mereka dalam pekerjaan. Keterikatan kerja (*work engagement*) adalah kondisi positif dan memuaskan yang ditandai dengan semangat, dedikasi, dan keterlibatan penuh dalam pekerjaan. Karyawan yang memiliki tingkat keterikatan kerja yang tinggi cenderung lebih produktif, kreatif, dan berkomitmen terhadap organisasi. *Work engagement* harus dijaga agar karyawan terhindar dari fenomena *burnout*, yaitu seorang karyawan yang merasa lelah secara fisik dan emosional karena pekerjaannya. Menurut Jung & Yoon (2016) jika tingkat *work engagement* karyawan tinggi maka karyawan tidak hanya merasa senang saat melakukan tugas, tetapi juga mau menghabiskan lebih banyak waktu untuk bekerja. Karyawan yang *engaged* cenderung menunjukkan kinerja yang lebih baik, baik dalam peran utama maupun peran tambahan, serta berkontribusi pada inovasi dan efektivitas tim kerja. Work engagement is a current issue in Human Resource (HR) management, and research concerning it has demonstrated positive effects on work outcomes. First, work engagement itself is a positive individual experience (Decuyper & Schaufeli, 2020). Second, work engagement is related to good health and positive work effects for employees (Wrzesniewski & Dutton, 2001).

Third, work engagement helps individuals benefit from stressful jobs. Fourth, work engagement is positively correlated with organizational commitment (Wrzesniewski & Dutton, 2001) and ultimately impacts employee performance. These factors make it crucial for managers to strengthen work engagement, as disengaged employees become the core of problems when workers lose commitment and motivation, leading to an increased tendency for turnover, lower attendance rates, and a decline in employee performance. Based on the evaluation of nurse performance at Dr. Tadjuddin Chalid General Hospital, measured using the nursing care standards referenced by the Indonesian National Nurses Association (PPNI) standard in 2010, it was found that the average nurse performance in the inpatient unit from 2021 to 2023 was 89.6%. This figure indicates that performance has not yet met the nursing care standard of 100%. Previous interviews with 10 nurses revealed several issues: most nurses lack the initiative to personally enhance and develop their skills, have no independent willingness to seek new information, and frequently voluntarily avoid more challenging or new tasks. Furthermore, the lack of initiative to improve personal capabilities was noted. Only a few nurses actively try to complete their work without procrastinating until the next day, due to the expectation of new tasks arising daily.

2. Materials and Methods

2.1 Location and Research Design

This study is a quantitative research with an analytic observational design and a cross-sectional approach. The research will be conducted at Dr. Tadjuddin Chalid General Hospital from January to May 2025.

2.2 Population and Sample

The study's population includes all nurses providing services in the Inpatient Unit of Dr. Tadjuddin Chalid General Hospital, totaling 120 individuals, and the Head Nurses (direct superiors) from each corresponding ward. The sample size for this research was determined using total sampling, consisting of 120 Inpatient Unit nurses and 10 head nurses (direct superiors).

2.3 Method of Collecting Data

The instrument used for data collection is a questionnaire. The questionnaire used in this study was first tested for its validity and reliability. Based on the results of the validity and reliability tests using the SPSS program, all questionnaire items were declared valid and reliable.

2.4 Data Analysis

Univariate analysis was performed to obtain a general overview of the

research problem by describing each variable used in the study and the characteristics of the respondents. Univariate analysis consisted of descriptive analysis of respondent characteristics, descriptive analysis of research variables, and cross-tabulation analysis between respondent characteristics and research variables. Bivariate analysis was conducted to examine the relationship between the two variables, namely between the independent and dependent variables, using the chi-square statistical test. Finally, multivariate analysis was performed using path analysis.

3. Results

3.1 Univariate Analysis

3.1.1 Characteristics of Respondents

Table 1: Distribution of Nurse Characteristics at Dr. Tadjuddin Chalid General Hospital in 2025

CHARACTERISTICS	SAMPLE	
	F	%
AGE		
20-35 YEARS OLD	76	63.3
36-50 YEARS OLD	44	36.7
GENDER		
MALE	21	17.5
FEMALE	99	82.5
WORK TENURE		
<1 YEAR	37	30.8
1-4 YEARS	34	28.3
5-8 YEARS	15	12.5
9-12 YEARS	7	5.8
>12 YEARS	27	22.5
EMPLOYMENT STATUS		
GOVERNMENT CONTRACTED EMPLOYEES	17	14.2
CONTRACT EMPLOYEES	29	24.2
CIVIL SERVANTS	51	42.5
VOLUNTEERS	23	19.2
EDUCATIONAL ATTAINMENT		
DIPLOMA III	59	49.2
PROFESSIONAL NURSE PROGRAM	31	25.8
BACHELOR'S DEGREE	27	22.5
MATER'S DEGREE	2	1.7
OTHERS	1	0.8
TOTAL	120	100.0

Source: Primary Data, 2025

Based on Table 1, the most frequent age characteristic among nurse respondents was the age range of 20–35 years, accounting for 63.3%. For gender characteristics, the majority of respondents were female, totaling 82.5%. The most frequent length of service characteristic was nurses who had worked for less than 1 year, comprising 30.8%. Regarding employment status, the largest group consisted of Civil Servants at 42.5%. Finally, the most common characteristic for latest education was Diploma III, at 49.2%.

Table 2: Distribution of Supervisor Characteristics at Dr. Tadjuddin Chalid General Hospital in 2025

CHARACTERISTICS	SAMPEL PENELITIAN	
	F	%
AGE		
36-50 YEARS OLD	9	90.0
>50 YEARS OLD	1	10.0
GENDER		
MALE	1	10.0
FEMALE	9	90.0
LENGTH OF SERVICE		
1-4 TAHUN	1	10.0
>12 TAHUN	9	90.0
EMPLOYMENT STATUS		
CIVIL SERVANTS	10	100.0
PENDIDIKAN TERAKHIR		
PROFESSIONAL NURSE PROGRAM	4	40.0
BACHELOR'S DEGREE	4	40.0
MASTER'S DEGREE	1	10.0
OTHERS	1	10.0
TOTAL	10	100.0

Source: Primary Data, 2025

Based on Table 2, the most frequent age characteristic among the respondents (supervisors) was the 36–50 years old category, accounting for 90%. For gender characteristics, the majority were female, also at 90%. The most frequent characteristic for length of service was >12 years, comprising 90%. Regarding educational attainment, the largest category was the Professional Nurse Program (Ners), at 40%. Finally, the most common characteristic for employment status was Civil Servant (PNS), which reached

100%.

3.2 Bivariate Analysis

Table 3: Frequency Distribution of Variable Assessment at Dr. Tadjuddin Chalid General Hospital in 2025

VARIABLE	RESEARCH SAMPLE	
	F	%
LEADER MEMBER EXCHANGE		
HIGH	65	54.2
LOW	55	45.8
JOB CRAFTING		
HIGH	69	57.5
LOW	51	42.5
WORK ENGAGEMENT		
HIGH	70	58.3
LOW	50	41.7
NURSE PERFORMANCE		
HIGH	71	59.2
LOW	49	40.8
PERFORMANCE (HEAD NURSES)		
HIGH	6	60.0
LOW	4	40.0

Source: Primary Data, 2025

Based on Table 3, the majority of respondent assessments across the variables were in the High category. Specifically, the Leader-Member Exchange (LMX) variable showed the High category as the most frequent, with 65 respondents or 54.2%. For the Job Crafting variable, the High category was also the most frequent, with 69 respondents or 57.5%. Similarly, the Work Engagement variable had its majority in the High category, with 70 respondents or 58.3%. For the Nurse Performance variable, the High category was the most frequent, with 71 respondents or 59.2%. Finally, the Supervisor Performance variable also had the High category as the majority, with 6 respondents or 60%.

3.3 Multivariate Analysis

Based on the conceptual framework proposed in this study, the hypothesis testing was conducted using path analysis on the structural equation model. Path analysis was employed because the research objective was to determine the direct and indirect influence of the independent variables on the dependent variable *through* the intervening (mediating) variables. Overall, the results of the path analysis are presented as follows:

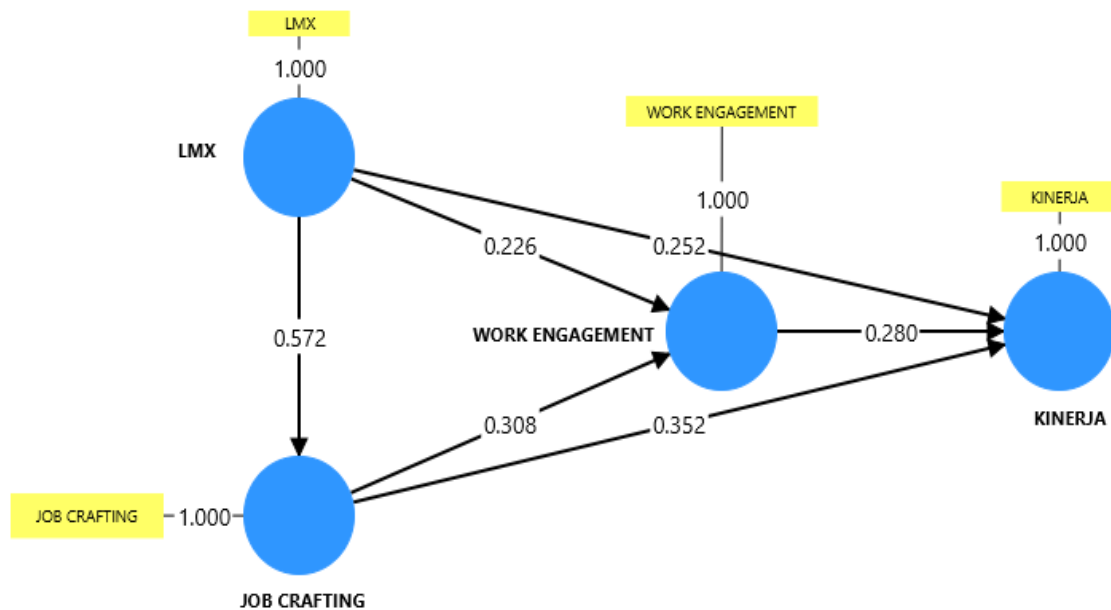


Figure 1: Path Analysis of Leader-Member Exchange, Job Crafting, and Work Engagement on Nurse Performance at Dr. Tadjuddin Chalid General Hospital in 2025

4. Discussion

The results of this study provide an overview of a positive reciprocal relationship quality between the head nurse and the inpatient nurses. This interaction encompasses emotional aspects such as respect, where nurses honor their supervisor's ability, competence, and skills; the nurses' perception of admiration for their supervisor's pleasant personality and treating them like a colleague; the nurses' perception of their supervisor's involvement and contribution to problem-solving within their work unit; and the nurses' willingness to agree to work harder or perform non-formal tasks as requested by their superior. This positive reciprocal relationship has an effect that contributes to high nurse performance. This finding is consistent with the research conducted by Duarte et al. (1994), which examined the interaction of LMX quality and relationship duration in influencing performance appraisal, as well as other studies that assessed the influence of leadership through good dyadic or reciprocal relationships between subordinates and their superiors on subordinate performance. Leader-Member Exchange (LMX) is the quality of the relationship between a leader and their followers, emphasizing a two-way relationship between them. The theory posits that, due to time constraints, leaders establish a special relationship with a small group of their followers. These individuals subsequently become members of the in-group—or the favored group—who are highly trusted and receive greater attention from the leader; they may even receive certain privileges. Meanwhile, other followers who are not part of the in-group are referred to as the out-group or unfavored group, and they receive less time and fewer rewards from their leader. The relationship between the leader and the out-group is typically based only on

formal authority interactions. Leaders usually tend to select in-group members because they possess various personality characteristics and attitudes similar to the leader or because they exhibit a higher level of competence than other followers. Interaksi atasan-bawahan yang berkualitas tinggi akan memberikan dampak seperti meningkatnya kepuasan kerja, produktifitas, dan kinerja karyawan. Menurut Chang menyatakan bahwa apabila interaksi atasan bawahan berkualitas tinggi, maka seorang atasan akan berpandangan positif terhadap bawahannya sehingga bawahannya akan merasakan bahwa atasan banyak memberikan dukungan dan motivasi (Chang et al., 2020). Hal ini meningkatkan rasa percaya dan hormat bawahan pada atasan sehingga mereka termotivasi untuk melakukan “lebih dari” yang diharapkan oleh atasan mereka (Chang et al., 2020). This implies that the leader's role in an organization is not merely to command subordinates, but rather requires a good relationship between superiors and subordinates to optimize existing human resources. A leader who utilizes a specific leadership style during work interaction will naturally generate an evaluation from their subordinates. Subordinates tend to assess their superior's leadership style, and a leader who adopts an employee-oriented leadership style—one who acts in a friendly, supportive manner, provides attention to subordinates, and considers employee welfare—will be favored by their followers (Rockstuhl et al., 2012). Subordinates or employees view such leadership behaviors as highly valuing their presence, hard work, and welfare. Employees who feel that their presence and welfare are acknowledged will perceive that the support from the organization is excellent. The resulting emotional connection between the subordinate and the superior, and vice versa, leads to mutual attraction and loyalty, professional recognition of contributions, and appreciation in completing tasks within their scope, ultimately resulting in an increase in professional work empowerment. Hubungan atasan dan bawahan (LMX) yang baik dapat meningkatkan loyalitas karyawan. Sebab pada dasarnya manusia mudah untuk dimotivasi dengan memberikan apa yang menjadi keinginannya. Kinerja perawat, baik secara individual maupun tim, sangat bergantung pada kejelasan peran, koordinasi, dan rasa saling percaya di dalam struktur organisasi. Ketika LMX berada dalam kategori rendah, perawat sering mengalami ambiguitas peran, tekanan psikologis, dan minimnya dukungan dalam menghadapi tantangan kerja. Hal ini dibuktikan oleh studi yang dilakukan oleh Jiang dkk. (2021), yang menunjukkan bahwa hubungan yang buruk dengan atasan berdampak negatif terhadap performa dan dapat menyebabkan kelelahan emosional (*emotional exhaustion*). In the context of healthcare organizations, particularly nursing, job crafting is highly relevant due to the dynamic and high-pressure demands of nurses' work, which necessitate significant flexibility and adaptation. Nurses capable of engaging in job crafting generally exhibit better work resilience, increased job satisfaction, and higher emotional involvement with their work, all of which spur improvements in nurse performance. This finding aligns with Bekker's (2018) research, which demonstrated that job

crafting enhances access to job resources and reduces work barriers, particularly leading to high work engagement. Since job crafting is an essential strategy for boosting nurse performance, healthcare service organizations are advised to facilitate systematic job crafting training or interventions to encourage nurses to create work meaning and redesign tasks positively (Chen et al., 2014). Thus, job crafting not only serves as an individual adaptation tool but also as a strategic instrument for improving the quality of service and organizational productivity. Based on the study's results, it is known that job crafting can be an effective proactive strategy in enhancing nurse performance. Through adjustments to tasks, social relationships, and their perspective on the job, nurses can increase their job satisfaction, engagement, and productivity. By providing room for nurses' job crafting, hospital management can support the creation of an adaptive and productive work environment (Tims et al., 2012). Work engagement, or the emotional connection of employees to the organization, can significantly influence employee performance. This finding is reinforced by previous research which demonstrates a significant relationship between work engagement and employee performance. Beyond loyalty, work engagement also impacts employee performance, leading employees to provide greater contributions to the organization. Kahn (1990) states that engagement can lead to both individual outcomes (e.g., quality of work and one's work experience) and organizational outcomes (e.g., organizational growth and productivity). Other research also finds that engagement is linked to positive aspects of job achievement. Employees who are engaged with their organization will perform tasks that even exceed organizational requests, exhibit less sickness (fewer absences), demonstrate increased productivity, and maintain a high commitment to the organization (Decuyper & Schaufeli, 2020). The Nurse Performance variable can be considered good, which may be influenced by the nurses' enthusiasm and sense of pride in their work, prompting them to always strive to provide the best possible service for patients. This finding is consistent with research by Yongxing et al. (2017) on customer service employees in a telecommunications company in South China, which showed that work engagement significantly influenced employee performance, with results indicating $\beta=0.12$ and $p<0.01$. Research conducted by Bakker & Bal (2010) similarly showed a significant influence of work engagement on performance among primary school teachers in the Netherlands. The findings suggest that engaged employees feel invested in the company's success and are motivated to elevate their performance to a level that exceeds job requirements, thus being viewed as a factor capable of bringing about change for individuals, teams, and the company (Bakker & Demerouti, 2014). Engaged employees will excel compared to those with low levels of commitment. This is because engaged employees possess three key advantages. First, they become happier and more enthusiastic, enabling them to generate their own job resources, which will consequently lead to better completion of work tasks. Second, engaged employees tend to be healthier, both physically and

psychologically, allowing them to work with greater focus when completing their jobs. Finally, engaged employees transfer their engagement to other staff members, ensuring that interpersonal relationships are well-established and group performance is enhanced (Bakker & Demerouti, 2017). One relevant approach to bridging the superior-subordinate relationship with enhanced nurse performance is through job crafting, which is the proactive behavior of employees to shape or modify aspects of their work to make it more meaningful and aligned with personal values. This behavior typically emerges when employees feel they have autonomy, support, and trust from their superior—factors closely related to Leader-Member Exchange (LMX) quality. LMX plays a vital role in creating the psychological conditions that enable employees to engage in job crafting. Kim and Beehr (2020) showed that a high LMX relationship enhances the perception of work autonomy, which subsequently motivates employees to actively redesign their jobs. This job crafting then contributes to increased effectiveness and job satisfaction, ultimately leading to improved performance. Chen et al. state that an innovative climate led by nursing managers encourages nurses to seek more efficient and meaningful ways of working (Chen et al., 2020). The impact is not only an increase in individual performance but also overall organizational efficiency. Kim et al., through a study in hospitals in South Korea, showed that a good superior-subordinate relationship acts as a catalyst for the emergence of job crafting, which ultimately has a significant impact on nurses' job satisfaction and organizational commitment (Kim & Beehr, 2020). Nurses who feel valued and supported are more likely to voluntarily adjust the way they work for the sake of service effectiveness and patient comfort. The study by Liu et al. (2021) confirms that transformational and supportive leadership significantly influences the increase in nurse job crafting, which subsequently impacts the improvement of individual performance and the quality of patient care. In this context, the supervisor's role is not just as a task director but also as a facilitator of learning, an encourager of innovation, and a provider of necessary emotional support so that nurses feel motivated in carrying out their roles. merasa termotivasi dalam menjalankan perannya. Zhang and Zhang (2022) found that LMX indirectly impacts nurse performance through job crafting. When nurses perceive a strong and positive interpersonal relationship with their superiors, they are more motivated to redesign their work methods to be more efficient and meaningful, which consequently improves on-the-ground work outcomes. Permana and Mulyani conducted a study in Indonesia and found that nurses working under supportive leadership tend to demonstrate high job crafting behavior (Permana & Mulyani, 2022). They are more active in restructuring workflows, initiating communication approaches with patients, and engaging in health education activities. This directly implies an improvement in the quality of service, work efficiency, and patient satisfaction. Contextual factors such as organizational culture and work structure also influence the strength of this indirect relationship. In organizations that promote participation and flexibility,

the effect of LMX on job crafting and performance becomes stronger. Conversely, in rigid work structures, the potential for job crafting tends to be inhibited, even when LMX quality is high. The managerial implication of these findings is that performance improvement does not always need to be achieved through direct control and evaluation. Instead, by building high-quality interpersonal relationships between superiors and subordinates, organizations can foster the emergence of job crafting as an internal strategy that drives work improvement organically and contextually. The relationship between superiors and subordinates in healthcare service organizations is crucial in determining the quality of care provided to patients. Within the hospital context, nurses are the frontline of service, and their performance is significantly influenced by the work environment, including the quality of the relationship with their direct supervisor. The quality of the superior-subordinate relationship in the nursing context is often discussed through the Leader-Member Exchange (LMX) theory. High LMX establishes mutual trust, respect, and open communication between the leader and the member. According to Zhang et al., a high-quality LMX relationship positively influences job crafting because subordinates feel psychologically safe to innovate or adjust their work without fear of punishment or rejection from their superior (Zhang et al., 2021). Consistently, research by Kim et al. in South Korea showed that good LMX encourages nurses to engage in task crafting, such as choosing more efficient ways to handle patients (Kim & Beehr, 2020). Furthermore, relational crafting is also enhanced, where nurses actively build supportive working relationships with colleagues to facilitate smoother inter-shift communication. The outcomes of this job crafting not only boost job satisfaction but also result in reduced burnout and improved performance. Nurse performance itself can be measured through several aspects, including speed and accuracy in medical actions, the ability to communicate with patients, and accurate nursing documentation. According to Jiang et al. (2021), nurses who actively engage in job crafting show a significant improvement across both in-role performance and extra-role performance dimensions. They not only complete basic tasks but also take the initiative to assist colleagues, provide education to patients' families, and contribute ideas for improving work procedures. Another study by Permana and Mulyani in Indonesia also found that nurses in a work environment with high supervisor support tend to exhibit a more active level of job crafting, particularly in designing more flexible work schedules and expanding their roles in educational activities (Permana & Mulyani, 2022). As a result, the performance of these nurses was more consistent and responsive to patient needs. In addition, organizational culture and reward systems also play a crucial role in strengthening the relationship between job crafting and performance. A hospital environment that encourages innovation and participation will increase the nurses' courage to *craft* their jobs. This is supported by the study by Chen et al., which found that the perception of an innovative climate reinforces the link between job crafting and performance among healthcare workers (Chen et al.,

2020). Overall, this indicates that job crafting is a vital pathway for bridging the superior-subordinate relationship with enhanced nurse performance. When this relationship is built on mutual respect, support, and autonomy, nurses will be more motivated to optimize their potential at work, leading to performance that is more effective, efficient, and humane. Despite these findings, it is important to remember that not all nurses possess the capacity or courage to engage in job crafting without formal training or support. Therefore, hospitals or healthcare institutions need to plan training on job crafting strategies and interpersonal communication between superiors and subordinates. This training should be integrated into Human Resource (HR) development policies that prioritize supervisor-subordinate communication training, the involvement of nurses in decision-making, and the strengthening of inspirational supervision. These steps are expected to create a job-crafting-based work culture that supports the achievement of optimal performance among nursing staff. This strategy not only enhances individual performance but also drives positive systemic change in healthcare services. Based on the dimensions of Job Crafting, the dimension that provides the greatest significant influence on performance in this study is Increasing Challenging Job Demand. In the Job Demands–Resources (JD-R) Model, seeking new challenges allows employees to develop skills and innovation. According to Intrinsic Motivation Theory (Self-Determination Theory, Deci & Ryan, 2000), the pursuit of challenges enhances the sense of competence and autonomy, leading to creativity and novel solutions. In a hospital setting, this can be seen in healthcare personnel seeking opportunities to handle more complex cases, thereby adding clinical experience and improving adaptive performance. Nurses who actively engage in job crafting demonstrate a significant improvement across both in-role performance and extra-role performance dimensions. They not only complete basic tasks but also take the initiative to assist colleagues, provide education to patients' families, and contribute ideas for improving work procedures.

5. Conclusions and Recommendations

The research findings indicate that there is a direct influence of Leader-Member Exchange (LMX) on nurse performance, a direct influence of Job Crafting on nurse performance, and a direct influence of Work Engagement on nurse performance. Furthermore, there is an indirect influence of LMX on nurse performance *through* Job Crafting. However, the study found no indirect influence of LMX on performance *through* Work Engagement, no indirect influence of Job Crafting on performance *through* Work Engagement, and no indirect influence of LMX on nurse performance *through* both Job Crafting and Work Engagement at Dr. Tadjuddin Chalid General Hospital. Consequently, the hospital is advised to adopt and develop transformational leadership quality such as LMX by providing training to head nurses. This training should aim to improve the quality of superior-subordinate interaction, ensuring that supervisors are not just problem solvers but also advocate for their

subordinates in cases of interpersonal conflict. Furthermore, the hospital should enhance the individual creativity of nurses in task completion and align job demands with their possessed skills. It is also necessary to increase nurses' understanding of the importance of building social relationships with colleagues who share similar skills and interests in completing tasks. Finally, the hospital must create a comfortable and pleasant environment—in terms of both facilities and infrastructure and inter-nurse relations—by providing adequate rest areas and reducing high work stress through the provision of a proportional nurse-to-patient ratio.

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