

UNLOCKING MENTAL HEALTH AT WORK: WHEN BURNOUT TRANSFORMS THE VALUE OF FLEXIBILITY, BALANCE, AND CRAFTED JOBS

Ilham Bintang¹, Deri Prayudi^{2*}, Rina Masruroh³, Lita Ernawati⁴, Diah Nurul Fajriah⁵

¹⁻⁵ Department Management, Universitas Kuningan, Indonesia

*Email corresponding author: deri.prayudi@uniku.ac.id

Abstract

Flexible work strategies are increasingly promoted to enhance employee well-being, yet the mechanisms through which they influence mental health remain underexplored. Drawing on the conservation of resources and job demands resources theories, this study investigates how flexible working arrangement (FWA), work-life balance (WLB), and job crafting (JC) influence employee mental health, both directly and indirectly through the mediating role of burnout. Using a cross-sectional design, data were collected from 400 employees across diverse sectors in Kuningan Regency, Indonesia, through validated self-report measures. Structural equation modeling via SmartPLS revealed that FWA, WLB, and JC each had significant positive effects on mental health and negative effects on burnout. Burnout, in turn, showed a significant negative association with mental health and partially mediated the relationship between the three predictors and mental health. Further, visual analysis confirmed that the positive effects of FWA, WLB, and JC on mental health were substantially stronger among employees with lower burnout levels. These findings underscore the importance of integrating burnout prevention into organizational strategies aiming to improve psychological well-being. By demonstrating the dual role of resource enhancement and emotional regulation, this study contributes to a more nuanced understanding of how adaptive work designs foster employee mental health. Practical implications include the need for co-owned interventions that promote flexibility, balance, and proactive job redesign, while actively managing emotional strain in the workplace

Keywords: Burnout Mitigation; Employee Mental Health; Flexible Work Practices; Job Crafting; Work Design Strategies

INTRODUCTION

Mental health is not just about mild stress or a bad mood; in today's fast-paced work environment, it is vital for workforce well-being and productivity. Global data underscores this urgency. The World Health Organization (WHO, 2022) reported that in 2019, 301 million people suffered from anxiety disorders, 280 million from depression, and 703,000 died by suicide. Additionally, 15% of the global working-age population has mental health disorders (The American Institute of Stress, 2022). In Indonesia the data from Kementerian Kesehatan, (2018), shows emotional mental disorders rising from 8.5% in the 25–34 age group to 15.8% among the elderly. Locally, a pre-survey of Kuningan Regency employees revealed a low average WHO Five Well-Being Index (WHO-5) score of 46.80, signaling serious mental health concerns (see Table 1). This highlights that mental health challenges are both global and local issues deserving more academic focus.

As work becomes more complex, various organizational strategies have emerged to support employees' mental health. Flexible working arrangements (FWA) offer temporal and spatial flexibility (Allen et al., 2014), work-life balance (WLB) helps manage roles between work and personal life (Greenhaus, 2011), and job crafting (JC) enables individuals to redesign their jobs for greater meaning (Bakker et al., 2012). These strategies are often examined through Job Demands-Resources (JD-R) and Conservation of Resources (COR) theories, which view work resources as buffers against excessive demands (Maslach & Leiter, 2016; Schaufeli et al., 2020). However, findings remain mixed:

while work flexibility can enhance well-being, it may also cause role ambiguity and hyperconnectivity, leading to burnout (Petrie et al., 2018; Yeves et al., 2022). This suggests the link between adaptive work strategies and mental health is complex, context-dependent, and not yet fully understood.

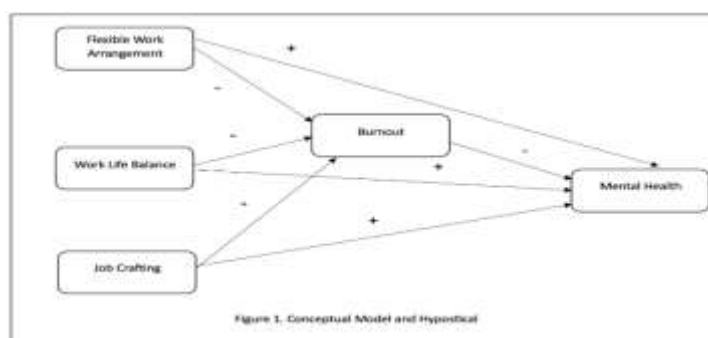
Table 1. Pre-survey results of employee mental health in Kuningan Regency

Statement Items ^a	Scale						Average score
	0	1	2	3	4	5	
I have felt cheerful and in good spirits	6	10	12	9	8	5	2.36
I have felt calm and relaxed	7	11	14	8	6	4	2.14
I have felt active and vigorous	5	12	13	10	6	4	2.24
I woke up feeling fresh and rested	4	9	13	11	9	4	2.48
My daily life has been filled with things that interest me	5	8	14	10	7	6	2.48
Average score total ^b							11.70

Source: Pre-survey on employees in Kuningan Regency processed by researchers, 2024

Note: N = 50, ^a= based on the WHO-5 Well Being Index, b. = WHO-5 guidelines, the percentage of the average raw score multiplied by 4 = 46.8%

While organizational strategies like FWA, WLB, and JC are increasingly recognized for enhancing employee mental health, their combined integration into a comprehensive model remains rare, particularly in non-metropolitan areas of developing countries. Most research focuses on urban or developed-country digital industries, assuming equal access to resources and support (Jagdale & Bhaskar, 2024; Urukovičová & Rošková, 2024). In reality, many organizations in developing regions cannot effectively implement adaptive work strategies (Geethapriya S & Layasri B, 2023). Additionally, few studies consider burnout as a mediator between these strategies and mental health, despite its significant impact on psychological well-being at work (Daud et al., 2024). Consequently, comprehensive, evidence-based analyses of these relationships remain limited, especially in places like Kuningan Regency, West Java. We examined this model using mediation analysis, as illustrated in Figure 1.



This research addresses gaps by using a comprehensive mediation model that explores burnout as a mediator and involves employees from various sectors. It tests the direct and indirect effects of flexible working arrangements, work-life balance, and job crafting on mental health, with burnout as the mediator. The study advances the literature by integrating these variables into a single structural model and extends the validity of JD-R and COR theories within Indonesia's community-based work context.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Flexible Work Arrangement, Burnout and Mental Health

Work flexibility is widely promoted to improve employee well-being. Studies show that flexible work arrangements (FWAs) help employees balance work and home life, reducing fatigue and enhancing mental health (Li et al., 2022; Moen et al., 2017). However, FWAs' effectiveness depends on context. Li et al. (2022) found FWAs don't directly reduce fatigue but benefit those with high work and family demands. Conversely, Cech & O'Connor (2017) report that flexibility bias and organizational stigma toward FWA users can harm health.

The strength of FWA lies in its ability to enhance work autonomy and reduce contextual stress (Chung & van der Horst, 2018). However, its weakness is that implementation without support from a healthy work culture can create new pressures (Prayudi et al., 2023). Therefore, the FWA approach will only be effective when accompanied by support from supervisors and a work environment that values flexibility (Cosa & Torelli, 2024). Considering these findings, this study proposes the following hypothesis:

H1a: Flexible Work Arrangement has a positive effect on improving employees' Mental Health.

H1b: Flexible Work Arrangement has a negative effect on reducing employee Burnout

Work Life Balance, Burnout and Mental Health

WLB has long been linked to psychological well-being. Gravador & Teng-Calleja (2018) found that WLB behaviors like protecting personal time and enhancing work efficiency positively affect subjective well-being. WLB is also defined as a dynamic harmony between work demands and personal life, promoting mental health without excessive role conflict (Hariri et al., 2024). Sirgy & Lee (2018) identify three core dimensions of WLB: time balance, involvement, and satisfaction balance, noting that organizational support is crucial for fostering these behaviors. Integrating these WLB concepts can significantly reduce employee fatigue, especially from time-consuming workplace demands (Basuni & Sopiah, 2023a). Conversely, Cinar & Bilodeau (2022) warn that without systemic support and a supportive culture, working conditions may induce psychological stress despite WLB efforts.

In other words, the strength of WLB lies in its potential to intervene in the negative spillover between work and personal life, but its effectiveness is vulnerable to structural barriers and rigid work culture. Therefore, this study proposes that:

H2a: Work-Life Balance has a positive effect on employees' Mental Health

H2b: Work-Life Balance has a negative effect on employee Burnout

Job Crafting, Burnout and Mental Health

JC refers to employees proactively modifying their work boundaries through task, relational, and cognitive crafting to align their job with their identity, values, and strengths (Zhang & Parker, 2019). Grounded in JD-R theory, JC enhances job resources like social support and feedback while optimizing job demands such as task complexity, thereby boosting work engagement (Tims et al., 2015).

As a proactive work redesign strategy, JC has been shown to improve engagement and psychological well-being (Plomp et al., 2016). Shi et al. (2022) found that JC promotes non-work facilitation, positively affecting overall health. Slemp et al. (2021) report that JC fosters harmonious

passion that strengthens engagement but may also trigger obsessive passion, increasing burnout risk.

These mixed effects highlight the need to analyze JC dimensions carefully. While JC can deepen work meaning and enhance control, reducing burnout via autonomy (Rudolph et al., 2017), obsessive JC or JC lacking organizational support may create internal pressure that harms well-being (Yin, 2024). Therefore, this study proposes:

H3a: Job Crafting has a positive effect on employees' Mental Health

H3b: Job Crafting has a negative effect on employees' Burnout

Burnout, Mental Health, and the mediating role of Burnout

Burnout is a psychophysiological syndrome characterized by three dimensions: emotional exhaustion, cynicism, and reduced professional efficacy due to prolonged exposure to unmanaged work stressors (Schonfeld et al., 2019). Burnout is also one of the main determinants of declining employee mental health. A study by Peng et al. (2021) showed that burnout significantly mediates the effect of workload and job protection on mental health. In the context of work flexibility, Sklar et al. (2021) and Sullivan et al. (2022) demonstrated that extreme changes in working conditions during the pandemic worsened burnout, especially among younger working age groups. This finding is reinforced by Chong et al. (2023), who showed that burnout has a significant direct relationship with stress, depression, and low job satisfaction.

While strategies such as FWA, WLB, and JC aim to reduce work pressure, previous studies indicate that the success of these strategies is heavily influenced by the level of employee burnout (Dudija et al., 2023a; Rudolph et al., 2017; Shiri et al., 2022; Sirgy & Lee, 2018). Therefore, it is important to examine the role of burnout as a mediating variable in the relationship between adaptive work strategies and mental health. Based on this, the following hypothesis is proposed:

H4: Burnout will negatively affect employee mental health

H5a: Burnout will mediate the relationship between Flexible Work Arrangement and Mental Health

H5b: Burnout will mediate the relationship between Work-Life Balance and Mental Health

H5c: Burnout will mediate the relationship between Job Crafting and Mental Health

RESEARCH METHODS

Research Design

This study employed a quantitative explanatory design aimed at examining the direct and indirect effects of FWA, WLB, and JC on employees' Mental Health, with Burnout as a mediating variable. The research followed the positivist paradigm, utilizing structured instruments and statistical analysis to test the proposed hypotheses. This approach is suitable for understanding causal relationships between multiple latent variables in a complex organizational setting (Sugiyono, 2019). The model was tested using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0, which is appropriate for medium-sized samples and non-normal data distributions (Hair et al., 2021).

Population and Sample

The target population included formal employees in Kuningan Regency, West Java, Indonesia, defined as individuals formally employed in public or private sectors under contractual arrangements. According to the Central Statistics Agency (BPS) of Kuningan (2024), there were 570,023 employed individuals across eight economic sectors (BPS Kuningan, 2024). A sample size of 400 respondents was determined using Slovin's formula with a 5% margin of error.

The proportional stratified random sampling technique was used to ensure each employment sector was adequately represented. The sectoral breakdown of the sample included public services, education, energy and mining, transportation and services, commercial technology, printing and

media, textile and fashion, and food and retail. This sampling technique enhances generalizability while minimizing sectoral bias (Ward, 2022).

Data Collection and Instrument Development Instrumentation

Primary data were collected using a structured, closed-ended questionnaire based on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaire items were developed based on validated instruments from previous research and adapted for the Indonesian context. The constructs and dimensions were as follows:

1. FWA: Time flexibility, timing flexibility, place flexibility (Carlson et al., 2015).
2. WLB: Time balance, involvement balance, satisfaction balance (Griffin & Moorhead, 2014; Ricardianto, 2018)
3. JC: Increasing structural and social job resources, decreasing hindering demands, increasing challenging demands (Tims et al., 2015).
4. BO: Physical, emotional, and mental exhaustion; lack of personal accomplishment (Maslach & Leiter, 2016).
5. MH: Self-actualization, stress coping, productivity, community contribution (Volanen et al., 2020; WHO, 2022).

Pilot Testing

A pilot test was conducted on 50 respondents (15% of the main sample) to assess the instrument's reliability and validity. All constructs met the minimum thresholds for Cronbach's Alpha (>0.70) and Composite Reliability (>0.70). Convergent and discriminant validity were confirmed through outer loading (>0.7), AVE (>0.5), and cross-loading analysis (Hair et al., 2021).

Data Collection Procedure

Data collection was conducted through online and offline surveys, supported by non-participant observation to contextualize the responses and validate questionnaire clarity. Supplementary secondary data were obtained from BPS reports, organizational records, and relevant scientific literature.

Data Analysis Techniques

Data analysis was conducted using SmartPLS 4.0 with the PLS-SEM approach due to its robustness in handling complex models with reflective constructs. The analysis included:

1. Descriptive Statistics: Mean, standard deviation, range.
2. Measurement Model (Outer Model): Evaluated using factor loadings, AVE, Cronbach's Alpha, and Composite Reliability to ensure construct validity and reliability.
3. Structural Model (Inner Model): Path coefficients, t-values, and p-values were used to test the direct and indirect effects (mediating role of Burnout).
4. Classical Assumption Testing: Multicollinearity (using VIF), linearity, and normality were tested to ensure data appropriateness for structural analysis.
5. Hypothesis Testing: Conducted with bootstrap resampling (5000 samples) to examine statistical significance at $\alpha = 0.05$. Hypotheses were accepted if t-value > 1.649 and p-value < 0.05 (Richter et al., 2020)

RESULTS AND DISCUSSION

Descriptive Statistics and Correlations

Table 2 presents the means, standard deviations, and correlations among the main variables of the study, namely FWA, WLB, JO, BO, and MH. The results demonstrate strong and statistically significant associations among these constructs. Specifically, FWA, WLB, and JC exhibit significant

positive correlations with MH and significant negative correlations with BO. In contrast, BO shows a significant negative correlation with MH. These findings provide initial empirical support for the hypothesized relationships in the research model.

Table 2. Means, Standard Deviations, and Correlations among Study Variables

Variable	Mean	SD	1	2	3	4	5
1. FWA	3.45	0.75	1				
2. WLB	3.60	0.68	0.52**	1			
3. JC	3.55	0.70	0.48**	0.50**	1		
4. BO	2.95	0.85	-0.43**	-0.45**	-0.42**	1	
5. MH	3.85	0.65	0.55**	0.60**	0.54**	-0.50**	1

Source: processed by researchers, 2024

Note: N = 400, **p < 0.01, SD = Standard Deviation

Hypothesis testing

Direct Effects

The regression analyses, summarized in Table 3, indicate that all three predictors FWA, WLB, and JC have significant direct effects on both BO and MH. FWA, WLB, and JC each display positive and statistically significant relationships with MH, while the effects on BO are significantly negative. These findings underscore the critical roles that workplace flexibility, work-life balance, and proactive job redesign play in supporting employees' psychological well-being and mitigating burnout.

Table 3. Regression Results for Direct Effects (PLS Bootstrapping)

Predictor	Outcome	Original sample (O)/ β	t-value	p-value	STDEV	Comment
FWA	Mental Health	0.35	7.13	<0.001	0.05	Significant positive
FWA	Burnout	-0.52	15.72	<0.001	0.03	Significant negative
WLB	Mental Health	0.25	6.40	<0.001	0.04	Significant positive
WLB	Burnout	-0.40	11.57	<0.001	0.03	Significant negative
JC	Mental Health	0.14	3.15	<0.001	0.04	Significant positive
JC	Burnout	-0.33	9.60	<0.001	0.03	Significant negative
BO	Mental Health	-0.27	4.88	< 0.001	0.05	Significant negative

Source: processed by researcher, 2025

Note: N = 400, direct effect is significant if 95% Confidence Interval (CI) does not contain zero, t-value > 1,65 (one tailed)

The results indicate that FWA has a significant positive direct effect on Mental Health ($\beta = 0.35$, $t = 7.13$, $p < 0.001$), suggesting that employees with higher perceived workplace flexibility tend to report better mental health. FWA also exhibits a significant negative effect on Burnout ($\beta = -0.52$, $t = 15.72$, $p < 0.001$), indicating that flexible work arrangements are associated with reduced burnout.

Similar patterns are observed for Work-Life Balance. WLB significantly predicts higher Mental Health ($\beta = 0.25$, $t = 6.40$, $p < 0.001$), and is associated with lower Burnout ($\beta = -0.40$, $t = 11.57$, $p < 0.001$). These findings support the view that the ability to balance work and non-work life is crucial for employee well-being.

Likewise, Job Crafting shows a significant positive effect on Mental Health ($\beta = 0.14$, $t = 3.15$, $p < 0.001$), and a significant negative effect on Burnout ($\beta = -0.33$, $t = 9.60$, $p < 0.001$). This implies that employees who proactively shape their job roles experience less burnout and greater

psychological health. Then burnout significantly showed a negative effect on mental health ($\beta = -0.27$, $t = 4.88$, $p < 0.001$), implying that the higher the level of employee fatigue, the lower the level of mental health experienced by employees in their work.

Based on these results, the proposed hypotheses regarding the direct relationships between FWA, WLB, Job Crafting and the outcomes of Mental Health and Burnout are supported. All direct effect hypotheses (H1a, H1b, H2a, H2b, H3a, H3b, H4) are accepted, given the statistically significant coefficients and p-values below the conventional threshold ($p < 0.001$).

Mediation Analysis

Table 4 addresses the mediation hypotheses, evaluating whether Burnout mediates the effects of FWA, WLB, and Job Crafting on Mental Health. Bootstrap analyses confirm that Burnout significantly mediates these relationships. The indirect effects are negative and their 95% confidence intervals do not include zero, indicating statistical significance. This suggests that improvements in FWA, WLB, or Job Crafting reduce Burnout, which in turn enhances Mental Health. The central role of Burnout as a mediator stresses the importance of burnout management initiatives for organizations seeking to improve employee well-being.

Table 4. Mediation Effects of Burnout Between Independent Variables and Mental Health

Mediation Pathway	Indirect Effect	Bootstrapped 95% CI	p-value	Mediation Conclusion
Flexible Work Arrangement → Burnout → Mental Health	-0.09	[-0.14, -0.05]	<0.01	Significant Mediation
Work-Life Balance → Burnout → Mental Health	-0.10	[-0.16, -0.06]	<0.01	Significant Mediation
Job Crafting → Burnout → Mental Health	-0.08	[-0.13, -0.04]	<0.01	Significant Mediation

Source: processed by researcher, 2025

Note: N = 400, Indirect effect is significant if 95% Confidence Interval (CI) does not contain zero. Significance tested via bootstrapping with 5,000 resamples.

The results reveal that all three indirect pathways are significant. Specifically, the indirect effect of FWA on Mental Health via Burnout is -0.09 (bootstrapped 95% CI = [-0.14, -0.05]; $p < 0.01$). Similarly, WLB shows a significant indirect effect of -0.10 (95% CI = [-0.16, -0.06]; $p < 0.01$), and Job Crafting demonstrates a significant indirect effect of -0.08 (95% CI = [-0.13, -0.04]; $p < 0.01$). Importantly, none of the confidence intervals include zero, indicating robust statistical significance for all mediation pathways.

These results indicate that higher levels of FWA, WLB, or Job Crafting lead to lower Burnout, which in turn predicts better Mental Health outcomes. These mediation results indicate partial mediation, meaning that while FWA, WLB, and JC have direct impacts on Mental Health, their influence is also partially explained by the reduction of Burnout. The direction of the indirect effects, which are all negative, reflects that these work resources improve Mental Health largely by reducing employees' experiences of Burnout.

Based on these mediation results, the following hypotheses are supported. Given the statistically significant indirect effects, all mediation hypotheses (H5a, H5b, H5c) are accepted. This substantiates the role of Burnout as a key mechanism through which organizational practices and personal initiatives enhance employees' Mental Health.

DISCUSSION

Empirical evidence from this research highlights that Flexible Working Arrangement (FWA), Work-Life Balance (WLB), and Job Crafting (JC) not only contribute directly to enhancing employees' mental health, but also play a vital role in reducing levels of burnout, a psychological condition that

often erodes well-being in organizational settings (West et al., 2022; Zeshan et al., 2025). The findings demonstrate that when employees are given greater control over their work arrangements, are supported in balancing work and life roles, and are empowered to proactively shape their job tasks, they are less likely to experience emotional exhaustion and mental fatigue (Becker et al., 2022; Kossek et al., 2024; Spagnoli & Molinaro, 2020). Importantly, burnout was found to act as a partial mediator in the relationship between these adaptive work strategies and mental health, suggesting that the effectiveness of such strategies is not solely derived from the direct provision of resources, but also from their capacity to suppress the accumulation of psychological strain (Raed Awashreh & Hisham ALGhunaimi, 2024).

To further illustrate this mechanism, the visualized interaction effects presented in figure 2, show that the positive impact of FWA, WLB, and JC on mental health is substantially stronger among employees with low levels of burnout. Conversely, for those experiencing high burnout, the same predictors demonstrate diminished effectiveness in enhancing mental health. This pattern underscores the critical role of burnout mitigation in ensuring that even well-designed work strategies deliver their intended psychological benefits. Without addressing burnout, the return on investment in flexible scheduling, role balancing, or job redesign may be significantly limited, reducing the effectiveness of otherwise impactful HR policies (Al-Shams Abdul Wahid et al., 2024).

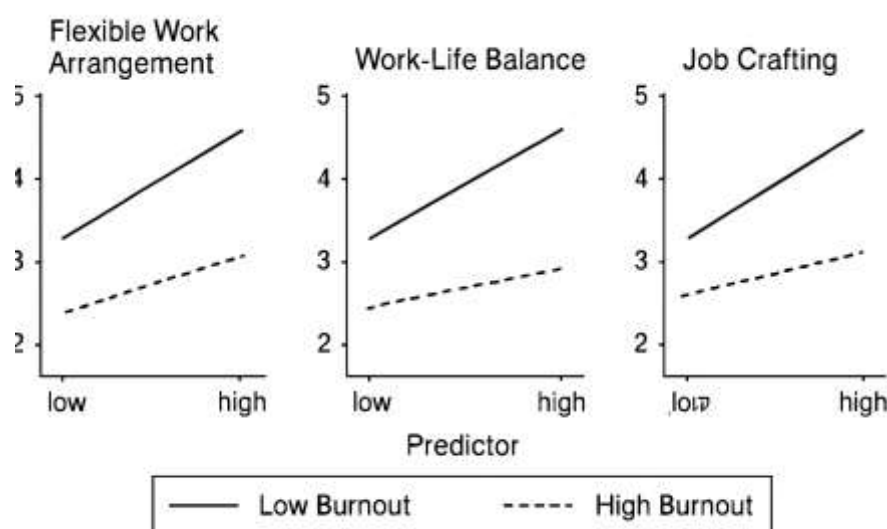


Figure 2. Interaction effects of Flexible Work Arrangement, Work-Life Balance, and Job Crafting on Mental Health at low and high levels of Burnout.

Theoretical implications

These findings offer multiple contributions to the existing theoretical landscape. While many prior studies have treated FWA, WLB, and JC as isolated factors (F. C. Lee et al., 2023; Roster & Ferrari, 2020; Slemp et al., 2021), this study integrated them into a comprehensive structural model thereby expanding the theoretical understanding of resource-based mechanisms in psychological health. Confirming COR theory (Hobfoll, 1989), the findings show that resource acquisition (e.g., schedule control, role balance, job autonomy) prevents further resource loss by mitigating burnout, which serves as a key psychological barrier to mental wellness.

Furthermore, this study extends the JD-R framework (Bakker & Demerouti, 2007) by simultaneously incorporating three proactive work strategies as antecedents to both burnout and mental health, thus emphasizing a dual-path model of influence. While FWA and WLB are often framed as organizational enablers, and JC as a personal initiative, all three appear to function synergistically in reducing emotional exhaustion. The partial mediation effect of burnout provides

empirical support for the view that managing psychological demands is just as critical as increasing job resources in ensuring employee health (Tement et al., 2020; West et al., 2022).

When juxtaposed with prior research, this study confirms and clarifies several established findings. The positive effects of FWA and WLB on mental health, and their negative association with burnout, echo results from Clausen et al. (2022) and Kim et al. (2023), reinforcing that flexible and balanced work arrangements play a protective role in employee well-being. Interestingly, unlike findings from H. J. Lee et al. (2024), this study did not identify negative spillover effects from flexibility likely due to cultural differences in how flexible policies are perceived and enacted.

Similarly, the benefits of Job Crafting in reducing burnout and promoting mental health support conclusions drawn by Shi et al. (2022). However, while some prior studies reported risks associated with obsessive crafting (Shi et al., 2023; Zhuang et al., 2024), no such adverse outcomes were observed in this study. This contrast may reflect differences in organizational norms or job structures, particularly in the Indonesian context, where proactive role adjustment is often seen as a positive coping mechanism rather than overstepping role boundaries (Basuni & Sopiah, 2023; Dudija et al., 2023).

Finally, the central role of burnout as a partial mediator reinforces findings by Lee et al. (2023), suggesting that reducing emotional exhaustion is a key leverage point in improving employee mental health. Unlike some previous studies that tested burnout only as an outcome (Li et al., 2022; Sullivan et al., 2022; West et al., 2022), this study positions it as an intervening mechanism, thus offering a more integrative model of psychological well-being at work.

Practical Implications

The implications of these findings extend beyond theoretical interest and offer actionable guidance for organizations, particularly those operating in resource-constrained or non-metropolitan settings such as Kuningan Regency. First, the evidence that FWA, WLB, and JC reduce burnout suggests that mental health interventions should prioritize the optimization of job design rather than rely solely on reactive wellness programs (Beames et al., 2023; Deady et al., 2024). Employers are encouraged to shift from viewing flexibility, balance, and autonomy as optional benefits toward recognizing them as core psychological infrastructure that sustains workforce vitality (Hyland & Prottas, 2017; Peretz et al., 2018; Shi et al., 2021).

Second, the identification of burnout as a mediating mechanism underscores the need to diagnose and address emotional exhaustion early, before it evolves into more severe mental health concerns (Beames et al., 2023; The Lancet Rheumatology, 2023). This supports the development of burnout-sensitive HR systems that continuously monitor psychosocial risk factors and respond with targeted resource adjustments (Schulte et al., 2024). Interventions should go beyond stress management workshops and incorporate strategic alignment between individual role autonomy (through job crafting), organizational flexibility (FWA), and life-role integration (WLB) (Döbler et al., 2022; Shi et al., 2021; Wang et al., 2024).

Third, the interplay between structural and agentic strategies implies that interventions should be co-owned by organizations and employees (Beames et al., 2023). While management must provide supportive policies and structures, employees should be equipped and encouraged to actively shape their roles. This can be realized through job crafting workshops, individualized flexibility negotiations, and the creation of psychologically safe environments where emotional strain is openly discussed and managed collaboratively (Döbler et al., 2022; Jordan et al., 2025).

Finally, for policymakers and local governments, especially in semi-urban economies, the study provides evidence that workplace mental health is not solely an urban or white-collar issue, but a cross-sectoral concern that demands attention in the formulation of regional labor and health strategies. Encouraging sector-wide adoption of adaptive work strategies may not only prevent mental illness but also enhance community-level resilience and productivity (Laur et al., 2021).

Limitations and directions for future research

The present study, while offering a theoretically grounded and empirically supported model of mental health at work, is not without limitations. First, the use of cross-sectional survey data and self-report questionnaires for all variables raises potential concerns regarding common method bias and social desirability effects (Payne, 2024). Although statistical remedies such as Harman's single-factor test and variance inflation factor (VIF) assessments were applied to minimize this concern, future research would benefit from methodological triangulation by incorporating multi-source or multi-wave data collection, such as supervisor ratings, behavioral tracking, or longitudinal assessments. This approach would allow for stronger causal inferences and address potential temporal dynamics in the relationships among burnout, job crafting, flexibility, and mental health (Hansel et al., 2024).

Second, although this study tested burnout as a mediating mechanism, it did not explore the presence of moderating variables, which may condition the strength or direction of the observed relationships. Previous studies have suggested that leadership quality, perceived organizational support, or job autonomy could moderate the impact of flexible work strategies and job crafting on well-being outcomes (Shi et al., 2021, 2022; Zhu et al., 2022). Future research could test more complex moderated mediation models, particularly by examining whether these job or organizational characteristics buffer or amplify the effects of burnout on mental health.

Third, this study was conducted in a single geographic and cultural context, namely among employees in Kuningan Regency, Indonesia. While this enhances ecological validity for local policy development, it limits the generalizability of findings to other regions, cultures, or labor markets with different values regarding flexibility, autonomy, and emotional resilience. Future studies are encouraged to replicate and extend the model in cross-cultural samples, using comparative designs to assess how contextual and cultural factors shape the interplay among FWA, WLB, JC, burnout, and mental health.

Lastly, the current model focused exclusively on burnout as a mediator, without incorporating other affective or cognitive mechanisms such as work engagement, psychological capital, or role identity. Since psychological health is multifaceted, future studies could explore multi-mediator frameworks that capture the broader emotional and motivational architecture of the employee experience [ref]. This may yield a more integrative understanding of how proactive job design and flexibility intersect with psychological well-being in diverse work environments.

CONCLUSION

The present study demonstrated that employees who experience flexible work arrangements, achieve work-life balance, and actively craft their jobs tend to report better mental health, particularly when burnout is low. Burnout was found to partially mediate these relationships, suggesting its pivotal role in translating job resources into psychological well-being. These findings align with the conservation of resources theory and reinforce the value of integrated, resource-based approaches to work design. Organizations are encouraged to promote flexibility, balance, and proactive role shaping as key strategies to improve employee mental health, while also implementing targeted efforts to prevent and reduce burnout.

BIBLIOGRAPHY

Allen, T. D., Cho, E., & Meier, L. L. (2014). Work–Family Boundary Dynamics. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 99–121.
<https://doi.org/10.1146/annurev-orgpsych-031413-091330>

- Al-Shams Abdul Wahid, Muhamad Khalil Omar, & Idaya Husna Mohd. (2024). Psychological Capital, Emotional Labour, and Burnout among Malaysian Workers. *EVOLUTIONARY STUDIES IN IMAGINATIVE CULTURE*, 292–316. <https://doi.org/10.70082/esiculture.vi.811>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359–1378. <https://doi.org/10.1177/0018726712453471>
- Basuni, B., & Sopiah, S. (2023a). Work-life Balance and Burnout on Employee: A Systematic Literature Review and Bibliometric Analysis. *International Journal of Business, Law, and Education*, 4(2), 1207–1213. <https://doi.org/10.56442/ijble.v4i2.300>
- Basuni, B., & Sopiah, S. (2023b). Work-life Balance and Burnout on Employee: A Systematic Literature Review and Bibliometric Analysis. *International Journal of Business, Law, and Education*, 4(2), 1207–1213. <https://doi.org/10.56442/ijble.v4i2.300>
- Beames, J. R., Spanos, S., Roberts, A., McGillivray, L., Li, S., Newby, J. M., O’Dea, B., & Werner-Seidler, A. (2023). Intervention Programs Targeting the Mental Health, Professional Burnout, and/or Wellbeing of School Teachers: Systematic Review and Meta-Analyses. *Educational Psychology Review*, 35(1), 26. <https://doi.org/10.1007/s10648-023-09720-w>
- Becker, W. J., Belkin, L. Y., Tuskey, S. E., & Conroy, S. A. (2022). Surviving remotely: How job control and loneliness during a forced shift to remote work impacted employee work behaviors and well-being. *Human Resource Management*, 61(4), 449–464. <https://doi.org/10.1002/hrm.22102>
- BPS Kuningan. (2024). Keadaan Ketenagakerjaan Kabupaten Kuningan Agustus 2024. Badan Pusat Statistik Kabupaten Kuningan. Tersedia: <https://kuningankab.bps.go.id/id/pressrelease/2024/11/14/2910/keadaan-ketenagakerjaan-kabupaten-kuningan-agustus-2024.html> [25 November 2024]
- Carlson, D. S., Kacmar, K. M., & Ferguson, M. (2015). Impression Management As A Tool To Manage The Family-To-Work Interface. *Academy of Management Proceedings*, 2015(1), 11964. <https://doi.org/10.5465/ambpp.2015.11964abstract>
- Cech, E. A., & O’Connor, L. T. (2017). ‘Like second-hand smoke’: the toxic effect of workplace flexibility bias for workers’ health. *Community, Work & Family*, 20(5), 543–572. <https://doi.org/10.1080/13668803.2017.1371673>
- Chong, Y. Y., Frey, E., Chien, W. T., Cheng, H. Y., & Gloster, A. T. (2023). The role of psychological flexibility in the relationships between burnout, job satisfaction, and mental health among nurses in combatting COVID-19: A two-region survey. *Journal of Nursing Scholarship*, 55(5), 1068–1081. <https://doi.org/10.1111/jnu.12874>
- Chung, H., & van der Horst, M. (2018). Women’s employment patterns after childbirth and the perceived access to and use of flexitime and teleworking. *Human Relations*, 71(1), 47–72. <https://doi.org/10.1177/0018726717713828>
- Cinar, A. B., & Bilodeau, S. (2022). Sustainable Workplace Mental Well Being for Sustainable SMEs: How? *Sustainability*, 14(9), 5290. <https://doi.org/10.3390/su14095290>
- Clausen, T., Pedersen, L. R. M., Andersen, M. F., Theorell, T., & Madsen, I. E. H. (2022). Job autonomy and psychological well-being: A linear or a non-linear association? *European Journal of Work*

- and Organizational Psychology, 31(3), 395–405.
<https://doi.org/10.1080/1359432X.2021.1972973>
- Cosa, M., & Torelli, R. (2024). Digital Transformation and Flexible Performance Management: A Systematic Literature Review of the Evolution of Performance Measurement Systems. *Global Journal of Flexible Systems Management*, 25(3), 445–466. <https://doi.org/10.1007/s40171-024-00409-9>
- Daud, I., Manan, I. R., & Prayudi, D. (2024). Keseimbangan Kehidupan Kerja Dalam MSDM: Menangani Burnout dan Stres.
- Deady, M., Sanatkar, S., Tan, L., Glozier, N., Gayed, A., Petrie, K., Dalgaard, V. L., Stratton, E., LaMontagne, A. D., & Harvey, S. B. (2024). A mentally healthy framework to guide employers and policy makers. *Frontiers in Public Health*, 12. <https://doi.org/10.3389/fpubh.2024.1430540>
- Döbler, A.-S., Emmermacher, A., Richter-Killenberg, S., Nowak, J., & Wegge, J. (2022). New insights into self-initiated work design: the role of job crafting, self-undermining and five types of job satisfaction for employee's health and work ability. *German Journal of Human Resource Management: Zeitschrift Für Personalforschung*, 36(2), 113–147. <https://doi.org/10.1177/23970022211029023>
- Dudija, N., Putri, R. K., & Kamila, F. N. (2023a). Discovering Flexible Working Arrangement Implementation among Indonesian Workers at Digital Sector: The Mediation Role of Work Life Balance (pp. 185–199). https://doi.org/10.2991/978-94-6463-292-7_11
- Dudija, N., Putri, R. K., & Kamila, F. N. (2023b). Discovering Flexible Working Arrangement Implementation among Indonesian Workers at Digital Sector: The Mediation Role of Work Life Balance (pp. 185–199). https://doi.org/10.2991/978-94-6463-292-7_11
- Geethapriya S, & Laysari B. (2023). Thriving at the Crossroads: Navigating Work And Wellness in the Modern Workforce. www.ijfmr.com
- Gravador, L. N., & Teng-Calleja, M. (2018). Work-life balance crafting behaviors: an empirical study. *Personnel Review*, 47(4), 786–804. <https://doi.org/10.1108/PR-05-2016-0112>
- Greenhaus, J. (2011). Work-Family Balance: A Review and Extension of the Literature. In *Handbook of occupational health psychology* (pp. 183–265).
- Griffin, R. W., & Moorhead, G. (2014). Managing people in organization.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R. Springer International Publishing. <https://doi.org/10.1007/978-3-030-80519-7>
- Hansel, T. C., Saltzman, L. Y., & Melton, P. A. (2024). Work Environment and Health Care Workforce Well-Being: Mental Health and Burnout in Medically Underserved Communities Prone to Disaster. *American Journal of Public Health*, 114(S2), 156–161. <https://doi.org/10.2105/AJPH.2023.307478>
- Hariri, N. I. M., Othman, W. N. W., Anuar, S. B. A., Lin, T. Y., & Zainudin, Z. N. (2024). Effect of Work-Life Balance on Employees’ Well-Being. *Open Journal of Social Sciences*, 12(12), 705–718. <https://doi.org/10.4236/jss.2024.1212044>
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>

- Hyland, M., & Prottas, D. (2017). Looking at spillover from both sides: an examination of work and home flexibility and permeability. *Community, Work & Family*, 20(2), 181–200. <https://doi.org/10.1080/13668803.2016.1166097>
- Jagdale, S. M., & Bhaskar, M. (2024). WORK LIFE INTEGRATION AND MENTAL HEALTH: QUANTITATIVE STUDY OF EMPLOYEE WELL BEING. *ShodhKosh: Journal of Visual and Performing Arts*, 5(6). <https://doi.org/10.29121/shodhkosh.v5.i6.2024.2774>
- Jordan, J. E., Garner, K., Bones, K., McKenzie, L., Linzer, M., Rathert, C., Goelz, E., McCall, J., Sawyer, E., Baass, B., & Herco, F. (2025). Improving joy at work and reducing burnout in health care workers in Victoria, Australia using the Institute for Healthcare Improvement joy in work framework: A mixed-methods study. *Health Care Management Review*, 50(1), 3–12. <https://doi.org/10.1097/HMR.0000000000000420>
- kemenkes. (2018). Laporan Riskesdas 2018 Nasional. Lembaga Penerbit Badan Penelitian dan Pengembangan Kesehatan, Jakarta. <https://repository.badankebijakan.kemkes.go.id/id/eprint/3514>
- Kern, M. (2022). What Is The True Cost Of Work-Related Stress? The American Institute of Stress. <https://www.stress.org/news/what-is-the-true-cost-of-work-related-stress/>
- Kim, K. Y., Messersmith, J. G., Pieper, J. R., Baik, K., & Fu, S. (Qiang). (2023). High performance work systems and employee mental health: The roles of psychological empowerment, work role overload, and organizational identification. *Human Resource Management*, 62(6), 791–810. <https://doi.org/10.1002/hrm.22160>
- Kosseck, E. E., Porter, C. M., Rosokha, L. M., Wilson, K. S., Rupp, D. E., & Law-Penrose, J. (2024). Advancing work–life supportive contexts for the “haves” and “have nots”: Integrating supervisor training with work–life flexibility to impact exhaustion or engagement. *Human Resource Management*, 63(3), 397–411. <https://doi.org/10.1002/hrm.22207>
- Laur, C. V., Agarwal, P., Mukerji, G., Goulbourne, E., Baranek, H., Pus, L., Bhatia, R. S., Martin, D., & Bhattacharyya, O. (2021). Building Health Services in a Rapidly Changing Landscape: Lessons in Adaptive Leadership and Pivots in a COVID-19 Remote Monitoring Program. *Journal of Medical Internet Research*, 23(1), e25507. <https://doi.org/10.2196/25507>
- Lee, F. C., Diefendorff, J. M., Nolan, M. T., & Trougakos, J. P. (2023). Emotional exhaustion across the workday: Person-level and day-level predictors of workday emotional exhaustion growth curves. *Journal of Applied Psychology*, 108(10), 1662–1679. <https://doi.org/10.1037/apl0001095>
- Lee, H. J., Probst, T. M., Bettac, E. L., Jenkins, M. R., & Bazzoli, A. (2024). The Use of Flexible Work Arrangements: Examining Experiences of Perceived Backlash Through the Lens of Diversity. *Group & Organization Management*, 49(5), 1159–1198. <https://doi.org/10.1177/10596011221150025>
- Li, S., ten Berge, J., & Kristiansen, M. H. (2022). Burnout and Its Antecedents: Considering Both Work and Household Time Claims, and Flexibility in Relation to Burnout. *Frontiers in Public Health*, 10. <https://doi.org/10.3389/fpubh.2022.863348>
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103–111. <https://doi.org/10.1002/wps.20311>
- Moen, P., Kelly, E. L., Lee, S.-R., Oakes, J. M., Fan, W., Bray, J., Almeida, D., Hammer, L., Hurtado, D., & Buxton, O. (2017). Can a Flexibility/Support Initiative Reduce Turnover Intentions and Exits?

- Results from the Work, Family, and Health Network. *Social Problems*, 64(1), 53–85.
<https://doi.org/10.1093/socpro/spw033>
- Payne, Jhon. W. (2024). Information Processing Theory: Some Concepts and Methods Applied to Decision Research. In *Cognitive Processes in Choice and Decision Behavior* (1st ed., pp. 1–21). Taylor & Francis Group.
- Peng, R., Zhou, W., Zhou, D., Chu, M., & Ling, L. (2021). The Mediating Role of Fatigue Between Mental Health and Its Associated Factors: Evidence From Chinese Healthcare Workers During the COVID-19 Pandemic. *Frontiers in Psychiatry*, 12. <https://doi.org/10.3389/fpsyt.2021.665992>
- Peretz, H., Fried, Y., & Levi, A. (2018). Flexible work arrangements, national culture, organisational characteristics, and organisational outcomes: A study across 21 countries. *Human Resource Management Journal*, 28(1), 182–200. <https://doi.org/10.1111/1748-8583.12172>
- Petrie, K., Joyce, S., Tan, L., Henderson, M., Johnson, A., Nguyen, H., Modini, M., Groth, M., Glozier, N., & Harvey, S. B. (2018). A framework to create more mentally healthy workplaces: A viewpoint. *Australian and New Zealand Journal of Psychiatry*, 52(1), 15–23. <https://doi.org/10.1177/0004867417726174>
- Plomp, J., Tims, M., Akkermans, J., Khapova, S. N., Jansen, P. G. W., & Bakker, A. B. (2016). Career competencies and job crafting: How proactive employees influence their well-being. *Career Development International*, 21(6), 587–602. <https://doi.org/10.1108/CDI-08-2016-0145>
- Prayudi, D., Putra, H. S., & Faliza, N. (2023). The Influence Of Participative Leadership And Flexible Work Environment On Product Innovation With The Mediation Of Work Motivation . *Management Studies and Entrepreneurship Journal (MSEJ)*, 4(6 SE-Articles), 9826–9834. <https://doi.org/10.37385/msej.v4i6.3915>
- Raed Awashreh, & Hisham AlGhunaimi. (2024). Navigating Burnout in the Public Sector: Strategies for Enhancing Employee Well-Being and Organizational Performance. *EVOLUTIONARY STUDIES IN IMAGINATIVE CULTURE*, 211–225. <https://doi.org/10.70082/esiculture.vi.1855>
- Ricardianto, P. (2018). HUMAN CAPITAL MANAGEMENT. In *Media*. Tersedia: <http://katalogdkpusprovbabel.perpusnas.go.id/detail-opac?id=13245> [22 November 2024]
- Richter, N., Schubring, S., Hauff, S., Ringle, C., & Sarstedt, M. (2020). When predictors of outcomes are necessary: guidelines for the combined use of PLS-SEM and NCA. *Ind. Manag. Data Syst.*, 120, 2243–2267–2243–2267. <https://doi.org/10.1108/imds-11-2019-0638>
- Roster, C. A., & Ferrari, J. R. (2020). Time is on My Side or Is It? Assessing How Perceived Control of Time and Procrastination Influence Emotional Exhaustion on the Job. *Behavioral Sciences*, 10(6), 98. <https://doi.org/10.3390/bs10060098>
- Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes. *Journal of Vocational Behavior*, 102, 112–138. <https://doi.org/10.1016/j.jvb.2017.05.008>
- Schaufeli, W. B., Desart, S., & De Witte, H. (2020). Burnout Assessment Tool (BAT)—Development, Validity, and Reliability. *International Journal of Environmental Research and Public Health*, 17(24), 9495. <https://doi.org/10.3390/ijerph17249495>
- Schonfeld, I. S., Verkuilen, J., & Bianchi, R. (2019). Inquiry into the correlation between burnout and depression. *Journal of Occupational Health Psychology*, 24(6), 603–616. <https://doi.org/10.1037/ocp0000151>
- Schulte, P. A., Sauter, S. L., Pandalai, S. P., Tiesman, H. M., Chosewood, L. C., Cunningham, T. R., Wurzelbacher, S. J., Pana-Cryan, R., Swanson, N. G., Chang, C., Nigam, J. A. S., Reissman, D. B.,

- Ray, T. K., & Howard, J. (2024). An urgent call to address work-related psychosocial hazards and improve worker well-being. *American Journal of Industrial Medicine*, 67(6), 499–514. <https://doi.org/10.1002/ajim.23583>
- Shi, Y., Li, D., Zhang, N., Jiang, P., Yuling, D., Xie, J., & Yang, J. (2022). Job crafting and employees' general health: the role of work–nonwork facilitation and perceived boundary control. *BMC Public Health*, 22(1), 1196. <https://doi.org/10.1186/s12889-022-13569-z>
- Shi, Y., She, Z., Li, D., Zhang, H., & Niu, K. (2021). Job crafting promotes internal recovery state, especially in jobs that demand self-control: a daily diary design. *BMC Public Health*, 21(1), 1889. <https://doi.org/10.1186/s12889-021-11915-1>
- Shi, Y., Xie, J., Wang, Y., & Zhagn, N. (2023). Digital job crafting and its positive impact on job performance: The perspective of individual-task-technology fit. *Advances in Psychological Science*. <https://doi.org/10.3724/sp.j.1042.2023.01133>
- Shiri, R., Turunen, J., Kausto, J., Leino-Arjas, P., Varje, P., Väänänen, A., & Ervasti, J. (2022). The Effect of Employee-Oriented Flexible Work on Mental Health: A Systematic Review. *Healthcare*, 10(5), 883. <https://doi.org/10.3390/healthcare10050883>
- Sirgy, M. J., & Lee, D.-J. (2018). Work-Life Balance: an Integrative Review. *Applied Research in Quality of Life*, 13(1), 229–254. <https://doi.org/10.1007/s11482-017-9509-8>
- Sklar, M., Ehrhart, M. G., & Aarons, G. A. (2021). COVID-related work changes, burnout, and turnover intentions in mental health providers: A moderated mediation analysis. *Psychiatric Rehabilitation Journal*, 44(3), 219–228. <https://doi.org/10.1037/prj0000480>
- Slemp, G. R., Zhao, Y., Hou, H., & Vallerand, R. J. (2021). Job crafting, leader autonomy support, and passion for work: Testing a model in Australia and China. *Motivation and Emotion*, 45(1), 60–74. <https://doi.org/10.1007/s11031-020-09850-6>
- Spagnoli, P., & Molinaro, D. (2020). Negative (Workaholic) Emotions and Emotional Exhaustion: Might Job Autonomy Have Played a Strategic Role in Workers with Responsibility during the Covid-19 Crisis Lockdown? *Behavioral Sciences*, 10(12), 192. <https://doi.org/10.3390/bs10120192>
- Sugiyono, P. D. (2019). Metode Penelitian Kuantitatif Kualitatif dan R&D (M. Dr. Ir. Sutopo. S. Pd. ALFABETA, Cv.
- Sullivan, A., Davin, S., Lapin, B., Schuster, A., Dweik, R., Murray, K., Rehm, S., & Machado, A. (2022). Effects of flexible scheduling and virtual visits on burnout for clinicians. *Multiple Sclerosis and Related Disorders*, 60, 103705. <https://doi.org/10.1016/j.msard.2022.103705>
- Tement, S., Zorjan, S., Lavrič, M., Poštuvan, V., & Plohl, N. (2020). A randomized controlled trial to improve psychological detachment from work and well-being among employees: a study protocol comparing online CBT-based and mindfulness interventions. *BMC Public Health*, 20(1), 1708. <https://doi.org/10.1186/s12889-020-09691-5>
- The Lancet Rheumatology. (2023). Reigniting the burnt-out health-care workforce. *The Lancet Rheumatology*, 5(12), e697. [https://doi.org/10.1016/S2665-9913\(23\)00303-X](https://doi.org/10.1016/S2665-9913(23)00303-X)
- Tims, M., Bakker, A. B., & Derks, D. (2015). Job crafting and job performance: A longitudinal study. *European Journal of Work and Organizational Psychology*, 24(6), 914–928. <https://doi.org/10.1080/1359432X.2014.969245>
- Urukovičová, N., & Rošková, E. (2024). DO JOB CRAFTING STRATEGIES ENHANCE EMPLOYEE WELL-BEING IN FLEXIBLE WORKING ARRANGEMENTS? *Ceskoslovenska Psychologie*, 68(6), 527–545. <https://doi.org/10.51561/cspsych.68.6.527>

- Volanen, S.-M., Lassander, M., Hankonen, N., Santalahti, P., Hintsanen, M., Simonsen, N., Raevuori, A., Mullola, S., Vahlberg, T., But, A., & Suominen, S. (2020). Healthy learning mind – Effectiveness of a mindfulness program on mental health compared to a relaxation program and teaching as usual in schools: A cluster-randomised controlled trial. *Journal of Affective Disorders*, 260, 660–669. <https://doi.org/10.1016/j.jad.2019.08.087>
- Wang, M. L., Narcisse, M.-R., Togher, K., & McElfish, P. A. (2024). Job Flexibility, Job Security, and Mental Health Among US Working Adults. *JAMA Network Open*, 7(3), e243439. <https://doi.org/10.1001/jamanetworkopen.2024.3439>
- Ward, B. (2022). Resolving the Raven Paradox: Simple Random Sampling, Stratified Random Sampling, and Inference to Best Explanation. *Philosophy of Science*, 89(2), 360–377. <https://doi.org/10.1017/psa.2021.26>
- West, D., Krcmery, V., Szydowski, S., Ramirez, B., & Costello, M. (2022). Preventing the Burnout Syndrome by Creating a Healthy; Healing Environment. *Clinical Social Work and Health Intervention*, 13(6), 76–79. https://doi.org/10.22359/cswhi_13_6_13
- WHO. (2022). World mental health report: transforming mental health for all. Geneva. <https://www.who.int/publications/i/item/9789240049338>
- WHO. (2024). The World Health Organization-Five Well-Being Index (WHO-5). Geneva. <https://www.who.int/publications/m/item/WHO-UCN-MSD-MHE-2024.01>
- Yeves, J., Bargsted, M., & Torres-Ochoa, C. (2022). Work schedule flexibility and teleworking were not good together during COVID-19 when testing their effects on work overload and mental health. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.998977>
- Yin, Y. (2024). The Mediating Role of Self-Image in AI Adoption and Job Crafting: Evidence from Chinese High-Tech Enterprises. *Journal of Scientific Reports*. <https://doi.org/10.58970/jsr.1079>
- Zeshan, M., Morelli, M., Rasool, S., Centobelli, P., & Cerchione, R. (2025). Empowering sustainable workplaces: A perspective on employee well-being in the light of the job demand resource model. *Sustainable Development*, 33(2), 1861–1878. <https://doi.org/10.1002/sd.3179>
- Zhang, F., & Parker, S. K. (2019). Reorienting job crafting research: A hierarchical structure of job crafting concepts and integrative review. *Journal of Organizational Behavior*, 40(2), 126–146. <https://doi.org/10.1002/job.2332>
- Zhu, J., Zhang, B., Xie, M., & Cao, Q. (2022). Digital Leadership and Employee Creativity: The Role of Employee Job Crafting and Person-Organization Fit. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.827057>
- Zhuang, H., Liu, Y., & Yu, Z. (2024). Influence of Digital Leadership on Employees' Digital Creativity Based on the Research Perspective of the Mediating Effect of Job Crafting. *Journal of Electrical Systems*. <https://doi.org/10.52783/jes.1220>