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UNDERSTANDING TURNOVER INTENTION AMONG NURSES: INTEGRATING WORK PRESSURE AND JOB CRAFTING WITHIN THE JD-R PERSPECTIVE — A CONCEPTUAL FRAMEWORK

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Abstract:

Nurse turnover remains a critical challenge in the healthcare sector, particularly in private hospitals, where workforce stability is essential in ensuring high-quality and sustainable healthcare. Excessive work pressure, characterized by a heavy workload, emotional exhaustion, and demanding work environments, has significantly contributed to nurses' intention to leave their roles. Conversely, job crafting has emerged as a

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vital personal resource that enhances employees' adaptability, engagement, and resilience. Grounded in the Job Demands–Resources (JD-R) Theory, this conceptual paper examines the influence of work pressure and job crafting on turnover intention among nurses working in private hospitals in Malaysia. Specifically, the paper posits that work pressure positively influences turnover intention, whereas job crafting negatively influences turnover intention. Through both theoretical and empirical discussions, this paper underscores the importance of balancing job demands with proactive personal resources to improve nurse retention and workforce sustainability. The study contributes to the healthcare management literature by extending the application of JD-R Theory within the Malaysian healthcare context. Furthermore, the paper supports Sustainable Development Goal 3 (Good Health and Well-being) and Sustainable Development Goal 8 (Decent Work and Economic Growth) by promoting sustainable nurse retention, employee well-being, and stability in the healthcare workforce.

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Turnover intention, Work pressure, Job Crafting, SDG 3, SDG 8, Healthcare Workforce, Nurses



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Introduction

Employee turnover has become one of the most critical challenges across industries, particularly within the healthcare sector, where human capital represents the foundation of healthcare delivery, patient safety, and sustainability. Among healthcare professionals, nurses play a central role in ensuring effective patient care, healthcare coordination, and service quality. Consequently, increasing turnover intention among nurses has emerged as a growing global concern due to its adverse impact on healthcare workforce stability, operational efficiency, and quality of care (World Health Organisation [WHO], 2023).

According to the World Health Organisation (2023), the global healthcare sector continues to face a shortage of approximately 5.8 million nurses, with workforce retention identified as one of the most significant healthcare challenges worldwide. Similarly, the International Council of Nurses (2022) reported that nearly one in four nurses is considering leaving the profession due to stressful working conditions, emotional exhaustion, burnout, and excessive job demands. This issue has become increasingly alarming, as nurse shortages may weaken the healthcare system's resilience, reduce access to care, and compromise patient outcomes.

In Malaysia, particularly within private healthcare institutions, nurses often face considerable work pressure due to rising patient expectations, workforce shortages, extended working hours, emotionally taxing responsibilities, and elevated performance expectations. These conditions substantially contribute to stress, fatigue, emotional exhaustion, and diminished psychological

well-being among nurses (Kim & Park, 2023; Wang & Zhang, 2022). Excessive work pressure not only adversely impacts employees' mental and emotional health but also heightens turnover intentions, thereby undermining workforce stability and the continuity of healthcare services.

High turnover rates among nurses have significant organisational and societal implications. From an organisational standpoint, elevated turnover leads to increased costs associated with recruitment, training, and staff replacement, while simultaneously diminishing productivity and the efficiency of services (Organisation for Economic Co-operation and Development [OECD], 2024). Moreover, workforce instability may adversely impact patient safety, continuity of care, and the overall quality of healthcare, as the remaining healthcare employees face an increased workload (Salyers et al., 2022). From a broader societal perspective, persistent shortages of nurses may jeopardise the sustainability of healthcare systems and undermine the capacity of healthcare institutions to respond effectively to escalating healthcare demands. This issue is closely aligned with United Nations Sustainable Development Goal 3 (Good Health and Well-being), which emphasises the importance of strengthening healthcare systems and ensuring quality healthcare services for all. A stable and motivated nursing workforce is essential in achieving sustainable healthcare delivery and improving patient well-being. Additionally, the issue also relates to Sustainable Development Goal 8 (Decent Work and Economic Growth), which advocates healthy, supportive, and sustainable working environments that promote employee well-being and organisational sustainability.

Despite the growing concerns regarding turnover intention among nurses, many healthcare organisations continue to emphasise organisational interventions such as workload reduction and compensation improvement, while placing limited emphasis on proactive employee strategies that may enhance employees' adaptability and resilience. One significant personal resource that has garnered increasing attention in organisational behaviour literature is job crafting. Job crafting refers to employees' proactive efforts to redesign aspects of their work in order to improve work meaning, engagement, satisfaction, and adaptability (Tims et al., 2012). Employees who actively engage in job crafting are more likely to exhibit stronger resilience, higher work engagement, and lower turnover intention (Luu, 2022; Zhang et al., 2024).

Grounded in the Job Demands–Resources (JD-R) Theory developed by Bakker and Demerouti (2017), work pressure can be conceptualised as a job demand that may contribute to stress, burnout, and turnover intention when employees' coping resources become insufficient. Conversely, job crafting represents a positive personal resource that empowers employees to proactively manage workplace challenges and enhance psychological well-being. The integration of these two variables offers a meaningful framework for understanding turnover intention among nurses within demanding healthcare environments.

Although previous studies have extensively examined turnover intention, burnout, and workplace stress within healthcare settings, several significant research gaps remain evident. First, prior studies have predominantly concentrated on organisational factors such as leadership, compensation, and workload, while limited attention has been afforded to proactive personal resources such as job crafting (Bakker & Demerouti, 2023). Second, many studies have investigated work pressure and turnover intention independently, without integrating positive employee coping mechanisms within a coherent conceptual framework. Third, there is a paucity of conceptual studies specifically focusing on nurses working in private hospitals in Malaysia, despite the increasing workforce challenges faced by the Malaysian private healthcare sector.

Therefore, this conceptual paper aims to investigate the influence of work pressure and job crafting on turnover intention among nurses employed in private hospitals in Malaysia. Specifically, the study posits that excessive work pressure exerts a positive influence on turnover intention, whereas job crafting negatively impacts turnover intention by enhancing employees' adaptability, resilience, and engagement. Through both theoretical and empirical discussions, this study seeks to contribute to the healthcare management literature by extending the application of the Job Demands-Resources (JD-R) Theory within the Malaysian healthcare context, while concurrently supporting Sustainable Development Goal 3 and Sustainable Development Goal 8 through the promotion of sustainable nurse retention and workforce well-being.

Theoretical Background

This conceptual paper is grounded in the Job Demands–Resources Model developed by Arnold B. Bakker and Evangelia Demerouti. The Job Demands–Resources (JD-R) Theory has emerged as one of the most influential frameworks in organisational and occupational psychology for elucidating employee well-being, work engagement, burnout, and turnover intention across various professional contexts, including healthcare institutions (Bakker & Demerouti, 2017; Bakker & Demerouti, 2023).

Based on the JD-R Theory, every occupation comprises two fundamental elements: job demands and job resources. Job demands pertain to the physical, emotional, psychological, and organisational aspects of work that require sustained effort and may lead to stress, fatigue, and emotional exhaustion when employees are subjected to prolonged pressure (Bakker & Demerouti, 2023). Within healthcare settings, nurses frequently encounter excessive work pressure stemming from heavy workloads, staffing shortages, emotionally demanding patient care, prolonged working hours, and escalating service expectations. When such demands surpass employees' coping capacities, adverse outcomes such as burnout, disengagement, diminished well-being, and turnover intention may ensue (Kim & Park, 2023; Wang & Zhang, 2022). Nevertheless, job resources and personal resources play a significant role in assisting employees in effectively coping with workplace challenges and sustaining positive organisational outcomes. Within the context of this study, job crafting is conceptualised as a proactive personal resource that enables employees to redesign and adapt various aspects of their work in accordance with their strengths, preferences, and capabilities (Tims et al., 2012). Employees who actively engage in job crafting are more likely to experience enhanced resilience, increased work engagement, improved job satisfaction, and superior psychological well-being (Luu, 2022; Zhang et al., 2024). Therefore, job crafting may mitigate the adverse effects of excessive work pressure and diminish employees' intention to leave the organisation.

The application of the Job Demands-Resources (JD-R) Theory is particularly relevant within the nursing profession due to the highly demanding nature of healthcare work. Nurses operate in environments characterised by continuous emotional interaction, high levels of responsibility, and time-sensitive decision-making, making them susceptible to stress and psychological exhaustion. The theory posits that excessive job demands, when not counterbalanced by adequate personal or organisational resources, may lead to increased withdrawal behaviours and turnover intentions among employees (Salyers et al., 2022). However, the presence of positive personal resources, such as job crafting, may enhance employees' coping mechanisms and foster greater organisational commitment.

Additionally, the theoretical framework of this study is closely aligned with Sustainable Development Goal 3 (Good Health and Well-being) and Sustainable Development Goal 8 (Decent Work and Economic Growth). Mitigating excessive work pressure and promoting proactive work behaviours among nurses may contribute to healthier work environments, enhanced employee well-being, and sustainable management of the healthcare workforce. A stable nursing workforce is essential for strengthening healthcare systems, improving the quality of care, and ensuring long-term organisational sustainability.

Thus, the Job Demands-Resources (JD-R) Theory provides a comprehensive and appropriate theoretical framework for elucidating the relationships between work pressure, job crafting, and turnover intention among nurses employed in private hospitals in Malaysia. The theory supports the assertion that excessive work pressure may elevate turnover intention, while job crafting may function as a protective personal resource that enhances adaptability, resilience, and workforce retention.

Conceptual Analysis

Work Pressure and Turnover Intention

Work pressure refers to the extent of physical, emotional, and psychological demands faced by employees in fulfilling their work responsibilities. In healthcare institutions, particularly hospitals, nurses are consistently subjected to highly demanding work environments characterised by heavy workloads, prolonged hours, staffing shortages, emotional exhaustion, and escalating patient expectations (Kim & Park, 2023). Given the nature of healthcare services, nurses are required to maintain high levels of concentration, emotional regulation, and professional commitment while simultaneously managing multiple responsibilities under time-sensitive conditions. Such demanding environments may gradually undermine employees' physical and psychological well-being.

According to the Job Demands–Resources Model, excessive job demands can trigger a health impairment process in which continuous exposure to stressful working conditions depletes employees' emotional and psychological resources (Bakker & Demerouti, 2023). When employees endure prolonged stress without adequate coping mechanisms or recovery opportunities, they are more likely to experience emotional exhaustion, burnout, dissatisfaction, and diminished organisational commitment (Salyers et al., 2022). Consequently, employees may exhibit withdrawal behaviours, including intentions to leave, as a coping response to alleviate workplace strain.

Within the nursing profession, work pressure has consistently been identified as one of the strongest predictors of turnover intention. Wang and Zhang (2022) found that excessive work-related stress significantly contributes to burnout and nurses' intentions to leave their organisations. Similarly, Labrague (2023) emphasised that stressful healthcare environments negatively affect nurses' psychological resilience, emotional well-being, and work engagement. Prolonged exposure to excessive workload and emotional strain may diminish employees' motivation and increase dissatisfaction with the organisation.

In the context of Malaysian private hospitals, increasing healthcare demands and workforce shortages may further intensify nurses' work pressure. As healthcare organisations continue to

prioritise service efficiency and patient satisfaction, nurses may experience escalating emotional and physical strain. Such conditions may encourage employees to psychologically disengage from their work environment and seek alternative employment opportunities. Furthermore, high turnover among nurses may adversely affect workforce stability, healthcare continuity, and the quality of patient care (Organisation for Economic Co-operation and Development [OECD], 2024).

From a theoretical perspective, excessive work pressure reflects a condition where job demands exceed employees' coping capacities, resulting in negative psychological and behavioural outcomes. Therefore, based on both theoretical and empirical evidence, work pressure is expected to positively influence turnover intention among nurses working in private hospitals in Malaysia.

Job Crafting and Turnover Intention

Job crafting refers to the proactive efforts of employees to redesign aspects of their work to create a more meaningful, engaging, and manageable work environment (Tims et al., 2012). In contrast to traditional work structures where job roles are predominantly determined by management, job crafting emphasises the active involvement of employees in shaping their own work experiences in accordance with their strengths, interests, and capabilities. In healthcare settings, job crafting may manifest as nurses modifying work tasks, enhancing workplace interactions, seeking additional resources, or redefining their perceptions of work responsibilities. Through these proactive behaviours, nurses may bolster their sense of control, the meaning of work, and adaptability, even while operating within highly demanding healthcare environments. Employees who engage in job crafting tend to exhibit greater resilience in coping with stress and maintaining positive psychological well-being (Luu, 2022).

The Job Demands-Resources (JD-R) Theory posits that personal resources play a significant role in enhancing employees' capacity to effectively cope with excessive job demands and to maintain work engagement (Bakker & Demerouti, 2023). Within the framework of this study, job crafting is conceptualised as a proactive personal resource that empowers employees to navigate workplace challenges more effectively and to mitigate the negative consequences associated with stressful work environments. Employees who actively engage in the modification of their work environment are more likely to demonstrate heightened resilience, increased engagement, and elevated job satisfaction.

Previous empirical studies have consistently substantiated the beneficial role of job crafting in mitigating negative organisational outcomes. Luu (2022) reported that employees who engage in job crafting exhibit heightened work engagement and diminished turnover intention, attributed to enhanced resilience and psychological adaptability. Similarly, Zhang et al. (2024) discovered that job crafting significantly alleviates burnout and turnover intention by reinforcing employees' sense of autonomy, work meaning, and psychological control. Furthermore, Yin et al. (2025) underscored that proactive work behaviours enhance employee engagement and reduce withdrawal behaviours within demanding work environments.

In the nursing profession, proactive work behaviours, such as job crafting, are particularly significant due to the frequently stressful and emotionally demanding nature of healthcare settings. Nurses who actively modify their work approaches and seek constructive coping strategies may enhance their psychological resilience and become better equipped to manage

workplace challenges. As a result, they may cultivate a stronger organisational attachment and exhibit a reduced intention to leave their organisation.

Therefore, from both theoretical and empirical standpoints, it is anticipated that job crafting will have a negative influence on turnover intention among nurses employed in private hospitals in Malaysia.

Conceptual Gap

Although turnover intention among nurses has received considerable scholarly attention, several important conceptual and empirical gaps remain insufficiently addressed within the existing literature. Previous studies have predominantly concentrated on organisational and structural determinants such as leadership, compensation, workload, organisational commitment, and burnout in explaining employees' intention to leave (Kim & Park, 2023; Wang & Zhang, 2022). While these studies have provided valuable insights into workplace challenges within healthcare settings, limited attention has been afforded to the role of proactive personal resources that may assist employees in adapting positively to demanding work environments.

In particular, existing literature has largely emphasised the negative consequences of excessive job demands without adequately exploring employees' self-initiated coping mechanisms and adaptive behaviours. Most previous studies have conceptualised nurses as passive recipients of workplace stressors rather than as active individuals capable of proactively shaping and redesigning their work experiences. Consequently, the potential role of job crafting as a personal resource in reducing turnover intention remains underexplored, particularly within the healthcare sector (Luu, 2022; Zhang et al., 2024).

Futhermore, prior studies have frequently examined work pressure, burnout, and turnover intention independently, without integrating both job demands and proactive personal resources within a unified theoretical framework. Although the Job Demands–Resources Model emphasises the interaction between job demands and personal resources in influencing employee outcomes (Bakker & Demerouti, 2023), limited conceptual studies have simultaneously investigated work pressure and job crafting in explaining turnover intention among nurses. Consequently, the existing literature offers a limited understanding of how proactive employee behaviours may mitigate the adverse effects of excessive work pressure within highly demanding healthcare environments.

Additionally, much of the existing literature has been conducted within Western healthcare contexts, with relatively scant conceptual attention devoted to nurses working in Malaysian private hospitals. The Malaysian private healthcare sector operates within unique organisational and operational environments characterised by increasing healthcare demands, workforce shortages, service competition, and high patient expectations. These contextual differences may influence nurses' workplace experiences, coping strategies, and behavioural outcomes in ways that differ from those in other healthcare settings. Therefore, findings from previous international studies may not be fully generalisable to the Malaysian private healthcare context.

Another significant gap pertains to workforce sustainability and the incorporation of Sustainable Development Goals (SDGs) within the literature on organisational behaviour. Existing turnover studies have predominantly focused on organisational outcomes such as

employee retention and productivity, offering limited discussion on the broader societal and sustainability implications. High turnover rates among nurses may adversely impact healthcare workforce sustainability, the quality of healthcare, and patient well-being, all of which are directly connected to Sustainable Development Goal 3 (Good Health and Well-being) and Sustainable Development Goal 8 (Decent Work and Economic Growth). Nevertheless, there is a paucity of studies that have conceptually linked nurse retention strategies with sustainable workforce management and healthcare sustainability.

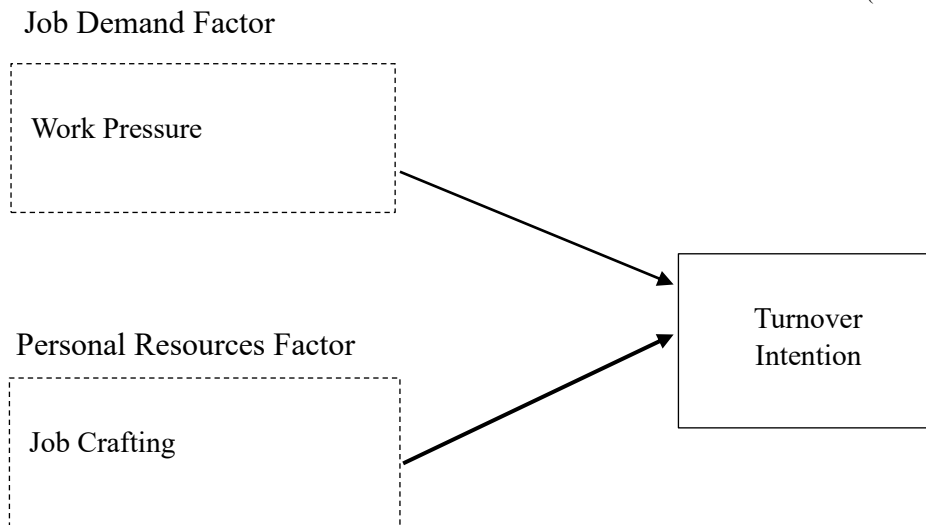
Thus, this conceptual paper aims to address these gaps by integrating work pressure and job crafting within the Job Demands–Resources (JD-R) Theory to elucidate turnover intention among nurses employed in private hospitals in Malaysia. By incorporating both organisational demands and proactive personal resources into a cohesive conceptual framework, this study aspires to enhance understanding of nurse retention within contemporary healthcare settings. Furthermore, the study extends the existing literature by emphasising workforce sustainability and the importance of fostering healthier working environments within the healthcare sector.

Conceptual Framework

The present conceptual framework is grounded in the Job Demands–Resources Model developed by Arnold B. Bakker and Evangelia Demerouti. The Job Demands–Resources (JD-R) Theory is widely recognised as one of the most influential theoretical frameworks in organisational behaviour and occupational psychology due to its ability to explain employees' psychological well-being, work engagement, burnout, and turnover intention across diverse occupational settings (Bakker & Demerouti, 2017; Bakker & Demerouti, 2023).

The JD-R Theory posits that every occupation consists of two broad categories of work characteristics, namely job demands and job resources. Job demands refer to physical, emotional, psychological, and organisational aspects of work that require sustained effort and may lead to stress and emotional exhaustion when employees' coping capacities become insufficient (Bakker & Demerouti, 2023). Conversely, job resources and personal resources assist employees in managing workplace challenges, enhancing work engagement, and promoting positive organisational outcomes. The theory further explains that excessive job demands may activate a health impairment process leading to burnout and withdrawal behaviours, whereas adequate personal resources may stimulate a motivational process that enhances resilience, engagement, and organisational commitment.

Within the context of this study, the first determinant is work pressure which is conceptualised as a job demand factor, while job crafting is positioned as a personal resource factor that may influence turnover intention among nurses working in private hospitals in Malaysia. The integration of these variables within the JD-R framework provides a comprehensive explanation of how demanding healthcare environments and proactive employee behaviours shape nurses' intention to leave the organisation.



Turnover Intention Conceptual Framework

Work pressure is defined as the extent of physical, emotional, and psychological demands faced by employees in the execution of their work responsibilities. Within healthcare settings, nurses frequently contend with excessive workloads, staffing shortages, emotionally charged patient interactions, extended working hours, and escalating service expectations (Kim & Park, 2023). Such challenging circumstances may contribute to stress, emotional exhaustion, burnout, and diminished psychological well-being among nurses.

According to the Job Demands-Resources (JD-R) Theory, prolonged exposure to excessive job demands can deplete employees' physical and emotional resources, thereby exacerbating negative psychological outcomes and withdrawal behaviours (Bakker & Demerouti, 2023). Within the nursing profession, excessive work pressure has consistently been identified as one of the most significant predictors of turnover intention. Wang and Zhang (2022) found that high work stress substantially increases burnout and nurses' propensity to leave their organisation. Similarly, Salyers et al. (2022) underscored that stressful healthcare environments adversely affect employee well-being and organisational commitment.

Moreover, Labrague (2023) reported that extended workplace stress diminishes nurses' resilience, emotional stability, and work engagement, consequently leading to increased dissatisfaction and turnover-related behaviours. In Malaysian private hospitals, rising healthcare demands and workforce shortages may further exacerbate nurses' work pressure, thereby intensifying their psychological strain and intention to depart from the organisation. Consequently, excessive work pressure may adversely impact workforce stability, healthcare continuity, and service quality.

Therefore, based on both theoretical and empirical evidence, it is anticipated that work pressure will positively influence turnover intention among nurses employed in private hospitals in Malaysia.

Job crafting refers to employees' proactive efforts to redesign and modify aspects of their work to enhance work meaning, engagement, and adaptability (Tims et al., 2012). Unlike traditional

work structures where job roles are primarily delineated by management, job crafting emphasises employees' active involvement in shaping their work experiences in line with their strengths, preferences, and capabilities. Within healthcare settings, nurses who engage in job crafting may proactively adjust their work tasks, workplace interactions, and perceptions of work to cultivate a more meaningful and manageable work environment. Through these proactive behaviours, employees may enhance their psychological resilience, work engagement, and coping capabilities, despite operating within highly demanding healthcare contexts.

The Job Demands-Resources (JD-R) Theory posits that personal resources play a crucial role in buffering the negative effects associated with excessive job demands while simultaneously enhancing employees' motivational processes (Bakker & Demerouti, 2023). In this study, job crafting is conceptualised as a proactive personal resource that enables employees to cope more effectively with workplace stressors and maintain positive organisational outcomes. Previous empirical studies have consistently supported the positive role of job crafting in reducing turnover intention. Luu (2022) found that employees who engage in job crafting demonstrate stronger resilience, greater work engagement, and lower turnover intention. Similarly, Zhang et al. (2024) reported that job crafting significantly reduces burnout and turnover intention by strengthening employees' adaptability, autonomy, and psychological control. Yin et al. (2025) further emphasised that proactive work behaviours enhance organisational attachment and reduce withdrawal behaviours, particularly within emotionally demanding professions such as nursing.

Within the nursing profession, proactive coping strategies are particularly important due to the emotionally intensive and demanding nature of healthcare work. Nurses who actively shape their work environment may become more psychologically resilient and better prepared to manage workplace challenges. Consequently, they may develop stronger organisational commitment and a reduced intention to leave the organisation.

Therefore, based on both theoretical and empirical perspectives, job crafting is expected to negatively influence turnover intention among nurses working in private hospitals in Malaysia.

Implications of the Study

The proposed conceptual framework offers several significant implications from theoretical, practical, and societal perspectives, particularly within the context of healthcare workforce sustainability and organisational behaviour. By integrating work pressure and job crafting within the Job Demands–Resources Model, this study contributes to a more comprehensive understanding of turnover intention among nurses working in private hospitals in Malaysia.

Theoretical Implication

From a theoretical perspective, this study extends the Job Demands–Resources (JD-R) Theory by integrating both job demand and personal resource factors to explain turnover intention among nurses. Previous research has predominantly focused on organisational determinants such as workload, leadership, compensation, and burnout, while placing limited emphasis on proactive employee behaviours and personal coping resources (Bakker & Demerouti, 2023). By incorporating job crafting as a proactive personal resource, this study broadens the

application of the JD-R Theory within healthcare settings and enhances the understanding of employees' adaptive responses to demanding work environments.

Furthermore, this study contributes to the growing body of literature on organisational behaviour and workforce sustainability by emphasising that turnover intention is influenced not only by workplace demands but also by employees' proactive capacity to redesign and manage their work experiences. The integration of work pressure and job crafting within a single conceptual framework provides a more holistic explanation of nurses' psychological and behavioural outcomes within contemporary healthcare environments.

Additionally, this study contributes to the limited literature focusing on nurses working in private hospitals in Malaysia. Most prior studies have been conducted in Western healthcare settings or have concentrated primarily on public healthcare institutions. Therefore, the proposed framework offers contextual insights that may enhance the understanding of workforce challenges within the Malaysian private healthcare sector.

Practical Implications

From a practical perspective, this study offers significant implications for hospital administrators, policymakers, and human resource practitioners in the formulation of sustainable nurse retention strategies. The framework underscores the necessity of mitigating excessive work pressure that may lead to stress, burnout, and turnover intentions among nurses. Consequently, healthcare organisations should prioritise the establishment of supportive work environments, manageable workloads, adequate staffing, and employee well-being initiatives to alleviate workplace strain and enhance workforce stability.

Simultaneously, the study highlights the importance of fostering proactive employee behaviours, such as job crafting, within healthcare institutions. Nurses who are empowered to actively shape their work environments are likely to exhibit greater resilience, engagement, and psychological preparedness to navigate workplace challenges. Therefore, healthcare organisations may find it beneficial to implement empowerment programmes, professional development initiatives, and supportive organisational cultures that promote adaptability and engagement among employees.

Furthermore, enhancing nurse retention may yield considerable organisational advantages, including reduced recruitment and training costs, improved workforce continuity, elevated healthcare quality, and better patient outcomes. A stable nursing workforce is critical for ensuring operational efficiency and maintaining high-quality healthcare services within increasingly demanding healthcare environments.

Societal and Sustainability Implications

Beyond organisational contributions, this study also offers broader societal implications by supporting the sustainability of the healthcare workforce and enhancing employee well-being. The framework aligns closely with Sustainable Development Goal 3 (Good Health and Well-being) and Sustainable Development Goal 8 (Decent Work and Economic Growth), which underscore the importance of strengthening healthcare systems, promoting healthy work environments, and ensuring sustainable workforce management practices.

Reducing turnover intention among nurses is crucial for improving healthcare accessibility, patient safety, and the quality of healthcare services. A stable and resilient nursing workforce significantly contributes to the sustainability of healthcare institutions and the overall well-being of society. Therefore, understanding the influence of work pressure and job crafting on turnover intention may assist healthcare organisations and policymakers in developing healthier, more sustainable, and employee-centred healthcare environments.

Conclusions

In conclusion, turnover intention among nurses remains a significant challenge within private healthcare institutions, particularly in increasingly demanding and competitive healthcare environments. Excessive work pressure, stemming from heavy workloads, emotional exhaustion, staffing shortages, and prolonged working hours, may negatively impact nurses' psychological well-being, organisational commitment, and intention to remain within the organisation. As highlighted in the Job Demands–Resources Model, prolonged exposure to excessive job demands without adequate personal resources can contribute to stress, burnout, disengagement, and withdrawal behaviours among employees.

Conversely, this conceptual paper emphasises the importance of job crafting as a proactive personal resource that enables nurses to adapt positively to workplace challenges by enhancing work meaning, resilience, engagement, and psychological well-being. Employees who actively shape and redesign aspects of their work may become more capable of managing stressful work environments and maintaining stronger organisational attachment. Therefore, the integration of work pressure and job crafting within the proposed framework provides a more comprehensive understanding of turnover intention among nurses working in private hospitals in Malaysia.

The study contributes theoretically by extending the application of the Job Demands–Resources Theory within the healthcare context, while simultaneously emphasising the significance of proactive employee behaviour in influencing organisational outcomes. Practically, the framework offers valuable insights for healthcare administrators and policymakers in developing sustainable workforce management and nurse retention strategies. Reducing excessive work pressure while fostering supportive and empowering work environments may enhance workforce stability, healthcare quality, and employee well-being.

Furthermore, this study contributes to broader sustainability initiatives through its alignment with Sustainable Development Goal 3 (Good Health and Well-being) and Sustainable Development Goal 8 (Decent Work and Economic Growth). A stable and resilient nursing workforce is essential for ensuring effective healthcare delivery, patient safety, and long-term healthcare sustainability. Consequently, understanding the influence of work pressure and job crafting on turnover intention may assist healthcare organisations in creating healthier, more sustainable, and employee-centred healthcare environments for the future sustainability of the workforce.

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