

## Work Engagement on Digital Nomads: The Role of Job Resources, Job Burnout, Challenge and Hindrance Appraisal

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**Abstract:** This study investigates work engagement in digital nomads in Indonesia, especially Java and Bali. This type of research uses a quantitative approach through survey methods. The population in this study is digital nomads in Java and Bali with non-probability sampling techniques through the cochron equation of 360 respondents. Confirmatory factor analysis (CFA) using SEM-PLS algorithm with Smart PLS software. The results of this study indicate that Job resources affect Work engagement, Job resources affect Job burnout, Job burnout affects Work engagement, Challenge appraisal strengthens in moderating the relationship of Job burnout to Work engagement, while Challenge appraisal does not affect the relationship between Job resources and Work engagement, Hindrance appraisal does not affect the relationship of Job resources to Work engagement, and Hindrance appraisal does not affect moderating the relationship of Job resources to Job burnout

**Keywords:** LGA, CAG, Strategic planning.

### INTRODUCTION

The development of the digital world to date makes various activities different when compared to the past. Various conveniences can now be instantly obtained, ranging from forms of information, goods, and online learning to work. Along with the changing times in collaborating cyber technology and automation technology, there is a term digital nomad that many millennials do. Makimoto & Manners (1997) coined the phrase "digital nomad," which was later recognized as a societal phenomenon. Professionals who work digitally through the Internet to lead a well-travelled lifestyle are known as "digital nomads" (Wang *et al.*, 2020). Due to mobility and digitalization, the current phenomenon of the information-communication network society, known as "digital nomadism," has developed (Kuzheleva-Sagan & Nosova, 2015). Independent professionals, known as digital nomads, rely significantly on communication and digital media (Hardy & Robards, 2015). When choosing a residence, they are not limited by the rules of conventional organizations (Gretzel & Hardy, 2019). Most research on digital nomads concentrates on work-related topics, such as the benefits of remote work and *personal knowledge management* (Jarrahi *et al.*, 2021). However, the impact of being a digital nomad on psychological health. The Minister of Tourism and Creative Economy in 2022 noted that more than 3017 digital nomads are coming to Indonesia. Currently, many companies in Indonesia have begun to implement Work From Anywhere (WFA). The presence of digital nomads is a crucial topic to

explore further because digital nomad life can cause *job burnout*. When maintaining organizational value, businesses need to continuously consider ways to increase their digital employees' value.

Although changing jobs to improve work-life balance, research shows that many digital nomads experience a work-life imbalance between work and personal time (Hensellek & Puchala, 2021; Thompson, 2019). Digital nomad travel takes away the expected element of tranquillity, according to Reichenberger (2018). Because they carry heavy work tasks in their travel plans. However, research related to the role of *job burnout* in digital nomads is still tiny, especially in the context of psychological terms. Then, does *job burnout* in digital nomads affect *work engagement* in organizations? In response to this specific question, the objectives of the proposed study are twofold. First, the researchers intend to examine whether the role of *job resources* and *job burnout* in *digital nomads* affects *work engagement*. Second, the researcher also aims to examine the role of *appraisal*, in this case *challenges* and *hindrance* in *digital nomads* *Job burnout* and *work engagement*. Furthermore, this research is proposed in order to produce theoretical and practical contributions. Theoretically, the results of the study will add critical insight into knowledge about psychological processes in digital nomads. Practically, these findings will be very beneficial for organizations to engage their digital nomad employees by creating more value related to employee job demand to increase work

engagement.

### Problem Statement

Based on this description, the researcher was interested in choosing the title: "*Work Engagement in Digital Nomads: The Role of Job Resources, Challenge and Hindrance Appraisal, and Job Burnout*". Based on the **background of the problem described above, the formulation of the problem in this study is:**

1. Do *Job Resources* have a significant effect on *Work Engagement*?
2. Do *Job Resources* have a significant effect on *job burnout*?
3. Does *job burnout* have a significant effect on *work engagement*?
4. Does the Challenge Appraisal moderate Job Resources' relationship with Work Engagement?
5. Does the Challenge Appraisal moderate the relationship between Job Resources and Job burnout?
6. Does Hindrance Appraisal moderate the relationship between Job Resources and Work Engagement?
7. Does Hindrance Appraisal moderate the relationship between Job Resources and Job burnout?

### Research Objectives

This study aims to:

1. Analyzing *Job Resources* has a significant effect on *Work Engagement*?
2. Analyzing *Job Resources* has a significant effect on *Job burnout*.
3. Analyzing *Job Burnout* Has a Significant Effect on Work Engagement
4. Analyzing *Challenge Appraisal* moderates the relationship between *Job Resources* and *Work Engagement*
5. Analyzing *Challenge Appraisal* moderates the relationship between *Job Resources* and *Job burnout*.
6. Analyzing *Hindrance Appraisal* moderates the relationship between *Job Resources* and *Work Engagement*.
7. Analyzing *Hindrance Appraisal* moderate the relationship between *Job Resources* and *Job burnout*?

### RESEARCH BENEFIT

The uses of this research are:

1. Presenting empirical results on *work engagement in digital nomads*.
2. For institutions, it is expected to be a source of

information to review policies carried out concerning *work engagement* and *nomads*.

3. For researchers, as one of the empirical study materials, it mainly concerns *work engagement in digital nomads*.

### LITERATURE REVIEW

#### Previous Research

Itsnaini has conducted previous research regarding dual stressors, obstacle stressors, and challenge stressors carried out on civil servants within BRIN SEM-PLS test equipment. The application of High-Performance Work Practices (PKKT) is a set of Human Resource Management (HRM) practices to improve agency performance. The results showed that PKKT significantly positively impacted employee health and challenge stressors. In other positions, PKKT also harms obstacle stressors. In addition, stressors, challenges, and obstacles can be mediators in the positive influence of HPWP on health workers. The results of this study show that agencies must pay more attention to the dose of demands and work resources in PKKT practice; this is done to have a positive effect on employees. Because if the job demands are higher than the work resources, it will harm employee conditions.

Previous research related to this research has been conducted by the title The Effect of job demands and job resources on the turnover intention of Godrej Indonesia Employees, with the population in the study being all Godrej Indonesia employees in the finance, sales, and marketing divisions totaling 141 employees, with a sample of 100. This type of research uses associative methods with multiple linear regression analysis techniques. The analytical tool used in this study is using SPSS. The results of this study show that 1) Job demands partially have a positive and significant effect on turnover intention by 49.8%; 2) Job resources partially have a positive and significant effect on turnover intention by 30.1%. The coefficient of determination obtained 77.1% turnover intention was influenced by job demands and job resources, while variations influenced the remaining 22.9% in other variables that were not included in this study.

#### Digital Nomad

A digital nomad is a term when someone decides to work freelance with the benefits of technology so that he is not bound by hours and location in work. A digital nomad is able to work at all times without thinking about office hours and overtime until night. Digital nomads don't have to come to the office daily; they can work anywhere, such as

in homes, cafes, malls, and maybe even on the beach. A digital nomad works with freedom of time and place to be independent in doing work that suits their hearts and interests.

Makimoto & Manners (1997) coined the phrase "digital nomad," later recognized as a societal phenomenon. Professionals who work digitally through the Internet to lead a well-traveled lifestyle are known as "digital nomads" (Wang *et al.*, 2020). Due to mobility and digitalization, the current phenomenon of the information-communication network society, known as "digital nomadism," has developed (Kuzheleva-Sagan & Nosova, 2015). Independent professionals, known as digital nomads, rely significantly on communication and digital media (Hardy & Robards, 2015).

### Work Engagement

Work engagement is a motivational concept where engaged employees feel compelled to struggle with work challenges. Employees are committed to achieving goals and enthusiastically devote all their energy to their work (Leiter & Bakker, 2010). According to Schaufeli & Bakker (2004), Work engagement is something positive related to behavior at work. It includes thoughts about the relationship between workers or employees and their work, characterized by vigor, dedication, and appreciation (*absorption*) in work. According to Schaufeli and Bakker (2004), there are three aspects of work engagement, which are as follows:

#### Vigor

Spirit or vigor is characterized by employees' high enthusiasm and mental resilience when working, the desire to strive at work, and the perseverance of employees in facing difficulties. Based on this aspect, employees with work engagement will show behaviors such as being enthusiastic at work, ignoring the surrounding environment, and completing their work on time.

#### Dedication

Dedication is a condition in which employees are involved in their work, characterized by the emergence of feelings of importance and high enthusiasm. In addition, they also consider that the work they do provides inspiration, challenge, and pride in themselves. Based on this aspect, employees who have work engagement will consider the work they do very important and inspire themselves to bring up feelings of pride in themselves and will do their best in doing their work.

### Absorption

Absorption is when employees feel fully concentrated, happy, and engrossed in their work, so they often find it difficult to detach from their work and feel as if time is fleeting while working. Based on this aspect, employees who have work engagement will show behavior that they are challenging to let go of with their work, so they feel that time flies so quickly. In addition, these employees will also be more serious at work.

### Job Resources

Job resources help employees overcome job demands and physiological and psychological consequences while stimulating growth, learning, and personal development (Bakker & Demerouti, 2017). At the same time, job resources are physical, social, psychological, or organizational aspects of work that can reduce job demands about psychological sacrifices (psychological costs) by employees, influence the achievement of goals, and stimulate learning development (Bakker & Demerouti, 2017).

Job resources function to help employees overcome job demands and all the consequences that occur while triggering learning, personal development, and growth (Bakker & Demerouti, 2017). Job resources are acquired through interpersonal and social relationships, work arrangements, and work (Bakker & Demerouti, 2017). Job resources include wages, support from superiors, feedback, role clarity, job autonomy, or empowerment. According to Demerouti *et al.* (2007), job resources refer to the social or organizational, physical, and psychological aspects that do the following: Being functional nature achieves work goals, Reduces job demands on physiological and psychological costs, Stimulates self-growth and development.

### Bakker & Demerouti (2017) Divide job resources into four dimensions, namely:

#### Role Clarity

Greenberg dan Baron (2008) defines a position role as an individual's role based on his position. The same opinion was expressed by Steers (1980); the situation when there is not enough information about the nature and tasks to be done is called role blurring. And tension and dissatisfaction that are negative feelings will arise when individuals work without role clarity (Kahn *et al.*, 1964).

### **Supervisory Support**

More support from superiors triggers a sense of reciprocity from subordinates and is realized by trying to help superiors achieve predetermined goals (Eisenberger *et al.*, 2002). Janssen (2003) conducted a study and found evidence that when subordinates' efforts are rewarded, they work innovatively against the high work demands imposed on them.

### **Coworker Support**

It is a form of cooperation in the form of knowledge, expertise, and enthusiasm given by colleagues when completing work tasks. Coworker support can help, sharing resources and advice when coworkers are in trouble. Coworker support can positively influence an individual's work attitude (He *et al.*, 2011; Xanthopoulou *et al.*, 2008). Zhou and George (2011) found that peer support can motivate employees to take on more responsibility, performing more prosocial behaviors needed to achieve collective goals.

### **Opportunities To Learn**

According to Dale (2003), learning is an activity to acquire and develop skills and knowledge and their application. According to Sandra Kerka (1995), the essential thing is that learning is significant and sustainable; when divided, it will be more effective, and every experience is an opportunity to learn. Therefore, employees allowed to learn and develop are proven more satisfied at work and *engaged* (Luthans, 2006).

### **Job Burnout**

Job burnout is a response to stressful work conditions that cannot be controlled and is challenging. Several aspects and factors are predictors of job burnout. In this chapter, we will explain job burnout, its underlying theory, and how the influence of external locus of control and work-life balance is the predictor.

Menurut Leiter & Bakker (2010) burnout is when employees suffer from chronic fatigue, boredom, depression, and withdrawal from work. Outgoing workers complain more easily, blame others when things go wrong, get irritable, and become cynical about their careers. Maslach *et al.* (2001) suggest that burnout is a syndrome of emotional exhaustion, depersonalization, and a sense of personal decline and accomplishment, which can occur in individuals who work with people in a similar capacity.

Maslach *et al.* (2001) mentioned that there are

three dimensions of job burnout, namely;

### **Emotional Exhaustion**

It is a feeling of extreme fatigue in emotional and physical terms. Emotional fatigue is characterized by inadequate fatigue caused by continuous emotional involvement with other people or work objects so that workers feel their energy and emotional resources, such as love, empathy, and attention, are drained, which can no longer cope with the demands of others.

### **Depersonalization/Cynicism**

It is a feeling of negativity, sensitivity, and withdrawal from all aspects of work. Depersonalization/cynicism makes a person perceive others as objects, not subjects to be humanized. Depersonalization/cynicism is formed from a self-protective mechanism against fatigue experienced by workers, which is in the form of withdrawal from emotional involvement with others. The following effect is the loss of sensitive feelings to others; it can cause adverse reactions.

### **Inefficacy / reduced personal accomplishment**

It is a tendency to give negative evaluations of oneself, especially related to work, feeling incompetent, unable to achieve achievements, and unproductive at work. Every job feels difficult and undoable, and self-confidence decreases. The worker becomes distrustful of himself, and others do not trust him.

### **Challenge Appraisal**

A situation that can potentially provide personal benefit or growth but also requires physical energy and psychological resources to achieve the challenge. Challenge appraisal can cause positive emotions, such as *eagerness*, excitement (Plotnik, 2005).

### **Hindrance Appraisal**

Hindrance Appraisal refers to the individual's subjective interpretation that these demands or work circumstances can disrupt or hinder/thwart the individual from achieving a valued goal (Searle & Auton, 2015). Obstacle stressors cause stress that results in poor employee performance, such as obstacles that are difficult to overcome and obstacles to achieving goals and career development (P.Li *et al.*, 2021). Obstacles as stressors occur due to role conflicts, ambiguities, and problems in the workplace (P.Li *et al.*, 2020). Following cognitive assessment theory, stress can be seen when employee role conflicts arise due to high work demands that make employees perceive them as a threat (P.Li *et al.*, 2021). Employees

who view work as a threat feel emotionally exhausted (Searle &Auton, 2015). So employees express it through anger, anxiety and job dissatisfaction (Ma *et al.*, 2021). Therefore, it is essential to understand the existence of stress blockers; in addition to seeing work as an obstacle, employees can also view it as a challenge (Z.Li *et al.*, 2022).

**The effect of job resources and job burnout on work engagement**

The penetration of digital technologies creates an inclusive business environment that allows every employee to do their work from anywhere. This situation makes organizations in the digital age quickly change the level of business competitiveness. On the other hand, organizations must also ensure their employees are still engaged in work and organization. They develop and improve ways of working, find new resources, and exchange useful knowledge with their peers through fast communication powered by the Internet in pursuit of self-actualization. Therefore, organizations are pressured to continuously increase their engagement to meet the dynamic changes of employees with job burnout.

Otherwise, companies will lose their competitive advantage or lose their potential employees. At this point, the Job Resources (JR) model (Bakker &Demerouti, 2017) concentrates on burnout's causes and effects. JR's theory, which incorporates critical ideas from the literature on work motivation, job design, and job stress, was developed as an alternative employee health and well-being model to help explain the effects of job stressors, demands, and burnout (Demerouti *et al.*, 2021). JR offers lenses and frameworks for understanding, explaining, and making predictions about the causes and effects of burnout in addition to a collective and independent evaluation of job characteristics(Russell *et al.*, 2020). According to JR, well-planned work and ongoing job expectations lead to mental and physical fatigue, whereas access to workplace resources induces a pleasurable emotional state known as work engagement (Bakker & Demerouti, 2007; Q. Hu *et al.*, 2011).

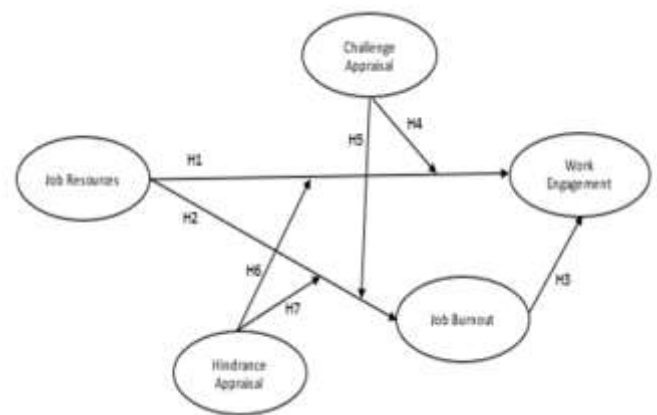
According to JR, well-planned work and ongoing job expectations lead to mental and physical fatigue, whereas access to workplace resources induces a pleasurable emotional state known as work engagement. O'Brien and Beehr (2019) state that "*appraisals* can be moderators." This study used appraisal as a moderator. Work emphasizes

resources in general (Demerouti *et al.*, 2001). Still, the alleged negative impact on employee well-being will be reduced if workers perceive highly demanding circumstances as something they can conquer, and that can lead to progress and rewards (Li *et al.*, 2020). On the one hand, challenge appraisals like these promote employee incentives to meet work demands (e.g., Liu and Li, 2018).

On the other hand, high-challenge appraisal is adaptive in dealing with stressful events because it is associated with safer coping mechanisms and more positive evaluations of stressful events(Skinner and Brewer, 2002). Therefore, a high-challenge appraisal can reduce the negative consequences of job demands. In addition, previous research has shown that demanding work is associated with higher burnout levels and lower work engagement (e.g., Hu *et al.*, 2017). Therefore, this study considers that job resources (such as time crises, role conflicts, and emotional demands) will have a positive relationship with burnout and a negative relationship with engagement.

**Theoretical Thinking Framework and Research Hypothesis**

Based on the literature review presented above, several hypotheses have been obtained. To better understand the hypothesis, it can be seen in the theoretical framework below:



**Figure 2.** Theoretical Framework for Work Engagement on Digital Nomads

**Based on the development of the theoretical framework model above, hypotheses can be compiled as follows:**

H1: Analyzing *Job resources* affects *Work engagement*.

H2: Analyzing *Job resources* affects *Job burnout*.

- H3: Analyzing *Job Burnout Affects Work Engagement*.
- H4: Analyze *Challenge appraisal in moderating the relationship of Job resources to Work engagement*.
- H5: Analyze *Challenge appraisal in moderating the relationship of Job resources to Job burnout*.
- H6: Analyze *Hindrance's appraisal in moderating the relationship of Job resources to Work engagement*.
- H7: Analyze *Hindrance's appraisal in moderating the relationship of Job resources to Job burnout*.

## METHODE PENELITIAN

### Types of Research

This research uses quantitative research methods; the type of research used in this study is a quantitative approach (through survey methods). According to (David Garson, 2016), the Quantitative research method is a research method based on the philosophy of positivism, used to examine certain populations or samples; sampling techniques are generally carried out randomly, data collection using research instruments, quantitative/statistical data analysis to test hypotheses that have been set.

### Research Design

The design of this study is *hypothesis testing* with a survey method through the distribution of questionnaires by giving questions to respondents, namely digital nomads in Indonesia. The primary data obtained will later be processed to test the hypothesis.

### Population and Research Sample

Population in social research is usually defined as a group of subjects who want to be subjected to generalizing research results, having similar characteristics or characteristics that distinguish them from other subject groups (Ghozali, 2008). From the above understanding, the population in this study is the users of mobile commerce platforms in Indonesia.

### Roscoe (1975) provides a general reference for determining sample size:

1. Sample sizes over 30 and less than 500 are appropriate for most studies.
2. If the sample is broken down into subsamples (male/female, junior/senior, and so on), a minimum sample size of 30 for each category is appropriate.

3. In *multivariate* studies (including multiple regression analysis), the sample size should be 10 times larger than the number of variables in the study.
4. Successful research is possible with small sample sizes of between 10 and 20 for simple experimental studies with strict experimental control.

Based on the rules according to Roscoe (1975), the minimum number of samples in this study is:  
Minimum number of samples = number of instruments x 10 (Roscoe, 1975)

$$= 36 \times 10 = 360$$

This study expects the number of questionnaires returned, as many as 360 questionnaires, to continue at the data processing stage; based on that consideration, the researchers took a sample of 500 samples to anticipate delays in response from respondents.

### Sampling Method

This study used *purposive sampling*. The criteria used in *purposive sampling* are (1) working as a digital nomad for at least one year and (2) the questionnaire must be filled with a minimum age limit of 21 years, following the provisions in Article 330 of the Civil Code in Indonesia which states: "A person is considered an adult if he is 21 years old or has been (never) married."

### Data Capture Sources and Techniques

The data sources used in this study are primary data and secondary data. Primary data is obtained from the researchers' respondents (Ghozali, 2008). The primary data needed in this study is the results of questionnaire data. Secondary data is obtained from literature reviews in textbooks, journals, and previous research results. Data collection techniques in this study used survey techniques through questionnaires. Survey techniques are conducted to obtain behavioral data from digital nomad users. The survey technique through questionnaires is sent via computer (computer-delivered survey) by using the Internet to distribute questionnaires. The questionnaire is made in the media provided by Google, namely Google Forms, and then the link (link) of the questionnaire that has been made will be distributed to discussion groups relevant to the research topic, social media, and email. The data collection technique was used in this study because it was considered efficient regarding research time and cost.

**Research Instrument**

The main instrument in the study was the questionnaire. Measurement of variables is carried out using the Likert scale. The measurement procedure is as follows:

1. Respondents are asked to answer general questions that will be used as the basis for respondent criteria, such as gender, age, and data needed for covariate variables such as digital nomad employees.
2. Respondents were asked to agree or disagree with the statements submitted by researchers based on the perceptions of each respondent. Answers consist of five scale options, namely strongly agree (SS), agree (S), neutral (N), disagree (TS), and strongly disagree (STS).
3. The *scoring* for the strongly disagree answer (SS) is 5, and so on decreases until the strongly disagree answer (STS) is

Here is a table of weighted respondents' answer values:

**Table 1:** Respondent's Answer Value Weight

Answer	Value
Always	7
Very often	6
Often	5
Sometimes	4
Infrequently	3
Almost never	2
Never	1

**Identify Research Variables**

A variable is an attribute of a group of characteristics studied, which have variations

**Table 2** Table of criteria of *Partial Least Square*

Purpose	Prediction orientation
Pendekatan	Variance
Assumption	Predictor specifications
Parameter estimation	Consistent as indicators and sample size increases
Latent variable score	Explicitly in estimation
Epistemic relationship between latent variables and indicators	It can be in both reflective and formative forms
Implication	Optimized with prediction accuracy
The complexity of the model	Great complexity (100 constructs and 1000 indicators)
Sample size	The strength of the analysis is based on the portion of the model that has the largest number of predictors. The number of samples is between 30 and 100

**Source:** Taken from Ghazali, 2006

between one object and another object in the group (Ghozali, 2008). The definition of the variable is:(Ghozali, 2008)

1. Exogenous variable (X) is a variable that causes (is affected) endogenous variables, namely job resources.
2. Endogenous variable (Y) is a variable whose value is influenced by exogenous variables, namely job burnout and work engagement.
3. Moderated variables (Z) are intermediate variables that moderate exogenous to endogenous: challenge appraisal and hindrance appraisal.

**Technical and Data Analysis**

The analysis technique used in this study is to use *Partial Least Square (PLS)*. *Partial Least Square* is a powerful factor indeterminacy analysis method because it can be applied to all data scales, does not require many assumptions, and the sample size does not have to be large. PLS can not only be used to confirm theory but also to establish relationships that do not yet have a theoretical basis or for testing propositions.

The PLS approach is distribution-free (does not assume specific distributed data, it can be nominal, categorical, ordinal intervals, and ratios). PLS can be used to confirm theories and explain the presence or absence of relationships between latent variables. The algorithm in PLS uses the ordinary least square series.

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Here are the criteria for *Partial Least Square*:

The procedure in PLS analysis is as follows:

**1. Building a Path Diagram (PLS Model)**

A path diagram is a model based on ensure theory that is visualized into a picture to make it easier to see the causality relationships tested between variables.

**2. Determining structural equations**

Integrate the path diagram into a structural model. After constructing the path diagram, then a structural equation is built based on the path diagram that has been made. This equation is formulated to express the causality relationship between various constructs.

**3. Judging Criteria**

In its use, PLS has several evaluations of existing structural models and measurement models. In the evaluation of the measurement model, *convergent validity*, *discriminant validity*, *composite reliability*, and *Average tests* were carried out variance *extracted*. Meanwhile, in the evaluation of the measurement model, *the R-squared* test (R<sup>2</sup>) and the path coefficient estimation test were carried out.

**1. Convergent validity**

*Convergent validity* is used to measure the magnitude of the correlation between the latent variable and the manifest variable in the reflexive measurement model. In convergent *evaluation*,

$$pc = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum_i var \epsilon_i} = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum_i var(\epsilon_i)}$$

Where λ 1 is the loading factor (*convergent validity*), and var ε(i) = 1- λ 1<sup>2</sup>. Ghozali (2011: 26) states that this measurement can be used to measure reliability and the results are more conservative than the value of composite realibility (pc).

**4. Inner Model**

Inner model analysis is usually also called (inner relation, structural model, and substantive theory) which describes the relationship between latent variables based on substantive theory. The inner model analysis can be evaluated using R-square for the dependent construct, the Stone-Geisser Q-square test for predictive relevance, and the t-test and the significance of the structural path parameter coefficients. Evaluating the inner model with PLS (Partial Least Square) begins by looking at the R-square for each dependent latent variable. Then in the interpretation, it is the same as the interpretation on regression. Changes in values on

*validity* can be assessed based on the correlation between *item score/component score* and *construct score*. According to Chin (1998), a correlation can be said to meet *convergent validity* if it has a *loading* value of greater than 0.5 to 0.7.

**2. Discriminant Validity**

*The discriminant validity of the reflexive measurement model* can be calculated based on the *cross-loading* value of the manifest variable against each latent variable. Suppose the correlation between the latent variable and each indicator (manifest variable) is greater than the correlation with other latent variables. In that case, the latent variable can be said to predict the indicator better than other latent variables. In addition, *discriminant validity* can also be calculated by comparing the *square of Average Variance Extracted (AVE)*. If the value of √AVE is higher than the correlation value between latent variables, *discriminant validity* can be considered achieved. *Discriminant validity* can be said to be achieved if the AVE value is greater than 0.5

**3. Composite Reliability**

Latent variables can be said to have good reliability if the *value of composite reliability* is greater than 0.6 - 0.7. The way to *composite reliability* is as follows:

the R-square can be used to assess the effect of a particular independent latent variable on whether the dependent latent variable has a substantive influence. In addition to looking at the R-square value, the PLS (Partial Least Square) model is also evaluated by looking at the Q-square predictive relevance value for the constructive model. Q-square measures how well the model and its parameter estimation generate observational values. A Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value, while if the Q-square value is less than 0 (zero), it indicates that the model lacks predictive relevance. Tests on structural models are performed to test the relationships between latent constructs. There are several tests for structural models, such as (1) R Square on endogenous constructs (Sekaran & Bougie, 2016). The value of R Square is the coefficient of determination on the endogenous construct. According to Chin (1998), R square values of 0.67 (strong), 0.33



(moderate), and 0.19 (weak); (2) Estimate for Path Coefficients is the value of the path coefficient or the magnitude of the relationship/influence of latent constructs. Performed by Bootstrapping procedure; (3) Effect Size (F Square). Done to know the goodness of the model; (4) Prediction relevance (Q square), otherwise known as Stone-Geisser's. This test is carried out to determine the prediction capability with a blindfolding procedure. If the value obtained is 0.02 (small), 0.15 (medium), and 0.35 (large). Can only be done for endogenous constructs with reflective indicators (Ghozali, 2016).

*R-squared (R2), R-squared testing (R2)* is a way to measure the Goodness of Fit (GOF) level of a structural model. The R-squared value (R2) is used to assess how much influence a particular independent latent variable has on the dependent latent variable. According to Chin (1998), an R2 result of 0.67 indicates that the model is categorized as good. An R2 result of 0.33 indicates

that the model is categorized as moderate. While the R2 result of 0.33 indicates that the model is categorized as weak.

**Significance Test**, The significance test aims to determine how much influence the independent variable has on the dependent variable. Significance test in the PLS method, the independent variable in question is an exogenous latent variable, and the bound variable in question is an endogenous latent variable. The estimated values for path relationships in the inner model are used to determine the significance of the relationships between latent variables. Significant value can be obtained by *bootstrapping* procedures developed by Geisser & Stone.

**The hypotheses used in the significance test are:**

H0 = The independent variable has no significant effect on the bound variability

H1 = The independent variable has a significant impact on the dependent variable

The test statistics used are:

$$T \text{ statistics} = \frac{b_j}{S(b_j)}$$

Where  $b_j$  is the presumptive value of  $\beta_j$  and  $S(b_j)$  is the standard error for  $b_j$ . The rejection area used is: H0 rejected if  $|T \text{ statistics}| > T, \alpha, df$  or  $p\text{-value} < \alpha$ .

**ANALYSIS AND DISCUSSION**

The sample in this study is digital nomads who have worked for at least one year and are 21 years old, using a purposive sampling method. The distribution of respondents in this study can be seen in the table below:

**Table 3** Respondent Data

No	Company	Age				Gender	
		21-30	31-40	41-50	>=51	M	W
1	Gojek	24	62	12	-	86	12
2	Tokopedia	10	9	2	-	12	9
3	Traveloka	6	10	2	1	14	5
4	Ruangguru	14	25	17	6	37	25
5	e-Fishery	12	22	8	5	31	16
6	Qasir.id	8	14	7	-	8	21
7	Happy Fresh	21	15	-	-	12	24
8	Schoters	21	4	-	-	7	18
9	Flip	7	11	5	-	9	14

Source: questionnaire

Table 3 above represents the amount of data obtained and can be analyzed by 360 respondents. 31-40-year-olds are more digital nomads, followed by 21-30-year-olds and 41-50-year-olds. The analysis in this study uses the SEM-PLS method.

The SEM-PLS method is divided into two, namely, the outer model and the inner model. The outer model in SEM-PLS is divided into two, namely, Explanatory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). EFA is used

if the indicators used to measure latent variables are formative, and CFA is used if the indicators used to measure latent variables are reflective. In this study, the indicators used to measure latent variables are reflective. The outer model is carried out if the indicators used to measure the latent variable are more than one; if only one, then outer model analysis is not carried out.

**Outer Model**

The outer model in this study uses Confirmatory Factor Analysis because the indicators that measure latent variables in this study are reflective. The results of the Confirmatory Factor Analysis of the three latent variables in this study show that all loading factor indicator values are more than 0.4 and the AVE value is more than 0.5, so it can be concluded that the indicators are valid for the variable being measured. All Composite reliability values are more than 0.7, so it can be concluded that all indicators are reliable for the

variable being measured. From the results of testing the validity and reliability, it can be concluded that all indicators are able to measure the variable being measured properly.

*H1: Analyzing Job resources affects Work engagement.*

*H2: Analyzing Job resources affects Job burnout.*

*H3: Analyzing Job burnout affects Work Engagement.*

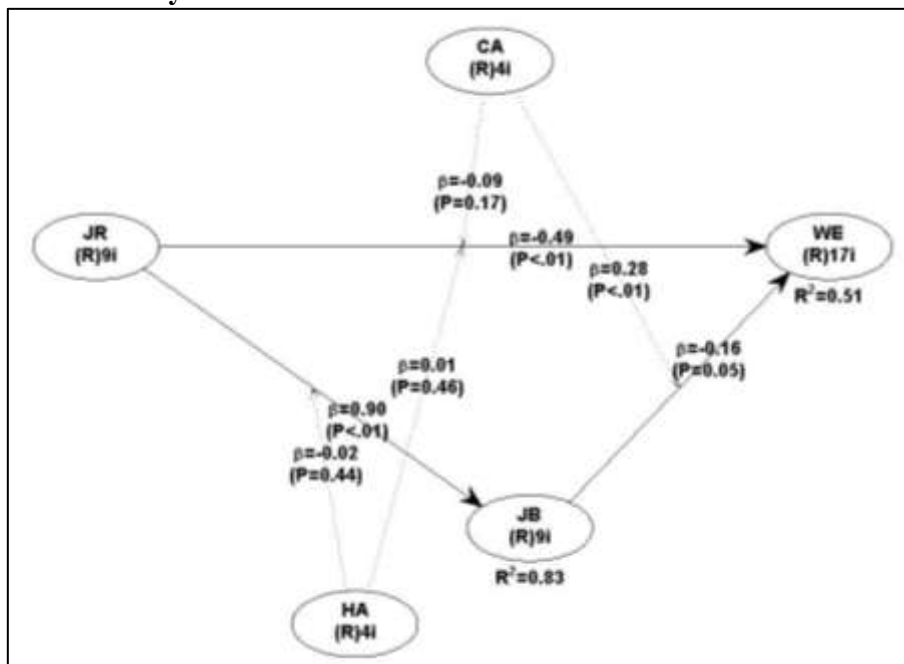
*H4: Analyze Challenge appraisal in moderating the relationship of Job resources to Work engagement.*

*H5: Analyze Challenge appraisal in moderating the relationship of Job burnout to Work engagement.*

*H6: Analyze Hindrance's appraisal in moderating the relationship of Job resources to Work engagement.*

*H7: Analyze Hindrance's appraisal in moderating the relationship of Job resources to Job burnout*

**The results of the test directly**



**Figure 2** Variable relationship model

**Table 4** Outer Model Analysis

Variable	Indicator	Loading Factor					AVE	Cronbach's Alpha	Composite Reality	Rsquare
		WE	JR	JB	CA	HA				
Work Engagement	WE1	0.534	0.071	0.212	0.366	-0.044	0.4	0.843	0.081	0.512
	WE2	0.695	0.429	-0.289	0.387	0.087				
	WE3	0.651	0.575	0.073	-0.032	-0.049				
	WE4	0.666	0.664	0.056	0.093	0.062				
	WE5	0.604	0.916	0.043	-0.24	0.061				
	WE6	0.697	0.729	0.267	-0.341	-0.083				
	WE7	0.679	0.559	0.252	-0.175	-0.02				
	WE8	0.715	0.3	0.293	0.054	-0.143				
	WE9	0.587	0.36	0.403	0.035	-0.119				
	WE10	-0.567	1.222	-0.37	-0.073	-0.136				
	WE11	-0.541	0.468	0.453	-0.012	-0.164				
	WE12	-0.667	0.293	0.327	0.105	-0.03				
	WE13	-0.596	0.375	0.576	-0.112	0.034				
	WE14	-0.602	0.663	-0.019	0.083	0.064				
	WE15	-0.652	0.648	0.2	0.026	0.009				
	WE16	-0.556	0.726	0.102	0.08	0.014				
	WE17	-0.7	0.649	0.085	-0.006	-0.07				
Job Resources	JR1	0.182	0.854	-0.071	-0.261	0.035	0.677	0.94	0.95	0.83
	JR2	0.046	0.829	-0.395	-0.068	-0.007				
	JR3	0.162	0.713	-0.665	-0.103	-0.043				
	JR4	-0.01	0.762	-0.494	-0.089	-0.117				
	JR5	-0.022	0.834	-0.371	0.074	-0.01				
	JR6	0.059	0.839	0.472	0.047	0.074				
	JR7	-0.352	0.885	0.221	0.297	0.033				
	JR8	0.027	0.843	0.261	-0.05	-0.019				
	JR9	-0.054	0.835	0.881	0.118	0.035				
Job Burnout	JB1	0.09	0.156	0.875	-0.114	0.006	0.664	0.904	0.936	

	JB2	-0.207	0.014	0.85	0.128	0.029				
	JB3	0.06	0.29	0.877	-0.032	-0.029				
	JB4	0.06	-0.185	0.83	-0.058	-0.017				
	JB5	0.404	0.021	0.787	-0.078	-0.019				
	JB6	-0.068	-0.275	0.902	0.148	-0.015				
	JB7	0.045	0.242	0.881	-0.044	0.008				
	JB8	-0.147	-0.088	0.877	0.092	0.006				
	JB9	0.761	0.689	-0.225	0.204	-0.117				
Challenge Appraisal	F1	0.506	0.012	0.192	0.87	-0.007	0.733	0.878	0.916	
	F2	-0.07	0.156	-0.155	0.885	0.019				
	F3	-0.488	-0.298	0.015	0.81	0.095				
	NF1	0.02	0.108	-0.049	0.857	-0.102				
Hindrance Appraisal	X24	0.081	-0.538	0.625	-0.087	0.723	0.724	0.87	0.913	
	X25	-0.066	0.258	-0.285	0.094	0.894				
	X26	0.003	0.046	-0.096	0.072	0.905				
	X27	-0.003	0.135	-0.127	-0.1	0.87				

Source: processing data

### Convergent validity

Convergent validity is used to find out or test whether one construct and another construct are the same or not. An indicator meets the convergent validity criteria if the loading factor value is more than 0.4 and the Average Variance Extracted (AVE) value is more than 0.5; if the AVE value is less than 0.5, then the model is modified by removing the smallest indicator gradually, until the AVE value is more than 0.5. based on table 2 informs that all loading factor indicator values that measure each latent variable are more than 0.4, and all AVE values for each latent variable are more than 0.5; it can be concluded that each indicator that measures its latent variable meets the convergent criteria validity.

### Discriminant validity

Discriminant Validity aims to determine whether the constructs overlap and whether there is a tendency to measure the same thing. An indicator meets the discriminant validity criteria if the loading factor value for the

variable being measured is higher than the loading factor value for the other variables. Table 4 informs that all loading factor indicator values that measure the latent variable have a greater value than other latent variables. This shows that all indicators that measure each latent variable meet discriminant validity criteria.

### Reliability validity

Reliability shows the consistency and stability of a score (measurement scale). A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time. A reliable instrument is an instrument that, if tried repeatedly on the same group, will produce the same data with the assumption that there is no psychological change in the respondent. An indicator meets the reliability validity criteria if the composite reliability value is more than 0.5 and is supported by a Cronbach alpha value of more than 0.6. If the validity criteria are not met,

then the model is modified by gradually increasing the AVE value until a composite reliability value of more than 0.5 is obtained. Table 2 informs that all composite reliability and Cronbach alpha values are more than 0.5; this indicates that all latent variables meet the reliability validity criteria.

The confirmatory factor analysis results inform that the indicators that measure each latent variable (Work Engagement, Job Resources, Job Burnout, Challenge Appraisal, and Hindrance Appraisal) are valid; this is shown by meeting the convergent and discriminant validity criteria. Confirmatory factor analysis informs that the indicators that measure each latent variable (Work Engagement, Job Resources, Job Burnout, Challenge Appraisal, and Hindrance Appraisal) are reliable; the fulfillment of the reliability validity criteria shows this. From the confirmatory factor

analysis results, it can be concluded that all indicators can measure their latent variables well.

**Inner model**

After the Confirmatory Factor Analysis was carried out and the indicators could properly measure the latent variables, an inner model analysis was carried out. Inner model analysis determines the relationship between latent variables and concludes that the research hypothesis is accepted or rejected. The criteria for testing the hypothesis test are, if the t-statistic value is > 1.96 assuming alpha (5% error tolerance), it can be concluded that the relationship between the two latent variables is significant (the hypothesis is accepted) and vice versa. The results of the inner model analysis for the latent variables are presented in the following table

**Table 5: Hypothesis Testing**

Variabel			Path coefficients	P values	Conclusion
Job Resources	à	Work engagement	-0.492	<0.001	Affected
Job Resources	à	Job burnout	0.902	<0.001	Affected
Job burnout	à	Work engagement	-0.162	0.047	Affected
Challenge appraisal	*	Job resources – work engagement	-0.094	0.168	Not Affected
Challenge appraisal	*	Job burnout - work engagement	0.279	0.002	Affected
Hindrance appraisal	*	Job resources - work engagement	0.01	0.461	Not Affected
Hindrance appraisal	*	Job resources - job burnout	-0.015	0.439	Not Affected

Source: processing data

## DISCUSSION

H1: *Job resources affect Work engagement.*

The result of the first hypothesis test is that the relationship of the Job resources variable to *work engagement* shows a path coefficient value of  $-0.492 > 0$  (negative) and a significance value of  $<0.001$  less than alpha 0.05. Based on these results, it can be concluded that *Job resources* have a negative and significant effect on *Work engagement* (H1 received), in line with research conducted by Bakker & Demerouti (2017), which states that job resources negatively affect work engagement.

Job resources can have a beneficial impact on work engagement through a variety of approaches. First, having enough job resources may boost employee confidence and a sense of competence, increasing their degree of participation in their work (Bakker & Demerouti, 2017; Schaufeli & Bakker, 2004). Second, helpful job resources can boost employees' sense of autonomy and control over their jobs. This might offer individuals a sense of responsibility and satisfaction in completing work responsibilities, which can lead to increased work engagement (Leiter & Bakker, 2010; Russell *et al.*, 2020).

As a digital nomad worker, it turns out that job resources can negatively affect work engagement. Information about unclear rules and lack of direction from superiors and teams can affect positive aspects of work that can affect a person's work engagement.

H2: *Job resources affect Job burnout.*

The result of the second hypothesis test is the relationship of the Job resources variable to *job burnout* shows a path coefficient value of  $0.902 > 0$  (positive) and a significance value of  $<0.001$  less than alpha 0.05. Based on these results, it can be concluded that *Job resources* have a positive and significant effect on *job burnout* (H2 received). In line with research conducted by Maslach *et al.* (2001) which states that job resources positively affect job burnout.

Job resources have a big impact on job burnout. Job resources that can assist in lowering the risk of burnout include social support, autonomy, control, skill development, feedback, and sufficient task management. Social support from coworkers and supervisors can help alleviate feelings of loneliness and stress (Demerouti *et al.*, 2021). Work autonomy and control foster a higher sense of ownership and engagement. Competence and

job satisfaction are enhanced through skill development and constructive criticism. Effective workload management helps to avoid overwhelm and exhaustion. Access to suitable work resources can help to minimize job burnout by mitigating the effects of stress and boosting employee well-being.

Based on the results of research, a digital nomad has no obligation to be in the office so that they are able to develop existing skills more flexibly, besides that indicators in job resources such as learning opportunities that get support from companies are able to improve the skills of digital nomads in completing work more quickly and precisely.

H3: *Job burnout affects Work engagement.*

The result of the third hypothesis test is the relationship of the Job burnout variable to *work engagement* shows a path coefficient value of  $-0.612 > 0$  (negative) and a significance value of  $<0.04$  less than alpha 0.05. Based on these results, it can be concluded that *Job burnout* has a negative and significant effect on *work engagement* (H3 received). In line with research conducted by Schaufeli *et al.* (2006), which states that job burnout negatively affects work engagement.

Job burnout can have a significant negative impact on work engagement. Work engagement refers to the level of energy, enthusiasm, and dedication individuals bring to their work (Leiter & Bakker, 2010). When individuals experience burnout, it can lead to a decline in their work engagement.

A digital nomad is able to do his job anywhere but not anytime, and a digital nomad can work for several companies while each job has a deadline that sometimes takes more time. The number of jobs with short deadlines can increase stress, so it has an impact on work attachment.

H4: *Challenge appraisal in moderating the relationship of JR to WE.*

The result of the fourth hypothesis test is the challenge appraisal in moderating job resources and *work engagement* shows a path coefficient value of  $-0.094 > 0$  (negative) and a significance value of  $0.168$  more than alpha 0.05. Based on these results, it can be concluded that challenge appraisal weakens the relationship. Challenge appraisal has a negative and insignificant effect on moderated job resources and *work engagement* (H4 rejected). In line with research conducted by Schaufeli *et al.* (2006), challenge appraisal is unsuitable for digital nomads.

Challenge appraisal can act as a moderating factor in the relationship between job resources and work engagement. Challenge appraisal refers to how individuals perceive and interpret the demands and difficulties of their job. It involves viewing challenges as opportunities for growth and development rather than as overwhelming obstacles.

As a digital nomad, challenge appraisals can weaken the relationship of job resources to work engagement. Digital nomads can be interpreted as freelancers who have special expertise in certain fields; as we know above that, job resources have a significant negative effect on work engagement, so the challenge appraisal only weakens the relationship from the physical and psychological aspects of a digital nomad to the tightness of his work.

*H5: Challenge appraisal in moderating the relationship of JB to WE.*

The result of the fifth hypothesis test is the challenge appraisal in moderating job burnout and *work engagement* shows a path coefficient value of  $0.279 > 0$  (positive) and a significance value of  $0.002$  less than  $\alpha 0.05$ . Based on these results, it can be concluded that challenge appraisal strengthens the relationship. Challenge appraisal positively and significantly affects moderated job burnout and *work engagement* (H5 accepted). In line with research conducted by Plotnik (2005) (Schaufeli *et al.*, 2006), which states that challenge appraisal is can cause positive emotions for digital nomads.

Yes, challenge appraisal can indeed act as a moderating factor in the relationship between job resources and work engagement. Challenge appraisal refers to how individuals perceive and interpret the demands and difficulties of their job as positive and growth-oriented (Leiter & Bakker, 2010). Challenge appraisal typically moderates the relationship between job burnout and work engagement. Challenge appraisal is not relevant in moderating the relationship between job resources and work engagement, as discussed in the previous response. Job burnout and work engagement are two distinct constructs that are inversely related. Burnout is characterized by exhaustion, cynicism, and reduced professional efficacy, while work engagement reflects high levels of energy, dedication, and involvement in one's work (P.Li *et al.*, 2021).

Digital nomads can work for several companies, so often, many work from various companies with different deadlines; companies often provide bonuses by paying attention to the performance of a digital nomad in completing work well and on time. This circumstance can improve intimate relations with the company.

*H6: Hindrance appraisal in moderating the relationship of JR to WE.*

The result of the six-hypothesis test is that the hindrance appraisal in moderating job resources and *work engagement* shows a path coefficient value of  $0.01 > 0$  (positive) and a significance value of  $0.461$  more than  $\alpha 0.05$ . Based on these results, it can be concluded that hindrance appraisal weakens the relationship. Hindrance appraisal has a positive and insignificant effect on moderated job resources and *work engagement* (H6 rejected). In line with research conducted by Searle & Auton (2015), challenge appraisal is unsuitable for digital nomads.

In some cases, hindrance appraisal might not significantly moderate the relationship between job resources and work engagement. For instance, some individuals might remain highly engaged in their work regardless of hindrance appraisal due to strong intrinsic motivation or coping abilities. Conversely, employees with a positive hindrance appraisal might still experience low engagement due to job mismatch or limited growth opportunities. Additionally, overwhelming hindrance appraisal could overshadow the positive impact of job resources on engagement, while other individual and contextual factors might have stronger moderating roles. Human behavior is complex, and various factors can influence work engagement beyond hindrance appraisal.

Often a digital nomad works using personal resources, where the company does not provide working capital such as work support tools; besides, the different treatment of fellow employees makes a digital nomad feel that he does not have a strong attachment to the organization.

*H7: Hindrance appraisal in moderating the relationship of JR to JB.*

The result of the seven-hypothesis test is the hindrance appraisal in moderating job resources and job burnout shows a path coefficient value of  $-0.015 > 0$  (negative) and a significance value of  $0.439$  more than  $\alpha 0.05$ . Based on these results, it can be concluded that hindrance appraisal weakens the relationship. Hindrance

appraisal has a positive and insignificant effect on moderated job resources and job burnout (H7 rejected), in line with research conducted by Searle & Auton, (2015), which states that hindrance appraisal is unsuitable for digital nomads.

When a digital nomad faces a challenging work situation, they perceive the available resources as adequate and useful, leading to reduced job burnout. Thus, barrier assessments can moderate the relationship between job resources and job burnout by influencing how employees perceive and interpret the effectiveness of these resources in dealing with stressors at work.

Digital Nomads tend to have high levels of inhibition ratings to perceive the challenges of their nomadic lifestyle as significant hindrances and stressors, making it difficult to utilize their work resources effectively. A digital nomad is often concerned about internet connectivity issues, considering co-working spaces and online collaboration tools to be less effective in reducing work-related stress.

## CONCLUSION

The results of this study show:

*H1: Job resources affect Work engagement.*

*H2: Job resources affect Job burnout.*

*H3: Job burnout affects Work engagement.*

*H4: Challenge appraisal does not affect the relationship between Job resources and Work engagement.*

*H5: Challenge appraisal strengthens in moderating the relationship of Job burnout to Work engagement.*

*H6: Hindrance appraisal does not affect the relationship of Job resources to Work engagement.*

*H7: Hindrance appraisal does not affect moderating the relationship of Job resources to Job burnout.*

## RECOMMENDATIONS

1. As a digital nomad, paying attention to the balance between job resources, job burnout, and work engagement to optimize productivity and happiness in this lifestyle is important.
2. A reliable internet connection is essential in working as a digital nomad to avoid frustration and increase productivity. Choosing a place to live that is comfortable and supportive can also help reduce job burnout rates.

3. Take advantage of various tools and technologies that can increase your work efficiency. Using project management apps to organize tasks, reminder apps to manage schedules, and collaboration platforms to work with teams effectively. Using the right technology can increase job resources and reduce the potential for job burnout.

As a digital nomad, getting caught up in work overload is easy. Set time limits for work and regular rest periods. Make sure to give yourself enough time to rest, relax, and enjoy personal moments to maintain an optimal level of work engagement and avoid work burnout.

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