

Correlation between Meaningful Work and Employee Job Crafting with Mediator Work Engagement

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Abstract

This research was conducted to examine the correlation between meaningful work on job crafting with work engagement mediators. The inconsistency of results in several previous studies is why this research is being conducted. The type of research used is correlational quantitative with survey methods. This study uses three measurement tools: the Work as Meaning Inventory to measure meaningful work, the Utrecht Work Engagement Scale to measure work engagement, and the Job Crafting Scale. The form of research analysis uses Rasch Model analysis and Multilevel Structural Equation Modeling. Data obtained from 107 employees with minimum age criteria of 18 years, who have worked for at least three months, and are active employees in the formal sector, specifically in private companies, show that indirectly effect there is a significant correlation (p less than or equal to 0.001) on meaningful work towards job crafting through work engagement. The results of this study mean that employees who can interpret their work are supported by a totality level of enthusiasm for work so that they can design their work with their proactive strategy. Suggestions for future research are to explore the scope of research participants in state-owned companies to obtain research results with a more comprehensive picture.

Abstrak

Penelitian ini dilakukan untuk menguji korelasi antara *meaningful work* terhadap *job crafting* dengan mediator *work engagement*. Ketidakkonsistenan hasil pada beberapa penelitian sebelumnya menjadi dasar alasan penelitian ini dilakukan. Jenis penelitian yang digunakan yakni kuantitatif korelasional dengan metode survei. Penelitian ini menggunakan tiga alat ukur, yakni *Work as Meaning Inventory* untuk mengukur *meaningful work*, skala *Utrecht Work Engagement Scale* untuk mengukur keterlibatan kerja, dan *Job Crafting Scale*. Bentuk analisis penelitian menggunakan analisis *Rasch Model* dan *Multilevel Structural Equation Modelling*. Data yang diperoleh dari 107 pegawai dengan kriteria minimal usia 18 tahun, telah bekerja minimal tiga bulan, dan merupakan pegawai aktif di sektor formal spesifiknya di perusahaan swasta menunjukkan secara *indirect effect* ada korelasi yang signifikan (p kurang dari atau sama dengan 0,001) pada *meaningful work* terhadap *job crafting* melalui *work engagement*. Hasil penelitian ini memiliki arti bahwa pegawai yang mampu memaknai pekerjaannya didukung dengan tingkat totalitas semangat dalam bekerja, maka ia dapat mendesain pekerjaannya dengan strategi proaktif yang dimiliki. Saran untuk penelitian berikutnya ialah untuk merambah lingkup partisipan penelitian di perusahaan negeri agar mendapat hasil penelitian dengan gambaran yang lebih komprehensif.



INTRODUCTION

It is known that many companies are currently facing uncertain global issues (Aribowo & Wirapraja, 2018; Salamzadeh & Dana, 2021). Various companies try to survive by relying on their resources (Salamzadeh & Dana, 2021). Not only focusing on resource utilization, but current global issues also make many employees have a higher level of pressure at work than before (Dan et al., 2020). Regarding resources and job demands, this study employs the concept of job demands-resources (JD-R) because this concept is frequently used to understand the connectedness process related to the current condition of employees, particularly in terms of how individuals manage the balance between work demands and work resources. (Bakker & Demerouti, 2014, 2017; Bakker & Leiter, 2010).

The work pressure employees feel with limited resources makes it difficult for employees to tinker with or redesign their work (Dan et al., 2020). Initiative behavior by individuals, such as changing job demands and resources to maximize work, is called job crafting (Tims et al., 2012). Initially, job crafting was a concept developed by Wrzesniewski & Dutton (2001) with three aspects: task changes, cognition, and relationships. Along with the evolution of the concept of science and the complexity of the current work environment, the concept employed in this study is job crafting, as proposed by Tims et al. (2012), with its four aspects: increasing structural job resources, reducing inadequate job demands, increasing work social resources, and increasing work demands that employees perceive as challenging. The need to apply job crafting skills for employees becomes even more critical if we can understand the antecedents behind them.

The latest research by Dan et al. (2020) explained that the antecedents of meaningful work correlate with job crafting. This is further reinforced by research by Steger et al. (2012), which explains that using variables that influence job

crafting, such as the meaningfulness of work, will produce optimal correlations. Employees who can interpret their work as a whole will have confidence and be able to form goals that are important in advancing the organization (Berg et al., 2010). The use of meaningful terminology describes the level of employee confidence in internalizing the work process (Dik et al., 2013). When employees have a clear understanding of themselves, the nature and description of expectations from the work environment, and the ability to fulfill their work goals, they experience a sense that the work they are doing is meaningful (Steger et al., 2012). Therefore, discussing the concept of meaningful work as an antecedent of job crafting is important because of the varied outcomes that can be produced positively for employees (Dan et al., 2020; Lazazzara et al., 2020).

Not only has it been proved that there is a theoretical correlation between the meaningfulness of work and job crafting, but it is also important that this research be conducted because it relates to employee issues in this era of complete uncertainty, when employees often struggle to maintain their work engagement (Ahmed et al., 2016). Work engagement is a positive and satisfying individual mental condition described by enthusiasm, dedication, and focused concentration at work (Bakker & Leiter, 2010). Previous studies have explained that employees who can interpret their work will increase work engagement (Ahmed et al., 2016; Geldenhuys et al., 2014; van Wingerden & Poell, 2019). When employees can interpret their work as a whole and also have good work engagement, then later, they will easily apply job-crafting skills in their work (Dan et al., 2020). In light of this, it is crucial to do this research to comprehend the relationship between the meaningfulness of work on job crafting and the concept of work engagement as a moderator.

Considering the inconsistencies in the research results, which link the meaningfulness of work to job crafting using work engagement mediators, this research is important to do (Dan et al., 2020; van Wingerden & Poell, 2019). In detail, research conducted by Dan et al. (2020) tried to link the meaningfulness of work to work engagement, and research conducted by van Wingerden & Poell (2019) correlated the meaningfulness of work to resilience by using two intermediary variables, namely, work engagement and job crafting.

Another reason that underlies the importance of this research is the research results of van Wingerden & Poell (2019), showing that the majority of respondents are women, so the number of respondents between men and women is unequal. In addition, the industrial sector used is limited, so the research is difficult to generalize. Therefore, this research was conducted to answer the limitations of previous research by reaching out to respondents from various industrial sectors with a balanced quantity of gender employees.

METHODS

This research belongs to the type of quantitative correlational research. The population in this research uses a margin of error calculation reference of 5% with a confidence level of 95% from Raosoft. The research sample is an employee who is actively working with a minimum age of 18 years, the scope of work is in the formal sector, specifically private companies, and has a minimum of three months of work experience. The number of samples in this study was 107 employees. Using a non-random sample method known as accidental sampling, respondents who met the research criteria were permitted to complete the distributed survey. Google Form was utilized for the entire data collection process. The data collection procedure begins with preparing an online form containing the respondent's identifying information and three measuring instruments. After completion, the form is distributed via social media. The data

collection process lasted around one month in December 2021. The acquired information was subsequently analyzed using statistical analysis.

There are three instruments used in this research. The variable of meaningful work is measured by the Work as Meaning Inventory (WAMI) scale, which contains ten items covering three aspects: positive meaning, meaning-making, and greater good. This scale is a Likert scale with five categories of answers, ranging from one for strongly disagree to five for strongly agree (Steger et al., 2012). In this study, the WAMI scale used results from an adaptation translated using the back translation method. Based on research by Steger et al. (2012), the WAMI scale has a good validity value, while the reliability value obtained with Cronbach's alpha formula is also good, equal to 0.89.

The Utrecht Work Engagement Scale (UWES) measures the work engagement variable. It contains nine items from three aspects: vigor, dedication, and absorption. There are seven categories of answers, ranging from one for never to seven for always (Schaufeli et al., 2016). The UWES used in this study is an adaptation of Kristiana et al. (2019), which also uses the back translation method. This scale has a Cronbach's alpha reliability value of 0.85. Based on research by Kristiana et al. (2019), UWES, which has been adapted into Indonesian, has good psychometric properties and validity.

The Job Crafting Scale (JCS) measures the job crafting variable. Within this scale are 21 items from several aspects: socially increasing labor resources, structurally increasing labor resources, increasing challenging job demands, and reducing inhibiting job demands. Five categories of answers range from one for never to five for always (Tims et al., 2012). The JCS used is an adaptation of Tims et al. (2012), which was translated using the back translation method. Based on research by Tims et al. (2012), this scale proved to be good and can be used for research use with a Cronbach alpha reliability value of 0.87.

The analytical method used in this study is the Rasch model analysis and multilevel structural equation modeling (MSEM). The Rasch model analysis was carried out to simultaneously determine the interaction between respondents and items. This analysis was chosen because a value is not seen raw but uses a logit value, indicating the probability of choosing an item in a group of respondents (Linacre, 2006). The psychometric device used in this study is the reliability of instrument items (respondents and items). Preacher (2011) explained that MSEM is a statistical strategy used to evaluate mediating variables using three levels of data. This study

uses the Winstep program to analyze data with the Rasch model analysis and JASP version 0.14.1 to analyze data with MSEM.

This study uses informed consent to maintain the confidentiality of the research respondents' data. In addition, this study also used ethical clearance, which stated that this research was carried out because it was feasible to meet specific requirements.

RESULTS

Before doing a mediation analysis with MSEM, the logit score of each variable is first determined using the following measurement model.

Table 1.
Measurement Model Results

	Meaningful Work	Work Engagement	Job Crafting
Person Reliability	0.96	0.87	0.88
Item Reliability	0.99	0.99	0.97
Cronbach's Alpha	0.893	0.855	0.870
Item Infit MNS	0.83	0.76	0.69
Item Infit ZTD	1.60	1.40	2.00
Item Outfit MNS	2.07	0.69	0.69
Item Outfit ZTD	1.80	1.30	1.90
Biserial Point	0.320–0.829	0.624–0.763	0.309–0.674

Table 2.
Mediation Analysis Results

Total Effect		Direct Effect		Indirect Effect				
Coefficient	p-value	Coefficient	p-value	Coefficient	SD	z-value	p-value	95% CI
0.579	< 0.001	-0.007	0.759	0.586	0.074	7.887	< 0.001	0.440–0.732

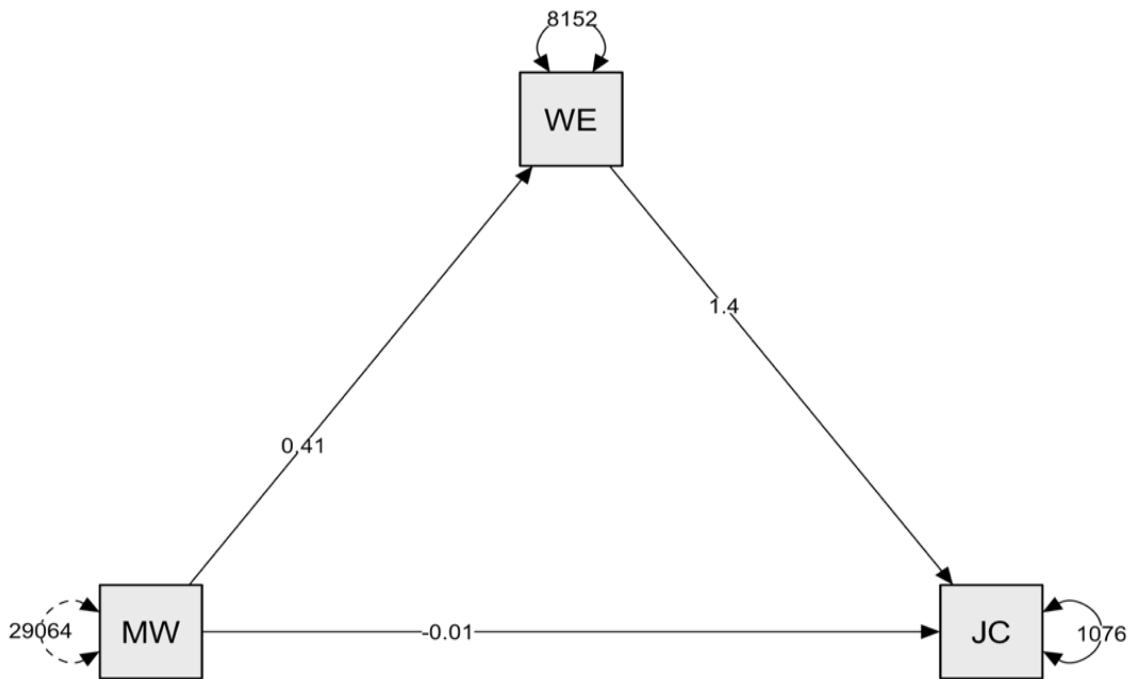


Figure 1.
Path Analysis of the Relationship Between
Meaningful Work, Work Engagement, and Job Crafting

Table 1 shows that the scale values of the three variables are said to be valid because Cronbach’s alpha value is ≥ 0.7 . It was also shown that the biserial point values of the three variables exceeded the minimum limit of ≥ 0.3 . The value of the ZTD infit item is in the range of 0.5 to 1.5. The results of item reliability show a good value because the three variables have a value of ≥ 0.5 . Processing the data shown in the measurement model table produces a logit score used to carry out mediation analysis, along with its elaboration. Mediation analysis was carried out to assess the role of work engagement (WE) mediators in the relationship between meaningful work (MW) and job crafting (JC).

The results in Table 2 show that the total effect of meaningful work on job crafting is significant ($E = 0.579, z = 7.696, p \leq 0.001$). However, the direct effect results without adding the work engagement variable show no significant difference between meaningful work and job crafting variables ($E = -0.007, z = -0.307, p = 0.759$). Finally, the results shown on the indirect effect produce a significant correlation ($E = 0.586, z = 7.887, p \leq 0.001$). The results of this study ex-

plain that the relationship between meaningful work and job crafting includes full mediation because the role of work engagement fully mediates the correlation between the two variables.

DISCUSSION

In accordance with the psychometric aspects of the Rasch model analysis, this study’s findings indicate that the measurements are accurate (Table 1). It is known that Cronbach’s alpha (KR-20) for meaningful work, work engagement, and job crafting variables is 0.893, 0.855, and 0.870 respectively, and item reliability for meaningful work, work engagement, and job crafting variables is 0.99, 0.99, and 0.97 respectively. These results empirically support the quality of the fundamental measurements of the three instruments. Cronbach’s alpha value thus means that there is a match between the respondents and the instruments used. In addition, the reliability value of the items from the three variables means that the three instruments have very good reliability values (Sumintono & Widhiarso, 2013).

The results of the multivariate test analysis show a significant indirect effect on the mean-

ingful work variable through work engagement on job crafting. This result shows that the hypothesis in this study is accepted. A high level of meaningful work correlates significantly with high employee job crafting through work engagement. The results of such research indicate that the more employees can interpret to the work they have, the more job crafting skills they will be able to improve at work supported by a level of work engagement that is also capable of being implemented (Schaufeli et al., 2016; Steger et al., 2012; Tims et al., 2012).

The indirect effect results show a significant correlation between meaningful work and job crafting through work engagement. This result supports the JD-R model's theoretical concept, which places meaningful work as personal resources and is supported by work engagement as job resources (Bakker & Leiter, 2010). The JD-R model concept explains that a combination of personal resources supported by job resources will produce positive outcomes, which in this study is job crafting (Bakker & Leiter, 2010). Employees who can interpret work along with descriptions of work activities that are usually carried out and are supported by a high level of work engagement will assist employees in optimizing their sense of initiative to design or tinker with ways of doing work (Schaufeli et al., 2016; Steger et al., 2012; Tims et al., 2012).

The results of previous research examining the correlation between meaningful work and job crafting by mediating work engagement also show the same thing, as done by Dan et al. (2020) and van Wingerden & Poell (2019). It is known that employees' understanding of their work will influence organizational results and can facilitate the development of positive attitudes such as work engagement (van Wingerden & Poell, 2019). Increasing employee work engagement also led to increased job crafting abilities displayed by employees (van Wingerden & Poell, 2019).

CONCLUSION

The results of this study have added to existing theories related to employee perceptions of their work, indicated by the indirect effect of meaningful work on job crafting by mediating work engagement. Based on the JD-R model theory, it is proven that job and personal resources are important for employees to increase positive outcomes such as job crafting abilities that can be implemented in their workplace. The limitations of this study are that the sample of respondents mainly works in private companies, so this study results cannot be generalized to employees from various formal sectors, both public and private. Subsequent research is expected to expand the formal sector regarding the scope of work of employees as respondents in their research.

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