

THE ROLE OF JOB CRAFTING AND PSYCHOLOGICAL EMPOWERMENT ON WORK ENGAGEMENT

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Abstract - This study aims to examine the role of job crafting and psychological empowerment to work engagement in IT sales in Jakarta. Work engagement is important for employees in the company because work engagement can increase employee innovation in being more creative, productive, and willing to contribute further to their work. A questionnaire survey through an online survey was conducted among IT Sales employees. The participants of this study were 208 IT sales employees who worked in Jakarta. The measurement of this study uses SmartPLS3. Job crafting, psychological empowerment, and work engagement were assessed using the Job Crafting Scale, Psychological Empowerment Scale, and Utrecht Work Engagement Scale (UWES). Multiple regression showed that job crafting was significant role associated work engagement ($\beta = 0.482$, $p = 0.000 < 0.05$). The more innovative and proactive IT sales employees are, the more engage IT employees working at the company. While psychological empowerment does not have a significant role associated work engagement ($\beta = 0.105$, $p = 0.084 > 0.05$). This study reveals differences with previous research that psychological empowerment has a significant role in work engagement.

Keywords - Work Engagement, Job Crafting, Psychological Empowerment

I. INTRODUCTION

Technology companies are the sector most sought after by job seekers in Indonesia by 27% according to a survey by Robert Walters Indonesia because it is very dynamic so that it spurs employees to be enthusiastic in making changes (Ismarani, 2017). Employees who behave proactively are a factor in the company's success in running a business (Yuan & Woodman, 2010), including IT companies. Proactive behavior is not just taking the initiative but is responsible for the activity carried out by exploring and developing creativity to achieve success from the ideas generated (Yuan & Woodman, 2010). The company wants employees to be able to create something new and different from others to be the key to success for employees (Arya, 2017), have a passion and enthusiasm to motivate themselves in facing challenges and problems that must be faced (Loretto, 2019). Employees who refuse to change and adjust will retreat and disappear by themselves, especially the sales profession (Mulyadi, 2017). Companies often find obstacles in the sales team, which are reluctant to read, are unwilling to learn something complicated, are unwilling to do work procedures that are too complicated, and are unwilling to take care of the paperwork (Mulyadi, 2017). In addition to that, employees are reluctant to initiatives by asking colleagues and superiors if there are products that are not understood (T. Fian, personal communication, 12 October 2019). According to Dedy Budiman (CEO of Jakarta Sales Indonesia and Founder of SDI), it is important for sales to improve their abilities and be supported by companies that provide facilities to increase sales capacity through product knowledge and soft skills training, but sales seldom want to learn and participate in training (Burhanudin, 2017). In contrast to company Y the work carried out requires

employees to an initiative in increasing sales and targets by seeking training to hone the abilities of employees (J, Purnomo, personal communication, 2 October 2019). Employees expressed the same thing in Company Z, employees have their initiative to form a group chat on WhatsApp to share information and ask the product specialist if there is no explanation in the group chat (F.Setiawan, personal communication, 10 October 2019). The above phenomenon shows some indications of job crafting. Job Crafting is defined as employee initiatives to increase resources (capabilities, skills, etc.) in work and social networks, to be more receptive to challenges/demands at work, and to reduce things that hinder the fulfillment of work demands (Tims, Bakker, & Derks, 2012). Job crafting is conceptualized as a personal resource (personal resource) because it can design and improve work and the social environment of individuals in the workplace (Sakuraya, Shimazu, Imamura, Namba, & Kawakami, 2016). Personal resources are explained as one of the predictors in work engagement research (Halbesleben, 2010; Stander & Rothmann, 2010; Kimura, 2011; Bhatnagar, 2012). One of the variables included in personal resources is job crafting (Sakuraya et al., 2016). Previous research revealed that job crafting has a significant and positive relationship to work engagement (Sakuraya, 2017; Bakker, Munoz, & Vergel, 2016). Work attachment is defined as a positive state of mind and is related to work characterized by enthusiasm (vigor), dedication, and absorption in work (Schaufeli, Bakker, & Salanova, 2006). Work engagement predicted by personal resources still requires explanation. In addition to job crafting, personal resources consist of various kinds of resources, organizational based self-esteem, self-efficacy, optimism (Hobfoll, 2002), hope, resilience, psychological capital (Heuvel, Demerouti, Schaufeli, & Bakker, 2010), and

psychological empowerment (Spreitzer, 1995). Among the personal resources outlined, psychological empowerment often predicts work engagement. Work engagement is not only predicted by job crafting as a personal resource but also predicted by other personal resources, such as psychological empowerment (Stander & Rothmann, 2010); Kimura, 2011; Bhatnagar, 2012). Psychological empowerment is a motivational construct that manifests into four cognitions, namely meaning, competence or self-efficacy, self-determination, and impact (Spreitzer, 1995). Research conducted by Jose and Mampily (2014); Macinga, Sulea, Sarbescu, Fischmann, and Dumitru (2015); Meng and Sun (2019) revealed that psychological empowerment has a role in work engagement. Based on the explanation above, there is still little research comparing personal resources, namely job crafting and psychological empowerment, which has the most significant role in predicting work engagement.

The role of job crafting and psychological empowerment is explained by the theory of conservation of resources (COR). The theory of conservation of resources (COR) explains that the availability of resources can make individuals tend to seek the availability of these resources, even adding to them so that the expected results can be maintained (Hobfoll, 2002). Individuals who have additional resources will not be easily susceptible to stress and able to do work with more enthusiasm, dedicated, and concentrated on increasing work engagement (Hobfoll, 2011). Likewise, the work engagement as an outcome expected by the organization can still exist with the availability of resources that are always added by individuals themselves.

1.1 The Role of Job Crafting on Work Engagement

Based on Sakuraya's research (2017), job crafting has a role in positive mental health (i.e., work engagement) and negative mental health (i.e., psychological distress) among Japanese employees. The results of the multiple regression analysis tested show that there is a positive relationship between job crafting with work engagement and a negative relationship between job crafting and psychological distress. Job crafting can increase work engagement among Japanese employees.

H1: Job crafting plays a role in the engagement of IT sales employees

1.2 The Role of Psychological Empowerment on Work Engagement

Based on research by Jose and Mampily (2014) revealed that psychological empowerment has a positive and significant role in work engagement. Psychological empowerment and work engagement

have increased substantially over the last decade among practitioners and academicians.

H2: Psychological empowerment contributes to work engagement in IT sales employees

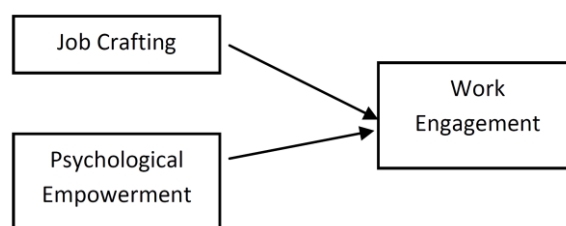


Fig.1 - Research Framework

II. DETAILS EXPERIMENTAL

2.1. Participants

Participants in this study are IT sales employees in Jakarta who sell IT products (i.e., hardware and software). The number of study participants was 208 IT sales in Jakarta. Of 208 participants, 125 people (60.10%) were male, and 83 people (39.90%) were female. The age range of participants is a minimum of 22 years to a maximum of 36 years, with an average age of 29.75 years ($M = 29.85$, $SD = 4.039$, $Min = 22$, $Max = 36$). The last education of participants varied from D3 to S3. The average length of work is four years ($SD = 4,039$). Participant positions are divided into four parts, staff/officers, first-line management (supervisors, assistant managers, coordinators, team leaders), and middle management (Managers, Executive Managers, General Managers).

Retrieval of data using non-random sampling techniques, namely accidental or convenient sampling. The design of this study is non-experimental with quantitative research. The data collected is processed and analyzed using multiple regression analysis techniques with SmartPLS 3.

2.2. Measures

Work engagement

The measuring instrument used to measure work engagement is the Utrecht Work Engagement Scale (UWES) with dimensions of vigor, absorption, and dedication developed by Schaufeli, Bakker and Salanova (2006). The measuring instrument used to measure work management is the Utrecht Work Engagement Scale (UWES) developed by Schaufeli, Bakker, and Salanova (2006). UWES measures the work engagement construct that has three dimensions, vigor, dedication, and absorption, and consists of 17 statement items. This UWES measurement system has an answer rating system for Likert scale to assess the frequency of occurrence of items with a range of numbers from 0 to 6, where the number 0 has the meaning "never" and the number 6 has the meaning "always" or "every day." The

Alpha's Cronbach value on the work engagement measurement tool is .944. That is, the measurement of work engagement is quite reliable.

Job crafting

Measuring instruments used to measure job crafting is Job Crafting Scale with dimensions of increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands developed by Tims et al. (2012). This measuring device consists of 21 items of the original statement from the measuring instrument and eight items of the statement made by researchers. The reason for adding item items to this gauge is because seven items in each dimension are deemed insufficient to measure dimensions in the context of employees in the company. The answer grading system for Likert scale to assess the frequency of items occurring with ranges of numbers 1 to 5 that follow the original measuring instrument, where number 1 has the meaning "never," and number 5 has the meaning "often". The Cronbach's Alpha value in the job crafting gauge is .924. That is, the measurement of job crafting is quite reliable.

Psychological empowerment

The measuring instrument used to measure psychological empowerment is the Psychological Empowerment Scale with dimensions of meaning, competence, self-determination, and impact developed by Spreitzer (1995). This measuring device consists of 12 items of the original statement from the measuring instrument and eight items of the statement made by researchers. The reason for adding item items to this gauge is because three items in each dimension were deemed insufficient to measure dimensions in the context of employees in the company. The answer grading system for Likert scale to assess the frequency of items occurring in the range of numbers 1 to 7 that follow the original measuring instrument, where number 1 has the meaning "very inappropriate," and number 7 has the meaning "very appropriate". Alpha Cronbach's value on this psychological empowerment measurement tool is .938. That is, the measurement of psychological empowerment is quite reliable.

III. RESULTS AND DISCUSSION

3.1. Results

Work engagement score has a rating scale of 1 to 7, where the mean value is 4. The participant of work engagement value is high ($M = 4.8$, $SD = 0.60$) because the mean value is greater than the mid-value is 4. The dimensions of vigor, the score of participants is high ($M = 4.8$, $SD = 0.64$). The dimension of absorption, the score of the participants was high ($M = 4.9$, $SD = 0.6$). The dimension of dedication, the score of participants is high ($M = 4.9$, $SD = 0.62$).

Dimensi	M	SD	Keterangan
Vigor	4,8	0,64	Tinggi ($M > 4$)
Absorption	4,9	0,64	Tinggi ($M > 4$)
Dedication	4,9	0,62	Tinggi ($M > 4$)

Note: Work engagement scale 1-7 (middle value is 4)

Table 2.1 - Work Engagement

Job crafting scores have a rating scale of 1-5, where the mean value is 3. The value of the participant job crafting variable is high ($M = 4.13$, $SD = 0.40$) because the mean value is greater than the middle value, which is 3, meaning the participant in this study had a high job crafting. The dimension of increasing structural job resource (ISJR), the score of participants is high ($M = 4.15$, $SD = 0.35$). For the dimension of increasing social job resource (ISoJR), the score of participants is high ($M = 4.16$, $SD = 0.35$). The dimension of increasing challenging job demand (ICJD), the score of participants is high ($M = 4.18$, $SD = 0.54$). The dimensions of decreasing challenging job demand (DCJD), the score of participants is high ($M = 4.03$, $SD = 0.37$).

Dimensi	M	SD	Keterangan
Increasing Structural Job Resources	4,15	0,48	Tinggi ($M > 3$)
Increasing Social Job Resources	4,16	0,35	Tinggi ($M > 3$)
Increasing Challenging Job Demand	4,18	0,54	Tinggi ($M > 3$)
Decreasing Hindering Job Demand	4,03	0,37	Tinggi ($M > 3$)

Note: Job crafting measurement scale 1-5 (middle value is 3)

Table 2.2 - Job Crafting

The psychological empowerment score has a rating scale of 1 to 7, where the mean value is 4. The value of the psychological empowerment variable of the participants is high ($M = 5.79$, $SD = 0.51$) because the mean value is higher than the middle value, which is 4, meaning the participant in this study has high psychological empowerment. The dimension of meaning, the score of the participants, is high ($M = 5.77$, $SD = 0.50$). The dimension of competence, the score of participants, is high ($M = 5.8$, $SD = 0.55$). The dimension of self-determination, the score of the participants is high ($M = 5.7$, $SD = 0.58$). The dimension of impact, the score of participants is high ($M = 5.7$, $SD = 0.62$).

Dimensi	M	SD	Keterangan
Meaning	5,77	0,50	Tinggi ($M > 4$)

Competence	5,86	0,55	Tinggi (M>4)
Self	5,75	0,58	Tinggi (M>4)
Determination			
Impact	5,77	0,62	Tinggi (M>4)

Note: Psychological empowerment measurement scale 1-7 (middle value is 4)

Table 2.3 - Psychological Empowerment

Multiple Regression Analyses

Based on the data obtained, multiple regression tests were performed between the variable job crafting and psychological empowerment on work engagement. The results of multiple regression tests between job crafting and psychological empowerment to work engagement using SmartPLS 3 (abnormal data) obtained the value $\beta = 0.482$, $p = 0,000 < 0.05$ for job crafting and $\beta = 0.105$, $p = 0.084 > 0.05$ with coefficient of determination $R^2 = 0.319$. It can be concluded that job crafting has a significant role in work engagement. Thus hypothesis 1 is supported. This means that the growth of individuals taking the initiative and behaving proactively the more the individual is bound to his work. While psychological empowerment does not have a significant role in work engagement. Thus hypothesis 2 is not supported by this study.

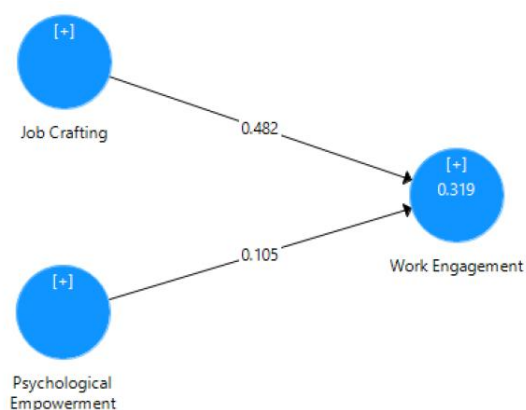


Fig.2 -Multiple regression analyses work engagement from job crafting and psychological empowerment

3.5. Discussions

The results of this study are following previous research conducted by Sakuraya (2017), which states that all dimensions of job crafting have a role in work engagement, the more proactive and individual initiative in work, the higher the level of personal work engagement in the company. Even though these two studies are equally important, the magnitude of the role of job crafting for work engagement is greater in Sakuraya research (2017) compared to the role of job crafting for work engagement in this study. The difference found in this study is the number of participants and participant criteria. Sakuraya (2017) used 894 respondents, and the participant criteria were all manufacturing employees. While this study used 208 participants and the criteria

for participants were IT sales in Jakarta. However, the results of this study do not support other previous research, which states that two dimensions of job crafting (i.e., increasing structural job resources and challenging job demands) have a significant role in work engagement. The other dimensions of job crafting (i.e., increasing social job resources and decreasing hindering job demands) do not have a role in work engagement (Bakker, Munoz, & Vergel, 2016). The difference found in this study is that the partitioning criteria used by Bakker et al. (2016) are from seven different companies in Poland, Romania, Lithuania, and the Netherlands. Researchers contacted all participants via telephone and email.

However, the results of this study do not support the second hypothesis: psychological empowerment does not have a significant role in work engagement. This research does not support the results of previous studies conducted by Jose and Mampilly (2014), Macinga, Sulea, Sarbescu, Fischmann, and Dumitru (2015), and Meng and Sun (2019) who state that psychological empowerment is a predictor of work engagement. If we analyze in terms of the characteristics of the research, the employees participating in Jose and Mampilly (2014), Macinga, Sulea, Sarbescu, Fischmann, and Dumitru (2015) and Meng and Sun (2019) are above 30 years, and the study is whereas the average age of this study is below 30 years, it can be assumed that age also affects individuals in psychologically empowering themselves.

IV. LIMITATIONS

Previous studies have explained the contribution per dimension to work engagement, so it is hoped for further research to explain each dimension to the work engagement variable. This research also has limitations in the online form, in terms of collecting self-report data in the form of an online questionnaire. Individuals tend to do faking good or answer questions with things that are ideal about themselves instead of answering questions based on the situation they are experiencing. Besides, the online questionnaire form made the writer unable to control the participants who filled it seriously or not. Participants also cannot ask the author directly related confusing questions so that participants can answer based on their perceptions and understandings. To solve this problem, it would be better if further research uses an offline questionnaire rather than an online questionnaire, and the distribution is done face-to-face with researchers. If future researchers still want to use online questionnaires and reduce the tendency to pretend to be good, different perceptions of statement items, and the lack of seriousness of participants in filling out is to include Person in Charge (PIC).

V. CONCLUSION

Based on data analysis conducted by the author, the following conclusions are obtained:

1. Job crafting has a significant role on work engagement that is equal to 48.2%, meaning that the more initiative and proactive IT sales employees, the more bound the IT sales employees when working at the company.
2. Psychological empowerment does not have a significant role in work attachment that is equal to 10.5%, meaning that the presence or absence of psychological empowerment does not determine employee engagement in the company

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