

The Effect of Job Crafting on Work Engagement on Working Students

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Abstract

One of the main factors that are of concern to business people is the work engagement of each employee. The high work engagement of employees can add various benefits to the organization, because with high work engagement, employees will voluntarily give their best contribution to their work, and this will lead to the company's success. Currently, there are many students who are also working. Generally, students have views and ways of working that are different from ordinary employees. This is what business people need to consider in order to make the best strategy to maximize the productivity of working student. Based on this description, the purpose of this study is to determine whether job crafting, work meaning, and psychological capital can affect work engagement in working students. This study was conducted to update the concept of the previous research model by Letona-Ibañez et al. (2021) regarding work engagement, by adding psychological capital as the dependent variable. This study uses the Structural Equation Model (SEM) with a total sample of 120 respondents who were determined using the purposive sampling method. The result of this research is that job crafting has a positive effect on work meaning and work engagement. Work meaning has a positive effect on work engagement. Work meaning mediates the relationship between job crafting and work engagement. Psychological capital does not have a positive effect on work engagement. For working students, work engagement can be strengthened by increasing their job crafting and work meaning.

Keywords

job crafting; work meaning;
work engagement; working
student



I. Introduction

In the era of globalization as it is today, there are many opportunities for students to be able to excel in a field of work other than in the field of education. Students who work are generally more active and creative in assessing and carrying out their work. They will compare the knowledge gained from their education with the work they do. Not infrequently they will apply new ways that are more efficient and effective for them according to what they get in their lectures. For working students, it is not easy for them to have high involvement in an organization. Work involvement is a very important thing in the business world. Qin et al. (2021) also stated that work engagement does have an important role in an organization.

Letona-Ibañez et al. (2021) revealed that work engagement can create a strong sense of bond between individuals and the organization so that they want to remain loyal to the organization. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). An employee who has high work engagement will produce positive results in his work (Tian et al., 2021). Work engagement can affect individual behavior at

work, and this can be seen in their performance in the organization. Organizational success can be said to be successful if the performance of employees within the organization is good (Pronajaya et al., 2021). Several factors need to be considered by business people to be able to maximize their work engagement. The previous theory stated that job crafting and work meaning can increase employee work engagement (Vermooten et al., 2019; Letona-Ibañez et al., 2021).

Based on the research concept Letona-Ibañez et al. (2021), this study added psychological capital as a predictor of work engagement. Psychological capital directs employees to maximize their potential at work so that it can help them in completing their tasks (Qin et al., 2021). Psychological capital can also reduce stress levels in employees through their positive and optimistic feelings about their work (Setiadi et al., 2020), this is what underlies the authors to add psychological capital as a predictor of work engagement in working students. Thus, the purpose of this study was to find out whether job crafting, work meaning, and psychological capital were able to influence work engagement in working students.

II. Review of Literature

2.1 Job Crafting and Work Engagement

Ibañez et al. (2021) define job crafting as an active behavior in which a worker tries to change the way or process of his work through physical or cognitive modifications as well as tasks and personal relationships in their work environment. This kind of behavior might be done by students when they do their assignments at work. Students will be more interested in working when they love their work. It is the love for their work that makes them voluntarily want to be more involved in the work. Schaufeli et al. (2006) stated that job involvement refers to a positive and effective high energy state combined with a high level of dedication and a strong focus on work. Furthermore, the study of Sakuraya et al. (2017); Bakker & Albrecht (2018); Dan et al. (2020) has proven that there is a positive influence generated by job crafting on work engagement in employees. Based on this description, the hypotheses to be proposed are:

H₁: Job crafting has a positive effect on work engagement

2.2 Job Crafting and Work Meaning

Steger & Dik (2009) define work meaning as an individual's understanding of their work environment, identity, skills, and needs, and after that, they will naturally be able to adapt well to that environment. Furthermore, Letona-Ibañez *et al.* (2021) explain that through work meaning, individuals can know themselves better and bring meaning to their personal lives. Research on the relationship between job crafting and work meaning has been discussed before, but it is still rare to focus on the relationship between these variables on working students. Generally, working students have a desire to improve their welfare through education as well as their work, and this is in line with the statement of Rosso *et al.* (2010) who recognizes that job crafting can be the basis for employee welfare in the workplace. Job crating directs employees to optimize their perception of their work. The study of Tims et al. (2016); Vermooten et al. (2019); Dan et al. (2020) have confirmed that job crafting plays a role in influencing the level of work meaning. Based on this explanation, the hypotheses that can be built are:

H₂: Job crafting has a positive effect on work meaning

2.3 Work Meaning and Work Engagement

Letona et al. (2021) found that work meaning shows a very strong relationship with work engagement. Work meaning can help students who work to adapt more quickly to the work environment. Employees who quickly adapt to the environment will produce good work. Students who work will have a desire to be involved and contribute more to their work when they realize that their work provides many positive things for their survival. Previous research has also proven that work meaning has a relationship with work engagement (Ahmed et al., 2016). In line with this statement, Asiwe et al. (2017) also stated that work meaning is a strong predictor of work engagement. Other results also support the relationship between word meaning and the level of work engagement (Bakker and Albrecht, 2018; Dan et al., 2020; Letona-Ibañez et al., 2021). Based on the explanation, the hypotheses to be proposed are:

H₃: Work meaning has a positive effect on work engagement

2.4 Mediation Role Work Meaning

Previously, it has been explained that work meaning has a positive relationship with job crafting and work engagement. To increase work engagement for students who work takes extra effort compared to ordinary employees. The different views that students have on a job are one of the reasons managers try to work harder. Students tend to be more enthusiastic to work when they are given a great opportunity to use their knowledge and creativity at work. Not only that, but they will also want to be more involved in their work if they feel they are suitable and by the conditions and situations of the organization. Several studies have highlighted the mediating role that works meaning can play about different job characteristics or resources and work engagement (Ahmed et al., 2016). Bakker and Albrecht (2018) also stated that work meaning is the key to achieving employee welfare. Subsequent studies show that work meaning has a mediating effect on predictive variables such as co-worker relationships, job characteristics, feedback, skill development, and utilization or fit and engagement (Singh, 2018). Based on the explanation, the hypotheses to be proposed are:

H₄: Work meaning mediates the relationship between job crafting and work engagement

2.5 Psychological Capital and Work Engagement

Psychological capital is a cognitive state that includes individual beliefs and expectations concerning a particular task or context (Avey et al., 2010). Four dimensions of psychological capital can optimize employee potential so that they are more enthusiastic in completing their tasks, such as hope, efficacy, resilience, and optimism (Yunita, 2019). Students who work generally have a high desire to be able to optimize all their abilities while working. When they are allowed to be able to use their full potential, they will put their energy and time into their work. In line with this statement, Waal and Pienaar (2013) argue that employees who use their resources optimally can score a high level of work engagement. For this reason, it is important for employees to maximize the potential that exists within themselves, maintain a positive attitude, and develop positive feelings or effectiveness about their work (Setiadi et al., 2020). Based on the explanation, the hypotheses to be proposed are:

H₅: Psychological capital has a positive effect on work engagement

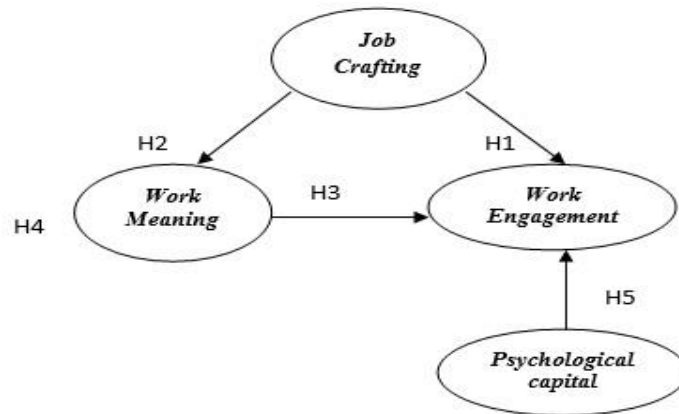


Figure 1. Research Model

III. Research Method

We used a survey method by distributing online questionnaires to collect data in this study. Furthermore, the data that has been collected will be measured using the Likert scale method which has five alternative answers. Measurement of the job crafting variable, the researchers adopted the theory of Rofcanin et al. (2019) which consists of 4 statements, the measurement of the Work Meaning variable we adopted from Steger et al. (2012) which consists of 3 dimensions, namely positive meaning (2 statements), meaning-making through work (3 statements), and Greater good motivations (5 statements). Furthermore, the Work Engagement variable adopts the dimensions of Schaufeli and Baker (2004), namely the Utrecht Work Engagement Scale (UWES) Short Version consisting of 3 aspects that make up work engagement, namely Vigor (3 Statements), dedication (3 Statements) and absorption (3 Statements). Finally, the theory from Qin et al., (2021) researchers adopted it for the measurement of psychological capital variables which consisted of 3 statements.

The population in this study were students who worked in Indonesia. To determine the validity and reliability of each statement that will be used in the questionnaire, this study uses dimensioning reduction factor analysis on SPSS by looking at the Kaiser-Mayer-Olkin measure of sampling (KMO), measures of sampling adequacy (MSA), and alpha value. Cronbach, the minimum value limit is 0.5 (Hair et al., 2013). Furthermore, to test the proposed hypothesis, this study uses the structural equation model (SEM) method. The stages of this research are (1) testing the validity and reliability of the questionnaire first on 30 respondents, or commonly referred to as a pretest, (2) valid and reliable statements will be redistributed to the total required respondents, namely 120 people, lastly (3) The data that has been collected is immediately analyzed using SEM to determine whether the proposed hypothesis is accepted or rejected.

IV. Results and Discussion

The results of pretest data processing, most of the statements in the questionnaire were declared valid other than the JC2 statement in the Job Crafting variable and the GGM3 statement in the Work Meaning variable.

Table 1. Questionnaire Validity and Reliability (pretest)

Indicator	Variables	KMO	MSA	Cronbach's Alpha	Description
JC1			0,580		
JC3	Job Crafting	0,570	0,610	0,675	Valid and Reliable
JC4			0,545		
PM1	Work Meaning dimension 1	0,500	0,500	0,836	Valid and Reliable
PM2			0,500		
MMW1	Work Meaning dimension 2	0,756	0,731	0,912	Valid and Reliable
MMW2			0,737		
MMW3			0,807		
GGM1	Work Meaning dimension 3	0,807	0,754	0,870	Valid and Reliable
GGM2			0,769		
GGM4			0,881		
GGM5			0,875		
V1	Work Engagement dimension 1	0,731	0,726	0,857	Valid and Reliable
V2			0,685		
V3			0,800		
D1	Work Engagement dimension 2	0,726	0,792	0,872	Valid and Reliable
D2			0,681		
D3			0,721		
A1	Work Engagement dimension 3	0,714	0,727	0,846	Valid and Reliable
A2			0,668		
A3			0,764		
PC1	Psychological Capital	0,629	0,591	0,681	Valid and Reliable
PC2			0,630		
PC3			0,700		

Furthermore, the valid and reliable statements are distributed to the total respondents, and the results are tested using the SEM method. The following is the demographic data and the results of the SEM analysis test:

Table 2. Percentage of Demographic Respondents

Demographics	Classification	Percentage
Gender	Male	45%
	Female	55%
Age	≤ 25 years	36,6%
	26 – 35 years	46,7%
	36 – ≥ 45 years	16,7%
Income	≤ 3 million rupiah	32,5%
	3,1 – 5 million rupiah	21,6%
	5,1 - 7 million rupiah	25%
	≥ 7,1 million rupiah	20,9%
Field of Work	Education	15%
	Health	16,5%
	Industry	20%
	Other Fields	27,5%
Length of work	≤ 2 years	29,1%
	3 – 5 years	33,3%
	≥ 6 years	37,5%

The results of the construct validity test state that all variables are valid and reliable because they have a loading factor value above 0.50 and construct reliability (CR) value of 0.60 and variance extracted (VE) value of 0.50 (Hair et al., 2014).

Table 3. Variable Validity and Reliability (SEM)

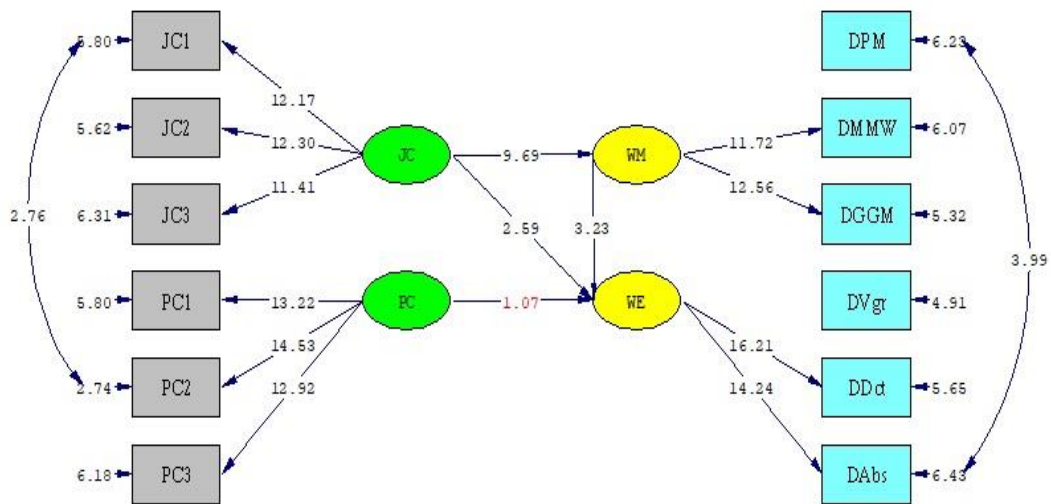
Indicator	Variable	Loading Factor	CR	VE
JC1	Job Crafting	0.88	0.90	0.76
JC2		0.89		
JC3		0.85		
PM	Work Meaning	0.84	0.89	0.74
MMW		0.86		
GGM		0.89		
V	Work Engagement	0.93	0.92	0.80
D		0.90		
A		0.86		
PC1	Psychological Capital	0.92	0.95	0.87
PC2		0.97		
PC3		0.91		

Furthermore, the results of the structural test by looking at the R2 value in each equation, the following results are obtained: the first result, the work meaning (WM) variable is influenced by job crafting (JC) with an R2 value of 0.80. The second result, the work engagement (WE) variable is influenced by job crafting (JC), work meaning (WM), and psychological capital (PC) with an R2 value of 0.85.

Table 4. Goodness of Fit

No	Indicator	Value	Description
1.	Degree of Freedom	47	Good fit
	Chi Square	57.68	
	NCP	5.44	
	Confidence Interval	0.0; 27.37	
2.	RMSEA	0.031	Close fit
	Confidence Interval	0.0; 0.070	
	P Value	0.75	
3.	ECVI Model	0.92	Good fit
	ECVI Saturated	1.31	
	ECVI Independence	30.60	
	Confidence Interval	0.92; 1.15	
4.	AIC Model	114.44	Good fit
	AIC Saturated	156.00	
	AIC Independence	3641.64	
	CAIC Model	231.85	
	CAIC Saturated	451.42	
	CAIC Independence	3687.09	
5.	NFI	0.98	Good fit
	CFI	1.00	
	NNFI	1.00	
	IFI	1.00	
	RFI	0.98	
	PNFI	0.70	
6.	Critical N	150.46	Marginal fit
7.	GFI	0.93	Good fit
	Standardized RMR	0.040	
	AGFI	0.89	
	PGFI	0.56	

In the model suitability test, the results show that from the seven groups there are several groups whose level of compatibility shows good fit results on Chi-Square, ECVI, AIC and CAIC, Fit Index, and Goodness of Fit and there is a close fit in the RMSEA group and marginal fit results in Critical N. From the results of the analysis above, it can be concluded that the fittest for all models meets the requirements (goodness of fit). The picture below shows that this research produces a T-Value path diagram as follows:



Chi-Square=52.44, df=47, P-value=0.27135, RMSEA=0.031

Figure 2. Path Diagram T-value

Table 5. Hypothesis Testing

Hypothesis	Hypothesis statement	Description
H1	Job crafting (JC) has a positive effect on work engagement (WE).	Accepted
H2	Job crafting (JC) has a positive effect on work meaning (WM).	Accepted
H3	Work Meaning (WM) has a positive effect on work engagement (WE).	Accepted
H4	Work Meaning (WM) mediates the relationship between job crafting (JC) and work engagement (WE).	Accepted
H5	Psychological capital (PC) has a positive effect on work engagement (WE).	Rejected

Job crafting is proven to have a positive effect on work engagement for working students. The presence of job crafting that builds harmonization and family relationships in the work environment, increases the morale of work in students. They do not hesitate to learn many new things from colleagues and superiors so that it helps them understand their job duties which creates an effective and efficient performance. When students can understand their work well, they can know what goals they want to achieve for the success of their organization. This makes students as employees enjoy their work more and they become more enthusiastic to explore new information to achieve the goals of their work which can lead to the company's success. In this study, the results prove that there is a positive influence between job crafting on work engagement and this has similar results with previous empirical results (e.g., Tims et al., 2012; Sakuraya et al., 2017; Bakker & Albrecht, 2018; Dan et al., 2020; Letona-Ibañez et al., 2021; Tian et al., 2021).

Furthermore, job crafting has also been shown to have a positive effect on work meaning for working students. The high level of job crafting in working students encourages them to better understand and adapt quickly to their work environment. This is due to the positive effects of students towards the organization from the high job crafting that is carried out not only creating formal relationships in the work environment, but this can strengthen family relationships within the company. Building kinship relationships among co-workers are very important to achieve student goals for their work. As

employees, students do not hesitate to expand good relational networks in various divisions within the company and this is a form of job crafting behavior that is carried out. Strong social relations among co-workers from various divisions can build cohesiveness to achieve the goals of greater company success and this brings positive changes in the work environment and also builds positive things from the students themselves as employees or it can be said to increase work meaning for students. For this reason, the company's success must be built with the presence of the role of job crafting behavior in employees so that their work meaning can increase. Similar to that statement, Tims et al. (2016); Vermooten et al. (2019); Dan et al. (2020); Letona-Ibañez et al. (2021) has confirmed that job crafting plays a role in influencing the level of work meaning.

The high work meaning of students towards their work encourages them to be more interested in the job. When students feel their work is very meaningful, they will defend everything to produce the best performance. As employees, of course, students are worried if they lose a job that is considered appropriate or appropriate for them. Work meaning has a positive influence on students' lives, they are more enthusiastic at work, willing to learn many new things to develop their knowledge and skills to support their work or it can be said that this is a form of work engagement behavior. Work engagement allows students to enjoy their work well even though they have to learn many new things and cope with the various demands of work that are obtained from superiors and coworkers. The results in this study have confirmed that work meaning plays a role in increasing student work engagement and this is in line with the findings of research conducted by (e.g., Bakker & Albrecht, 2018; Dan et al., 2020; Letona-Ibañez et al., 2021; Letona et al., 2021; Fairlie, 2011; Ahmed et al., 2016; Asiwe et al., 2017).

The next result is that psychological capital does not affect work engagement, meaning that high or low psychological capital does not affect work engagement in working students. Psychological capital in students makes them as employees feel confident to analyze problems and find solutions to problems that occur within the company but this does not affect their work engagement. Work engagement on students who work is more influenced by the existence of job crafting and work meaning. For them, the opportunity to develop and match their work with their lives is the most important thing to be able to build a sense of interest and involvement in the work. Generally, students like things that can expose their strengths or creativity, because that's what makes them understand their abilities. Not only that, most students always look for an environment that can maximize their strengths, a suitable environment, and a fun type of work without hindering the educational process they are also undergoing. This statement is following the expression Letona-Ibañez et al. (2021) regarding the alignment of employees' lives with working conditions can increase work engagement for these employees.

V. Conclusion

Based on the results obtained, it can be concluded that job crafting has a positive effect on work meaning and work engagement, while work meaning has a positive effect on work engagement. Furthermore, work meaning succeeded in mediating the relationship between job crafting and work engagement. However, in this study psychological capital could not have a positive effect on work engagement in working students. Working students have different views about the work being undertaken. The factor of opportunity for growth and job suitability is a priority for students to survive and build work engagement, compared to their hopes or beliefs that they will always be able to analyze and solve various problems that exist within the organization.

The author realizes that there are still various limitations in this study, including research conducted during a pandemic, so that data collection was carried out online and there was a possibility that respondents did not fill in the actual situation, further research is recommended to be carried out outside of pandemic conditions and distribute questionnaires directly. The study was only conducted on 120 respondents, so it is possible that if the number of respondents does not represent the number of students working throughout Indonesia, further research is recommended to increase the number of respondents, to include representatives of students working in Indonesia. Finally, it would be better if further research added output variables from work engagement such as employee performance, to obtain more interesting results and new management theories that can be applied to help managers develop appropriate strategies, to optimize and maximize the performance of employees who are also currently working. take education.

There are several managerial implications generated in this study, including that manager are advised to provide great opportunities for employees to mobilize all creativity and new ideas in carrying out their work because students are very happy if they can apply their knowledge and creativity at work. Such conditions are always sought by students when they want to establish strong attachment and involvement with the organization. High engagement and involvement can make students give their best contribution and dedication to the company. This will certainly provide benefits for the company.

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