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# The effect of job crafting and job satisfaction on work engagement

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### Abstract

Work engagement is a condition where someone who has worked can display maximum work performance related to his work and is not forced to carry out his work. There are many factors that can affect work engagement, namely job crafting and job satisfaction. The purpose of this study was to examine the effect of job crafting and job satisfaction on work engagement. The sample of this research is 84 working women with age range from 21 - 60 years with purposive sampling technique. The data analysis technique in this study is Multiple Regression. The results of this study indicate that job crafting has a very significant effect on work engagement, job satisfaction has a very significant effect on work engagement, and there is a very significant effect between job crafting and job satisfaction on work engagement.

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*Keywords: Job Crafting, Job Satisfaction, Work Engagement*

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## INTRODUCTION

The development of technology and globalization which is increasingly widespread makes industrial growth is increasing so that companies strive to create competitive advantages. One of the main sources for company to face competition competitive is human resource. Professional employees are interpreted as individuals for always thinking, working hard, working full time, disciplined, honest, high loyalty, and full dedication for the success of his work (Hamid, 2003). An employee can be bound in his work when the employee is able to regulate himself in his work. Employees are bound to have enthusiasm and have effective work activities, so that they are able to put out all their abilities and feel comfortable when doing work. Bakker and Demerouti (2008) states that employees with work engagement have much better work performance compared to those who do not have work engagement. Bakker and Demerouti (2008) assert that engaged employees often experience positive emotions, including happiness, joy, and enthusiasm; experience better health; create their own job and personal resources; and transfer their engagement to others. Saks (2006) said that high work engagement of employees will provide three benefits, namely the first employee with high work engagement will have a love for the company and feel satisfied with everything that is attached to the job. Second, employees who are already tied to work will have a commitment in the hope that it will show good results for the company. Third, employees who are already bound by work will tend to choose to stay in the company. The low level of work attachment is a pretty difficult challenge for a company. Therefore, to achieve company goals, an increase in work engagement is needed among employees. The company must be able to care for its workforce, so that employees can become attached.

According to Schaufeli and Bakker (in Bakker & Leiter, 2010) one of the factors influence work engagement is personal resources. One form of personal resources is proactive behavior, namely self-initiative, anticipatory action that aims to change and improve the situation or self (Parker & Collins, 2010). Tims, Bakker, and Derks (2012) argue that one form of proactive behavior is job crafting, which is a personal initiative to make changes in work physically and cognitively that involves tasks, relationships at work, and how individuals think about their work so more meaningful (Wrzesniewski, in Dvorak, 2014). Job crafting is seen as employee behavior in overcoming and focusing on problems involved in employees where creative problem solving is needed. Job crafting is one option that can be applied to companies in terms of completion tasks and maximizing potential so as to achieve organizational goals. Job crafting is related to work and resources. Job demands are assumed to be the role of extrinsic motivation to achieve work engagement, such as a work environment that will encourage employees to dedicate themselves in carrying out tasks.

In addition, Ramos, Ales and Sierra (2014) say that job satisfaction has a positive effect on work engagement. Simpson (2009) found a significant and positive relationship between job satisfaction and work engagement. According to Saks (2006) someone who is very engaged with his work and has a good quality of relations and displays a positive attitude towards his work and organization. According to Spector (1997) is job satisfaction is simply how people feel about their jobs and different aspects of their jobs. According to Antoniou, Cooper, Chrousos, Spielberger and Eysenck (2009) job satisfaction can be achieved if there are factors such as work that is mentally challenged, fair rewards, favorable working conditions, supporting colleagues, work that matches the personality, and genetic factors. Research conducted by Alarcon and Lyons (2011) which states that the higher job satisfaction, the higher the work engagement of employees. This is seen when employees feel the support provided by the company through the policies implemented, the existence of a good relationship with superiors and colleagues. In line with the results of research conducted by Biswas and Bhatnagar (2013) said that high levels of job satisfaction will produce outcomes positive from work engagement.

## **LITERATURE REVIEW**

### **Work Engagement**

Schaufeli and Bakker (2004) define work engagement as a conditions where someone who is already working can display maximum work performance related to his work and is not forced to carry out his work.

Thomas (2009) says that an employee can be bound in workers when employees are able to regulate themselves in their work. Work engagement can occur when an employee is bound and uses intelligence abilities to make the best decisions in completing assignments, monitoring one's own behavior to determine whether the task has been done well and make a correction if there is an error.

### **Job Crafting**

Bakker, Tims, and Derks (2012) suggested that job crafting is a specific form of proactive behavior where employees make changes in the level of work demands and work resources. Job crafting allows employees to match work with personal knowledge, skills and abilities.

In line with the opinion of Petrou and Demerouti (2015) job crafting is voluntary self-initiated employee behavior to seek resources by asking for advice from managers or coworkers, looking for challenges, and reducing work demands emotionally, mentally, or physically.

### **Job Satisfaction**

Spector (2000) says that job satisfaction is also related to attitude that reflects how employees feel about their work that covers the whole and aspects of the job. In this case attitudes towards work related to coworkers, salary, leadership style, promotion opportunities, communication, working conditions, rewards, financial, and work.

Job satisfaction is defined by Rogelberg (2007) as a state pleasant or positive emotions that result from someone's assessment of a job or job aspect.

### **Hypothesis**

Based on the description above, the researcher assumes the hypothesis as follows:

1. There is an effect of job crafting on work engagement
2. There is an effect of job satisfaction on work engagement
3. There is an effect of job crafting and job satisfaction on work engagement

## **RESEARCH METHODS**

### **Samples**

Samples in this study amounted to 84 women employees working in the Jakarta and Depok with 21 - 60 years and 1 year experience. In this study, researchers used a purposive sampling technique, which is sample selection based on specified criteria (Azwar, 2017).

### **Data Collection**

#### **Techniques Data**

Data collection in this study using the method quantitative with the type of measuring instrument used was a questionnaire.

#### **1. Scale Work Engagement**

Work engagement is measured using the Utrecht Work Engagement Scale (UWES) from Schaufeli and

Bakker (in Hayuningthias, 2014). Three characteristics of work engagement, that vigor, dedication and absorption. This scale consists of 17 statements in the form of a rating scale with 5 answer choices namely "very often" which are rated 5, "often" given a value of 4, "sometimes" given a value of 3, "rarely" given a value of 2 and "never" given value 1.

## 2. Job Crafting Scale

Job crafting is measured using the Job Crafting Scale from Tims, Bakker and Derks (2012). The forms of job crafting measured are increasing structural job resources, increasing social job resources, increasing challenging job demands and decreasing hindering job demands. This scale job crafting consists of 21 statements in the form of a rating scale with 5 answer choices namely "strongly agree" 5, "agree" 4, "neutral" 3, disagree "2" and "strongly disagree" 1.

## 3. Job Satisfaction Scale

Job satisfaction is measured using the Job Satisfaction Scale (JSS) from Spector (1997). The forms of job satisfaction measured are salaries, promotions, supervision, benefits, awards, rules or procedures, coworkers, the work itself and communication. Scale This job satisfaction consists of 36 statements in the form of rating scale with 5 answer choices namely "strongly agree" 5, "agree" 4, "neutral" 3, disagree "2" and "strongly disagree" 1.

## Data Analysis Techniques Data

Analysis techniques in this study are multiple regression analysis (multiple regression). Multiple regression analysis (multiple regression) is a method for analyzing both collectively or together or in a manner individually the contribution of two or more independent variables to the variations that occur within a dependent variable. Data analysis was assisted by using the Statistical Package for Social Science program SPSS 19.00 for Windows.

## DISCUSSION

This study aims to examine the influence of job crafting and job satisfaction on work engagement both separately and together. Based on the results of data analysis, it can be concluded that the three hypotheses proposed in this study were accepted.

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2773.411	1	2773.411	64.703	.000 <sup>a</sup>
	Residual	3514.827	82	42.864		
	Total	6288.238	83			

a. Predictors: (Constant), Job Crafting

b. Dependent Variable: Work Engagement

Based on the results of the regression test that has been done, it can be concluded that hypothesis 1 is accepted, that job crafting has a very significant effect towards work engagement ( $p < 0.001$ ).

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.664 <sup>a</sup>	.441	.434	6.547	

a. Predictors: (Constant), Job Crafting

Regression calculations between job crafting variables and work engagement obtained R Square or

the coefficient of determination of 0.441, which means 44.1% work engagement can be explained by the variable job crafting. While the remaining 55.9% explained by other factors. The results obtained in this study are also supported by the results of previous studies conducted by Berg, Dutton and Wrzesniewski (2008) that job crafting is a way to deal with work demands which is challenging so employees do not feel stressed and are positively related to work engagement. Employees proactively change their work environment, so they can be bound and actively able to regulate their welfare in an office environment (Bakker, 2011). In line with the results of research conducted by Bakker, Tims and Derks (2012) on 95 employees working in various companies said that job crafting was positively related to work attachment. Where employees crafting their work will be more bound, employees will feel more challenged with their work.

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	764.596	1	764.596	11.351	.001 <sup>a</sup>
	Residual	5523.642	82	67.361		
	Total	6288.238	83			

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Work Engagement

Based on the results of the regression test that has been done, it can be concluded that hypothesis 2 is accepted, that job satisfaction has a very significant effect towards work engagement ( $p < 0.001$ ).

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.349 <sup>a</sup>	.122	.111	8.207	

a. Predictors: (Constant), Job Satisfaction

Regression calculations between job satisfaction and work engagement variables obtained by R Square or the coefficient of determination of 0.122 which means 12.2% work engagement can be explained by the variable job satisfaction. While the remaining 87.8% explained by other factors. Employee satisfaction is influential positive towards work attachment felt by employees. When employees feel job satisfaction both internally and externally then it will be with itself enjoys work and feels more meaningful at work. This is in line with the opinion of Biswas and Bathnagar (2013) that employees who are bound will display positive emotions in the workplace. This is the result of employees who have higher job satisfaction with their work. Saks (2006) said that someone who is bound to his work by having a good relationship quality will display a positive attitude towards work and organization. It can be seen that work engagement can potentially be increased through employee job satisfaction, assuming that job satisfaction is an antecedent of work engagement (Alarcon & Lyons, 2011). This is in line with the opinion of Devi and Nagini (2014) which states that employees who have high job satisfaction will have high employee engagement.

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3020.581	2	1510.290	37.438	.000 <sup>a</sup>
	Residual	3267.657	81	40.341		
	Total	6288.238	83			

a. Predictors: (Constant), Job Satisfaction, Job Crafting

b. Dependent Variable: Work Engagement

Based on the results of the regression test that has been done, it can be concluded that hypothesis 3 is accepted, that job crafting and job satisfaction have a very significant effect on work engagement ( $p < 0.001$ ).

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.693 <sup>a</sup>	.480	.468	6.351
a. Predictors: (Constant), Job Satisfaction, Job Crafting				

Regression calculations between job crafting and job satisfaction on work engagement obtained by R Square or the coefficient of determination of 0.480 which means that 48% of work engagement can be explained by the variable job crafting and job satisfaction. While the remaining 52% is explained by other factors.

Based on the calculation of the empirical mean work engagement, respondents are included in the medium category. This is in line with research by Avery, Mckay and Wilson (2007). which says that employees who have more positive feelings related to their work will make the individual more enthusiastic and motivated so they can be attached to the job. Employees who are bound will be more likely to work harder through the level of effort displayed compared to employees who do not engage (Bakker, 2011). Work engagement focuses on energy directed towards organizational goals (Macey, Schneider, Barbera, & Young, 2009)

Based on the calculation of the empirical mean of job crafting for respondents in this study included in the high category. An employee needs job crafting higherto be able to create a work environment in achieving work andgoals personal. This is in line with the research of Berg, Dutton and Wrzesniewski, (2008) which states that employees are independently expected to be able to modify aspects of work to improve the suitability between job characteristics and needs, abilities, and preferences. Wrzesniewski and Dutton (2001) argue that employees can make three types of changes in work. First, employees may work on tasks that must be fulfilled first at work. Second, employees might create interpersonal relationships in the work environment. Third, employees cognitively rearrange aspects of the work that will be done. This is useful to facilitate task completion.

Based on the calculation of empirical mean and hypothetical mean on satisfaction work, subject included in the medium category. In general, job satisfaction affects the performance of workers, among others, on the impact of productivity, absenteeism, moving work, health and life satisfaction, and also productivity. More satisfied the worker assumed he was more productive because he knew that the rewards would be more big (Robbins, 2003).

## **CONCLUSION**

Based on the results of the study, it can be concluded that there is a very significant effect between job crafting and job satisfaction on work engagement. The results showed that job crafting had an effect of 44.1% on work engagement. Job satisfaction has an influence on work engagement at 12.2% work engagement. While job crafting and job satisfaction on work engagement has an effect of 48%.

Suggestions for further research should be interested in conducting research with the same topic to do research, which is looking for variables others related to social support, organizational climate, self efficacy, intense turnover and so on.

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