

The Relationship Between Job Crafting and Work Engagement in Millennial Employees

Andi Eva Mestin Saragih¹, Nur Fachmi Budi Setyawan²

^{1,2}Universitas Mercu Buana Yogyakarta, Indonesia
fachmi@mercubuana-yogya.ac.id

ABSTRACT

This study aims to determine the relationship between job crafting and work engagement in PT.X millennial employees. The subjects in this study were 95 millennial employees of PT.X who had characteristics in the age range of 24-44 years with a minimum working period of 3 months. The method of taking subjects uses purposive sampling. The data collection tools used are the Work Engagement Scale and the Job Crafting Scale. The analysis technique uses Karl Pearson's product moment correlation technique. The results of the analysis show that there is a positive relationship between job crafting and work engagement, with a correlation coefficient (R) of 0.747 with $p = 0.000$ ($p < 0.05$).

Keywords: employee, job crafting, work engagement

Introduction

Human resources are considered an important part of an organization, the success of an organization does not only depend on the availability of natural resources, but also closely holds on the quality of human resources (Pradini & Nurwidawati, 2023). As highlighted by Pradini & Nurwidawati (2023) that human resources are humans who work under the auspices of an organization and play an important role in achieving the organization's goals. According to Ansah and Rita (2019), employees are the main asset of every organization, because employees play a major role in the success of the company (Ansah & Rita, 2019). Human resources are dynamic so that they change consistently with the retirement of older employees and are replaced by younger generations (Ozcelik in Azizah & Ratnaningsih, 2018). Wibowo & Haryanti (in Azizah & Ratnaningsih, 2018) asserted that in reality, it is unlikely that a period will consist of individuals of the same age or habits, at the same time it will consist of senior and junior employees. According to Delcampo, Haggerty, Haney, & Knippel (in Azizah & Ratnaningsih, 2018) there are currently several generations that exist in the world of work, namely the baby-boomers generation born in 1946-1964, generation X born in 1965-1980, and the millennial generation born in 1981-2000. Therefore, the millennial generation enters the workforce as the baby-boomers retire.

According to Madiistriyatno and Hadiwijaya (2020), the millennial generation has characteristics, namely being adaptive to the times, having an orientation towards success, so that they are motivated to give their best to work (Madiistriyatno & Hadiwijaya, 2020). Putra (2016) also argues that generation X has the characteristics of being able to adapt, being able to accept change well and is referred to as a tough generation, has an independent and loyal character, prioritizes image, fame, and money, is hardworking and calculates the contribution that the

company has made to the results of its work (Putra, 2016). Meanwhile, according to Hobart (2014) the millennial generation tends to prefer meaningful and challenging work, and the millennial generation requires a job search duration that tends to be longer than previous generations (Hobart, 2014).

Based on an interview with one of PT.X's senior employees on April 1, 2024, it was revealed that employees often work overtime and even enter work on holidays if needed to ensure projects can be completed on time. This deadline pressure is getting higher considering the company must be able to compete in the market by always presenting the latest innovative and quality works. Millennial employees are required to be able to complete their tasks in a timely manner without sacrificing the quality of the work. So, companies expect employees to have qualified skills to fulfill all client requests. However, a company does not only need human resources who are experts in certain fields, but also must be able to be fully attached to the job so that employees can achieve the targets set by the company. So that a company needs employees who feel bound by work or what is often known as work engagement (Pradini & Nurwidawati, 2023). The problem of work engagement was found at PT X.

The positive impact of work engagement for individual employees is being able to work enthusiastically and feel a meaningful connection to the organization where employees work (Tri et al., 2021). Employee work engagement has a positive impact on the organization in the context of productivity, such as increased job performance and decreased turnover intention (Schaufeli and Bakker in Ramdhani et al., 2017). Although work engagement can have a positive impact, it is very possible that the negative impact of work engagement appears in organizations, especially related to burnout and decreased employee creativity, when employees are faced with difficult situations that require creative solutions by continuing to be engaged in work so that it can unwittingly have a detrimental impact, and burnout becomes one of the common impacts in the long run for employees (Hikmatullah, 2016).

Based on the work engagement factors above, researchers chose job crafting as an independent variable, this is because of the personal resources factor proposed by Bakker and Demerouti (2007) that job crafting is included in personal resources, namely proactive behavior such as initiative and anticipatory actions aimed at self-improvement or change. This is in line with the opinion expressed by Tims, Bakker and Derks (2012) that job crafting is a change in personal initiatives made by individuals in modifying job resources and job demands in order to achieve or optimize their work goals. A study conducted by Stephani (2018) shows that individuals with a high level of proficiency in using their creativity in each job in terms of tasks, cognitive, and relationships at work are more likely to show a high level of work engagement. Then in Azizah and Ratnaningsih's (2018) research findings, there is a direct correlation between job crafting and work engagement. This is reinforced by the results of interviews conducted by researchers in the time span from April 1 to 18, 2024 to 15 employees of PT.X, namely 3 employees of the Line Producer division, 4 employees of the Production Coordinator division, 6 employees of the Artist division, 1 employee of the Coloring/Painting Supervisor, and 1 employee of the Training and Development division face-to-face in the PT.X studio meeting room.

Methods

This study uses a quantitative approach, the number of subjects in this study were 95 subjects. The technique used in sampling is purposive sampling technique. According to Sugiyono (2013) purposive sampling is a sampling technique with certain considerations or criteria. In this study, researchers took subjects based on the fulfillment of characteristics, namely aged 24-44 years and a minimum working period of 3 months. The data collection method used in this study uses the scale method, which consists of the Work Engagement Scale adapted from previous researchers (Mulyasih, 2023) based on the aspects proposed by Schaufeli and Bakker (2004), namely vigor, dedication, and absorption. The Job Crafting Scale adapted from previous researchers (Mulyasih, 2023) based on aspects proposed by Tims, Bakker, Derks (2012), namely increasing structural job resources, increasing social job resources, increasing job demands, and decreasing hindering job demands.

Results

The results of this study indicate that there is a significant positive relationship between job crafting and work engagement with a correlation value (r_{xy}) of 0.747 and $p=0.000$. This means that there is a significant positive relationship between job crafting and work engagement in millennial employees at PT.X. The presence of this correlation proves that job crafting has an important role in work engagement in millennial employees at PT.X. This is in line with the hypothesis proposed by the researcher that the higher the job crafting, the higher the work engagement. This is in line with the hypothesis proposed by the researcher that the higher the job crafting, the higher the work engagement and vice versa if the lower the job crafting, the lower the work engagement of employees. Thus the hypothesis in this study can be accepted.

Discussions

The acceptance of the hypothesis shows that job crafting can be considered as one of the factors that influence work engagement and is a variable that has a positive relationship with work engagement. The results of this study are supported by the results of research conducted by Stephani (2018), namely the existence of a positive and significant relationship between job crafting and work engagement. Another research result from Ratnaningsih and Azizah (2018) is that there is a positive correlation between job crafting and work engagement. The categorization of subject scores is divided into three, namely high, medium, and low. The results of the categorization of job crafting variables, namely the high category of 0 (0%), the medium category of 87 (91.58%), and the low category of 8 (8.42%). So it can be concluded in this study that most subjects have job crafting in the medium category. Based on the results above, the level of job crafting in employees is still lacking and needs to be improved again.

References

Aldrin, Neil; Merdiaty, Netty; Travlos, Antonios K. (2019). Effect of job crafting on work

engagement with mindfulness as a mediator. *Cogent Psychology*, 6(1), –. doi:10.1080/23311908.2019.1684421.

Amy Wrzesniewski and Jane E. Dutton (2001). *Crafting a Job: Revisioning Employees as Active Crafters of Their Work*. *The Academy of Management Review*, 26(2), 179–201. doi:10.2307/259118.

Ansah, A. & Rita, Q. (2019). Effects of Training on Employee Performance in Ga East Hotels, *Acta Scientific Paediatrics*, 2(7), 02-07. <https://doi.org/10.31080/aspe.2019.02.0091>.

Azizah, R., Ratnaningsih, I. Z. (2018). Hubungan antara Job Crafting dengan Keterikatan Kerja Pada Karyawan Generasi Y di Kantor Pusat PT. Bank Bukopin, tbk Jakarta. *Jurnal Empati*, 7 (2).

Azwar, S. (2012). *Penyusunan Skala Psikologi (Edisi 2)*. Yogyakarta: Pustaka Pelajar.

Bakker, A. B. (2017). Strategic and proactive approaches to work engagement. *Organizational Dynamics*, 46(2), 67–75. <https://doi.org/10.1016/j.orgdyn.2017.04.002>.

Bakker, A.B & Leiter, M.P. (2010). *Work engagement : a handbook of essential theory and research*. New York: Psychology Press.

Bakker, A. B.; Tims, M.; Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359–1378. doi:10.1177/0018726712453471.

Bakker, Arnold B.; Demerouti, Evangelia (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309–328. doi:10.1108/02683940710733115.

Bakker, Arnold B.; Schaufeli, Wilmar B.; Leiter, Michael P.; Taris, Toon W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, 22(3), 187–200. doi:10.1080/02678370802393649.

Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2013). Job crafting and meaningful work. In B. J. Dik, Z. S. Byrne, & M. F. Steger (Eds.), *Purpose and meaning in the workplace* (pp. 81–104). American Psychological Association. <https://doi.org/10.1037/14183-005>.

Bimantri, P. (2015). Pengaruh job demands, personal resources, dan jenis kelamin terhadap work engagement.

Bruning, P. F., & Campion, M. A. (2019). Exploring job crafting: Diagnosing and responding to the ways employees adjust their jobs. *Business Horizons*. doi:10.1016/j.bushor.2019.05.003

Chen, Chien-Yu; Yen, Chang-Hua; Tsai, Frank C. (2014). Job crafting and job engagement: The mediating role of person-job fit. *International Journal of Hospitality Management*, 37(0), 21–28. doi:10.1016/j.ijhm.2013.10.006.

Deviyanti, A. D., & Sasono, A. D. (2015). Pengaruh Sumber Daya Pekerjaan (Job

Resources) dengan Keterikatan Kerja (Work Engagement) sebagai Mediator terhadap Perilaku Proaktif (Studi Pada Karyawan PT RGA International Indonesia). *Jurnal Ilmu Manajemen MAGISTRA* Vol, 1(1).

Fachrial, L. A. & Nuranisa, R. (2022) HUBUNGAN GRIT DAN KETERIKATAN KERJA PADA KARYAWAN GENERASI MILENIAL. *Jurnal Ilmiah Indonesia*, 7(10).

Fazriati, N. F., Budiono. (2017). Pengaruh Job Crafting Terhadap Work Engagement yang dimediasi oleh Person Job Fit Pada PT. Berlian Jasa Terminal Indonesia. *Jurnal Ilmu Manajemen*, 5, 3. <https://jurnalmahasiswa.unesca.ac.id/index.php/jim/article/view/20966>.

Gallup. (2017). *State of the Global Workplace. In Employee Engagement Insights for Business Leaders Worldwide*. Gallup Press.

Ginting, F. D., Yuniasanti, R. (2022) HUBUNGAN ANTARA PSYCHOLOGICAL CAPITAL DENGAN WORK ENGAGEMENT PADA KARYAWAN MILLENNIAL DIMASA PANDEMI COVID-19. *Psikoislamedia Jurnal Psikologi*, 7(2).

Hertanto, Eko (2017). Perbedaan Skala Likert Lima Skala dengan Modifikasi Skala Likert Empat Skala. *Metodologi Penelitian*.

Hikmatullah, F. (2016). Hubungan Employee Engagement dan Burnout pada Karyawwan Divisi IT. *Jurnal Ilmiah Psikologi*, 9(1).

Hobart, B. (2014). *Understanding generation Y*. PrincetonOne, Skillman: New Jersey.

Hoole, C., & Bonnema, J. (2015). Work engagement and meaningful work across generational cohorts. *SA Journal of Human Resource Management*, 13(1). <https://doi.org/10.4102/sajhrm.v13i1.681>.

Jayanti, H. D. (2022). Hubungan Efikasi Diri dan Job Crafting Dengan Work Engagement pada Karyawan. *Jurnal Cakrawala Ilmiah*, 1(6), 1333-1340. <https://doi.org/10.53625/jcijurnalcakrawalailmiah.v1i6>

Kass, S. J., Vodanovich, S. J., & Callender, A. (2001). State-trait boredom: Relationship to absenteeism, tenure, and job satisfaction. *Journal of Business and Psychology*, 16(2), 317– 327. <https://doi.org/10.1023/A:1011121503118>

Lepine, J. A., Podsakoff, N. P., & Lepine, M. A. (2005). A meta-analytic test of the challenge stressor-hindrance stressor framework: An explanation for inconsistent relationships among stressors and performance. *Academy of Management Journal*, 48(5), 764–775. <https://doi.org/10.5465/AMJ.2005.18803921>.

Larson, M., & Luthans, F. (2006). Potential added value of psychological capital in predicting work attitudes. *Journal of Leadership & Organizational Studies*, 13(1), 45–62. <https://doi.org/10.1177/10717919070130010701>

Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial*

and Organizational Psychology: Perspectives on Science and Practice, 1(1), 3–30.
<https://doi.org/10.1111/j.1754-9434.2007.0002.x>

Madiistriyatno, H., & Hadiwijaya, D. (2020). Generasi Milenial: Tantangan Membangun Komitmen Kerja/Bisnis dan Adversity quotient (AQ).

Maria Tims; Arnold B. Bakker; Daantje Derks (2012). Development and validation of the job crafting scale. , 80(1), 173–186. doi:10.1016/j.jvb.2011.05.009.

Meilinda, H., Handaru, A.W., Susita, D. (2022). The Implementation of Work Engagement and Job Satisfaction on Organizational Commitments at PT. Karya Sakti Sejahtera. *Jurnal Dinamika Manajemen dan Bisnis*, 5 (1).

Mewengkang, M., Panggabean, H. (2016). Work Engagement Karyawan MRN Terhadap Implementasi Aplikasi Data Analisis SDM. *Jurnal Ilmiah Psikologi MANASA*, 5(1), 1-14.

Mulyasih, Kadek Erika (2023) HUBUNGAN ANTARA JOB CRAFTING DAN ADVERSITY QUOTIENT DENGAN WORK ENGAGEMENT PADA PEGAWAI DINAS KEPENDUDUKAN DAN PENCATATAN SIPIL KABUPATEN BANGLI.

Skripsi thesis, Universitas Mercu Buana Yogyakarta.

Perdana, A. K. (2019) Generasi Milenial dan Strategi Pengelolaan SDM Era Digital. *Jurnal Studi Pemuda*, 8 (1).

Pradini, D. A., & Nurwidawati, D. (2023). Hubungan antara Psychological Capital dengan Work Engagement pada The Relationship between Psychological Capital and Work Engagement in. 10(03), 176–189.

Prahara, S. A. (2020). Budaya Organisasi dengan Work Engagement pada Karyawan. *Jurnal RAP (Riset Aktual Psikologi Universitas Negeri Padang)*, 10(2), 232-244.

Priyatno, Duwi. (2014). SPSS 22 pengolahan data terpraktis. Yogyakarta: CV Andi Offset.

Putra, Y. S. (2016). Theoretical Review: Teori Perbedaan Generasi. *Among Makarti Journal of Economic & Business*, 9(2).

Ramdhani, G. F., Sawitri, D. R (2017). Hubungan antara Dukungan Organisasi dengan Keterikatan Kerja Pada Karyawan PT. X di Bogor. *Jurnal Empati*, 6(1), 199-205.

Salanova, M., & Schaufeli, W. B. (2008). A cross-national study of work engagement as a mediator between job resources and proactive behaviour. *The International Journal of Human Resource Management*, 19(1), 116–131. <https://doi.org/10.1080/09585190701763982>.

Saniya, A. M., & Dewi, E. K. (2022). Hubungan Antara Dukungan Sosial Dan Work Engagement Pada Guru Sekolah Luar Biasa Di Kota Cilegon Dan Serang. *Jurnal EMPATI*, 11(2), 91–96. <https://doi.org/10.14710/empati.2022.34429>

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The Measurement of Work Engagement With a Short Questionnaire: A Cross-National Study. *Educational and*

Psychological Measurement, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>.

Sharma, N., Chaudhary, N., & Singh, V. K. (Eds.). (2019). Management techniques for employee engagement in contemporary organizations. Business Science Reference/IGI Global. <https://doi.org/10.4018/978-1-5225-7799-7>

Slemp, G. R., & Vella-Brodrick, D. A. (2014). Optimising employee mental health: The relationship between intrinsic need satisfaction, job crafting, and employee well-being. *Journal of Happiness Studies: An Interdisciplinary Forum on Subjective Well-Being*, 15(4), 957–977. <https://doi.org/10.1007/s10902-013-9458-3>

Stephani, D. (2018). Hubungan antara Job Crafting dan Work Engagement pada Karyawan. *Psychopreneur Journal*, 2 (1).

Sugiyono. (2013) *Metodelogi Penelitian Kuantitatif, Kualitatif Dan R&D*. (Bandung: ALFABETA).

Tims, M., Bakker, A. B., Derks, D., & van Rhenen, W. (2013). Job Crafting at the Team and Individual Level: Implications for Work Engagement and Performance. *Group & Organization Management*, 38(4), 427-454. <https://doi.org/10.1177/1059601113492421>

Tims, M., Bakker, A. B., Derks, D. (2015) Job crafting and job performance: A longitudinal study, *European Journal of Work and Organizational Psychology*, 24:6, 914-928, DOI: 10.1080/1359432X.2014.969245.

Tims, M., Derks, D., Bakker, A. B. (2016). Job crafting and its relationships with person – job fit and meaningfulness: A three-wave study. *Journal of Vocational Behavior*, 92(), 44– 53. doi:10.1016/j.jvb.2015.11.007.

Tri, N., Ghalib, S., Fitriyadi (2021). Hubungan Iklim Organisasi dengan Work Engagement Pada Karyawan PT. PLN (Persero) UPP Kiting Kalbagteng 3 Cabang Sampit. *Smart Business Journal*, 1 (2), 24-30.

Umaya, F., Maulina, R., Budiharto, S. (2020). Job Crafting dan Kebosanan Kerja Karyawan. *Gajah Mada Journal of Professional Psychology* 6(2), 165- 176.

Wardani, M. I., Werinusa, O. A., Istiqomah, I., & Bustami, R. (2023). Job Insecurity, Grit and Work Engagement in The Hospitality Industry During Covid-19. *Journal An-Nafs: Kajian Penelitian Psikologi*.

Widanti, N. S., Mustami'ah, D., & Giri Nuriman, A. (2019) Work Engagement Pada Karyawan Perusahaan Pelayaran “X” Cabang Surabaya. *Prosiding Seminakel*, 34-41. <https://prosidingseminakel.hangtuah.ac.id/index.php/jurnal/article/view/32>.

William A. Kahn (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *The Academy of Management Journal*, 33(4), 692–724. doi:10.2307/256287.

Wilmar B. Schaufeli; Arnold B. Bakker (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study, 25(3), 293–315. doi:10.1002/job.248.