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The effect of job crafting on work engagement with perceived organizational support as moderator in bank Sumut head office

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Abstract

Work engagement is one of the most popular topics of positive psychology in both academia and business. Previous research has found antecedent factors of work engagement, one of which is perceived organizational support and job crafting. Job Demand-Resource Model (JDR) is used to explain the effect of job crafting on work engagement. Based on the literature review, the variables positively affect work engagement. This study aims to test how the relationship between the three variables. Furthermore, to investigate whether perceived organizational support as moderator between job crafting and work engagement. In accordance with the research design, this research involved 247 banking employees. The results showed that job crafting positively

and significant effected to work engagement. Meanwhile, perceived organizational support did not affect the relationship between job crafting and work engagement. Based on the research results, it proposes two implications. The first, it shows the effect of job crafting on work engagement and it is expected for companies to provide facilities for employees to develop their potential and to conduct job crafting training to foster and maintain proactive behavior in the workplace. The second implication comes from the absence of perceived organizational support as a moderating variable. It is expected to research on other business areas to further test perceived organizational support as a moderator.

Keywords: work engagement, job crafting, perceived organizational support, job demand-resource model, moderated regression analysis

1. Introduction

In today's world, organizations increasingly recognize that the welfare and involvement of productive employees is essential to maintaining a competitive advantage in the global market. To create a competitive advantage in an increasingly turbulent economic environment, the sustainability of high performance is a very important factor (Walt, 2017). Organizational efforts to improve employee performance began to emphasize the concept of positive organizational behavior and positive emotions (Bakker & Demerouti, 2008) ^[5]; (Bakker, Schaufeli, Leiter, & Taris, 2008) ^[5]. Quoted from Portal HR (2016) ^[42], in Indonesia the level of engagement is still very low. PMSM Indonesia conducted a Gallup survey on worker engagement in Indonesia and the results found that in fact 76% of workers in Indonesia are categorized as not engaged in the workplace with the following details, only 13% of workers are fully engaged and the remaining 76% are not engaged, and 11% are actively disengaged. When compared to other countries in Asean, the level of employee engagement in Indonesia is only better than in Vietnam. Indonesia is ranked below Singapore, Thailand, Malaysia and the Philippines in terms of employment engagement. Therefore, to overcome this phenomenon, it is important for organizations and researchers in the field of industry and organizations in Indonesia to explore more broadly the topic of work engagement in business organizations.

Work engagement shows a sizable impact on the company's business (Harter, Schmidt, Asplund, Killham & Agrawal, 2010) ^[15]. Work engagement can improve employee performance, health, welfare and employee readiness to change (Bakker & Bal, 2010; Soane, Truss, Alfes, Shantz, Rees & Gatenby, 2012; Shimazu, Schaufeli, Kamiyama & Kawakami, 2015; Zulkarnain & Hadiyani, 2014) ^[4, 5, 23, 16, 29].

Kahn (1990) ^[29] stated that employees who are engaged will work and express themselves physically, emotionally, and cognitively while carrying out work roles. According to Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002) ^[45], engagement is a positive, satisfying, work-related state of mind characterized by enthusiasm, dedication and absorption. Increased work engagement can benefit both parties, both employers and employees. Employees who are engaged tend to stay for a longer period of time in an organization than employees who are disengaged (Pitt-Catsouphes & Matz-Costa, 2008) ^[39]. For employers, engaged employee's exhibit productivity, increased profits, and have higher innovation and stronger client

relationships (Pitt-Catsoupes & Matz-Costa, 2008) ^[39]. Employees who are engaged also tend to be more ready to accept change and support the change efforts made by the company (Zulkarnain & Hadiyani, 2014) ^[41]. In addition, a high degree of engagement in employees can also affect their co-workers where engaged employees tend to transfer positive emotions and experiences and, as a result, create a positive team climate.

For employees, work engagement can lead to positive emotions in the workplace, such as happiness, joy, enthusiasm, interest and satisfaction. In addition, engagement is positively associated with employee health (Bakker & Demerouti, 2008) ^[12]. Having a work engagement implies that employees will be focused, dedicated and excited when they come to the workplace, which can ultimately improve and maintain their performance (Bakker & Leiter, 2010) ^[25]. Therefore, work engagement has the potential to increase business success and competitiveness, which is very much needed in today's companies (Hoole & Bonnema, 2015) ^[13]. Conversely, employees who are disengaged will feel separated from their work, tend to be less efficient, less loyal to the organization, less satisfied with their personal lives, more prone to stress and feel insecure about their work (Gallup, 2001) ^[9]. According to Branham (2005) ^[2], disengaged employees can negatively affect organizational morale and earnings; employees will often create problems, complain, and have work accidents. They can harm the organization by the way they talk to customers, their negative behavior can affect customer satisfaction, and in the end it can cause the organization to lose customers (Vajda & SpiritHeart, 2008) ^[54]. With the existence of several negative impacts of employees with low work engagement, there have been several initiatives from positive organizational psychology studies to identify the factors causing the emergence of work engagement.

Some literature shows that work engagement can be influenced by other variables. Schaufeli and Bakker (2004) ^[18] describe the Job Demands-Resources model and explain its relationship to work engagement. The model finds that job resources (organizational support, social support, coaching, and feedback) are positively associated with engagement and negatively associated with burnout. Meanwhile, job demands (workload, emotional demands) are positively associated with fatigue, but not with engagement (Bakker, Demerouti & Schaufeli, 2005) ^[19]. Other research attempts to link work engagement to job insecurity, job stress, perceived organizational support and job crafting (Bosman, Rothmann, Buitendach, 2005; Coetzee, Villiers, 2010; Sulea, Virga, Maricutoiu, Schaufeli, Dumitru, Sava, 2012; Tims, Bakker, & Derks, 2013) ^[15, 8, 10, 9, 26].

Wrzesniewski & Dutton (2001) ^[38] explain job crafting as a change that is initiated by employees physically and cognitively in carrying out tasks and in their work relationships with others. Job crafting focuses on how employees change their job design according to their own preferences, goals and skills. Several studies have shown the positive effect of job crafting on work engagement (Tims, Bakker & Derks, 2013; Vermooten, Boonzaier & Kidd, 2019) ^[31, 48]. Organizations benefit from employees who take proactive initiatives in shaping their job characteristics (job demands and resources) to suit the needs of their employees (Parker, Williams & Turner, 2006) ^[46]. When employees know how to create an optimal work environment, these employees can understand their job characteristics and

personal needs. And also if needed, they can make changes in an effort to prevent decreased performance and motivation. In this case, the organization is not the only one that can shape employee motivation and well-being, but employees can independently take action to increase their engagement and satisfaction with work by taking responsibility for changing job characteristics to their liking (Tims, Bakker & Derks, 2013) ^[22].

Bakker, Tims and Derks (2012) ^[1] emphasize that when employees design their work, they will be increasingly engaged. This can be done by redesigning the work resources and job demands that employees have. Employees who optimize their job demands and resources are expected to work in a challenging environment. According to Tims, Bakker and Derks (2013) ^[3], an explanation of job crafting cannot be separated from the Job Demand-Resource (JD-R) model.

In addition to job crafting, based on the job demand and job resource (JD-R) model, several previous studies have shown that job resources, especially support, play an important role in the development of work engagement (Llorens, Bakker, Schaufeli, & Salanova, 2006) ^[7]. Organizational support is one of the supports received by employees in the workplace. Perceived organizational support are beliefs that employees have about the extent to which the organization values contributions and cares for their welfare and socio-emotional needs (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Krishnan & Mary, 2012; Settoon, Bennet, & Liden, 1996.) ^[12, 18, 31]. When the organization does not provide good treatment to its employees, the organization can lose its talented employees. Under these conditions, engaged employees can be the key to a company's competitive advantage because engaged employees have high energy levels, are enthusiastic about their work and are often completely immersed in their work so that time passes (Macey & Schneider, 2008; May, Gilson & Harter, 2004) ^[1, 2]. Several studies have shown a positive relationship between perceived organizational support and work engagement (Kinnunen, Feldt, & Makikangas, 2008; Sulea, Virga, Maricutoiu, Schaufeli, Dumitru, & Sava, 2012) ^[52, 47]. In line with this idea, Eisenberger and Stinglhamber (2011) ^[16] also stated that perceived organizational support positively affect work engagement, by strengthening employees' intrinsic interest in their tasks. The above opinion is also supported by research conducted by Rahmadani, Schaufeli, Stouten, Zhang and Zulkarnain (2020) ^[41] which states that over time, engaging leadership at the team level can increase teamwork engagement by stimulating positive influence within the team, which in turn can drive work outcomes at the team level (team performance, team learning, and team innovation) and the individual level (job performance, employee learning, and innovative work behavior).

According to the theory of organizational support, when an organization is considered to value and support employees, it will generate employee confidence that the organization cares about their welfare (Eisenberger, Huntington, Hutchison, & Sowa, 1986) ^[34]. Therefore, perceived organizational support can act as a form of organizational goodwill (Lynch, Eisenberger & Armeli, 1999) ^[21]. Supportive supervisor behaviors, such as providing helpful feedback or being willing to discuss certain challenges at work, encourage employees to reshape their job boundaries (Leana, Appelbaum & Shevchuk, 2009) ^[38]. Based on this logic, the chances of job crafting occurring will be greater if there is

support from the organization. In addition, perceptions of organizational support can provide employees with emotional support, positive self-esteem, approval, and affiliation (Lee & Peccei, 2007) ^[11], all of which can increase work attachment (Zacher & Winter, 2011) ^[9].

2. Basis of Theory

a. Effect of Job Crafting on Work Engagement

There are several things that can be antecedents of work engagement, one of which is job crafting (De Beer, Tims, Bakker, 2016) ^[36]. Job crafting is a proactive behavior and employee personal initiative. Employees who do job crafting will be more motivated to complete their work and show a higher work engagement (Petrou, Demerouti, Peeters, Schaufeli & Hetland, 2012) ^[35]. Basically, job crafting is done by employees to create a better match between personal and job goals. When employees have a good match between their goals and work, it can produce a positive meaning of work (work engagement) (Wrzesniewski & Dutton, 2001) ^[32].

The JD-R model can also be used to explain the relationship of job crafting to work engagement (Tims, Bakker & Derks, 2012) ^[35]. The JD-R model explains how employee wellbeing, which includes work engagement, can be formed by two sets of job characteristics, job demands and job resources (Bakker, Tims, & Derks, 2012) ^[51]. Job demands are all physical, psychological, social and organizational aspects of a job that require continuous efforts from employees which can affect both physically and psychologically the employee. Examples of job demands are workload and time pressure. Job resources are all physical, social and organizational aspects of a job that can help employees perform: (a) functionally in achieving work goals; (b) reduce work demands and their physiological and psychological effects; and (c) encourage personal development and growth of employees (Demerouti, Bakker, Nachreiner & Schaufeli, 2001) ^[52]. Examples of employment resources are social support and creating autonomy at work. According to Bakker, Tims and Derks (2012) ^[54], job crafting carried out by employees in mobilizing (and increasing) work resources, reducing hindering job demands, and increasing challenging aspects of work, will lead to work engagement. Based on the JD-R model, job crafting is divided into 4 dimensions (Tims, Bakker, Derks, 2013) ^[29]. Two dimensions of job crafting are related to job resources: structural (creating autonomy and variety in work) and social (receiving social support and feedback). Two other dimensions of job crafting refer to job demands, namely increasing challenging work demands (handling workload) and avoiding hindering job demands (handling emotional demands).

If it is reviewed based on the dimensions of structural and social work resources, by managing job resources, employees can increase structural and social work resources. Conservation of Resources (COR) theory is one theory that can explain how job resources can increase employee work engagement. COR theory states that human behavior is basically directed to maintain their current resources and to pursue new resources (Hobfoll, 2001) ^[55]. This encouragement directs employees to take proactive actions such as managing and increasing their work resources in an effort to increase their motivation at work (Salanova & Schaufeli, 2008) ^[23]. Job resources, such as social work resources, can play both extrinsic and intrinsic motivational roles in employees. Job resources are said to have an extrinsic

motivation role because they contribute to achieving job goals and the role of intrinsic motivation because they promote employee learning and development (Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008) ^[44]. With the increase in work resources, it can increase the motivation and energy of employees in the workplace so that in the end it can produce a higher level of work engagement (Bakker & Demerouti, 2007) ^[57]. Apart from making employees more motivated, finding resources can be a way to mobilize more job resources so that they can cope with job demands (Tims & Bakker, 2010) ^[18]. Finding resources can be in the form of actions such as asking for advice from colleagues or superiors, asking for feedback about work, or looking for opportunities to learn and develop as covered in the dimensions of job crafting to increase social and structural work resources.

Furthermore, the effect of the job crafting dimension which refers to the characteristics of job demands (challenging and hindering demands) on work attachments can be explained using the following concept. Basically the JD-R Model creates two things: decreases health and increases motivation. Decreased health can occur when employees have a poor job design or have prolonged job demands. Both of these can cause burnout in employees and can lead to stress and health problems. When employees proactively reduce the level of job demand that is holding them back (hindering job demand), it allows employees to recharge their energies and focus their efforts on their core work tasks, which can reduce burnout and increase their work engagement and job satisfaction.

On the other hand, the dimensions of challenging job demands, such as time pressure and workload, can stimulate employee motivation because employees feel satisfaction from completing these challenging tasks. Employees see these demands as leading to opportunities for personal growth when they are able to cope (Lazarus & Folkman, 1984) ^[45], so that although challenging job demands require more effort from employees, employees are motivated to spend this effort because the results are expected to be satisfactory (Tims, Bakker & Derks, 2013) ^[40]. Increasing the demands of challenging jobs can motivate employees to develop their skills and knowledge and to achieve more challenging goals (Tims, Bakker & Derks, 2012) ^[30]. With motivation, employees can reduce the negative effects of burnout and show high meaning so that they can be more tied to their work.

H1: Job crafting positively affect work engagement

b. The Effect of Perceptions of Organizational Support as Moderating Variable

Organizational support is essential for maintaining a positive employee attitude. Organizational support can give a feeling if employees can do their job well (Eisenberger & Stinglhamber, 2011) ^[24]. Besides, organizational support can provide emotional support, generate positive self-esteem in employees and approval (Lee & Peccei, 2007) ^[36], all of which are related to work attachments (Zacher & Winter, 2011) ^[14].

Conservation of Resources (COR) theory can provide an explanation of job crafting and organizational support responses. COR theory states that resources have intrinsic motivational elements that provide goals and satisfaction in meeting needs (Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008) ^[51]. In an organizational context, employees will invest in their work if the job can help meet the needs or

employees in the future (Hobfoll, 2001) [23]. For example, employees will invest time and energy into tasks to obtain more valuable resources, such as satisfaction, positive feelings about themselves, personal fulfillment, respect, strength and promotion (Hobfoll, 2001) [36]. Therefore, if the organization can provide support both materially and non-materially to employees, then employees will have the desire to move more in their work. Organizational support such as providing resources, career opportunities, learning opportunities can be a key factor in maintaining psychological energy and motivation in the workplace. With employees motivated by employees, the opportunity to carry out job crafting behavior will be even greater to maximize their potential, develop abilities, improve their social relationships in the workplace, adjust company resources according to their jobs, so that in the end the employees can adjust their work to their skills, goals and needs. Even though in reality, job crafting is an initiative behavior that can be carried out by employees without organizational support (Wrzesniewski and Dutton, 2001) [17], but when a company support its employees, it can be seen as an additional resource that can provide greater opportunities for employees to do job crafting. Besides, organizational support can also create positive working conditions that encourage employee work

engagement.

H2: Perceived organizational support strengthen the effect of job crafting on work engagement

3. Research Method

The population in this study were all permanent employees at the Bank of North Sumatra Head Office. This study used all permanent employees of Bank of North Sumatra Headquarters who had worked for more than 1 year as research subjects. This study uses a Likert scale technique in scoring. The Likert method is one of the most popular psychological scale construction methods. This study uses the PLS application, to test the validity of the data as well as to test the research hypothesis. The validity test sees the loading factor value which shows the magnitude of the correlation between the initial variables and the formed factors. Correlation with good validity has a loading factor value greater than 0.5

4. Result and Discussion

Based on data calculations using the PLS algorithm, each variable indicator's loading factor value is greater than 0.5, which means the indicator is declared valid. We can see the test results in Figure 4.1.

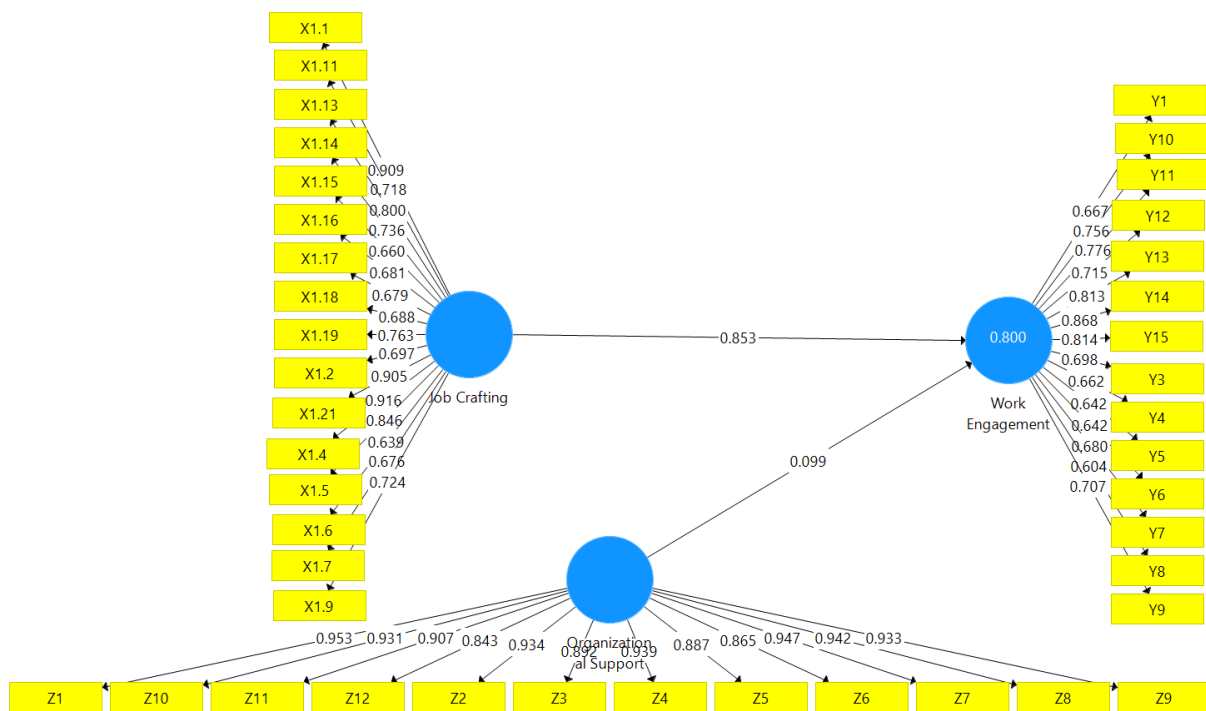


Fig 1: The Loading Factor in Figure

A latent variable has high reliability if the composite reliability and Cronbach's alpha value is above 0.50. Based on data processing results (see table 1), the Cronbach's alpha

value and composite reliability of each variable above 0.7 mean that all latent variables are reliable.

Table 1: Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Crafting	0,949	0,957	0,955	0,574
Organizational Support_	0,982	0,984	0,984	0,837
Work Engagement	0,928	0,940	0,938	0,520

The structural model in PLS is evaluated using the R-square for the dependent variable and the value of the path coefficient for the independent variable, which is then

assessed for its significance based on the t-statistic value for each path. Results of the PLS Bootstrapping Smart PLS program for testing hypotheses Table 2 and Table 3 below.

Table 2: Effect Job Crafting Organizational to Work Engagement

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Crafting -> Work Engagement	0,853	0,021	40,538	0,000
Organizational Support_ -> Work Engagement	0,099	0,036	2,785	0,006

Table 2: Effect Job Crafting Organizational to Work Engagement

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Crafting -> Work Engagement	0,845	0,029	28,765	0,000
Moderating Effect 1 -> Work Engagement	-0,018	0,040	0,463	0,644
Organizational Support_ -> Work Engagement	0,095	0,034	2,835	0,005

Based on the results of data analysis that have been described previously, it shows that there is a positive effect of job crafting on work engagement. This means that the higher the frequency of job crafting, the more engaged employee will be. Job crafting is a bottom-up approach that employees can take in designing their jobs. Employees who are able to organize their work independently feel they have autonomy in their work which can lead to positive feelings in the workplace. This is supported by previous studies which state that job crafting, which is a proactive action, is able to generate positive emotions in employees which can increase employee attachment to their work (Petrou, Demerouti, Peeters, Schaufeli & Hetland, 2012; Bakker, Rodriguez-Munoz & Sans Vergel, 2016; De Beer, Tims & Bakker, 2016; Sharma & Nambudiri, 2020) [38, 53, 53].

Further explanation on the effect of job crafting on work engagement will be explained using the Job Demand-Resource (JDR) model in accordance with the dimensions of job crafting put forward by Tims *et al.* (2012) [54]. According to Tims, *et al.* (2012) [54] job crafting is a behavior carried out by employees in terms of managing job resources and existing job demands to suit the needs, preferences and personal goals of employees. Every job has its own resources and demands. Where in general, to overcome the demands of a tough job, employees will use the available resources to deal with job demands. Resources can be in the form of personal resources (coming from individuals) and job resources available in the workplace. Both of these resources can be used by employees to overcome obstacles in the work environment. The results of previous research stated that employees who are able to optimize work resources will tend to be more positive in seeing their work and tend to have better mental health. In addition, Van Wingerden, Derks and Bakker (2017) state that work engagement generally appears when employees are able to balance job demands such as workloads and interpersonal conflicts with work resources such as feedback, social support and self-efficacy.

Based on categorization data, as many as 189 employees or equivalent to 76.52% of employees are in the high category of job crafting. This shows that many of the employees of Bank Sumut are active and have initiatives to make changes to aspects of their work. If viewed based on the aspect of job resources, when the employees of Bank Sumut Head Office have the initiative to do job crafting on their job resources, it makes them feel more attached to their work. When employees make changes to their job resources, they feel they have control over their work environment which can make them feel more satisfied in carrying out their work. This is also supported by conditions in the field where the Bank Sumut Head Office provides some flexibility for employees to participate in employee development programs such as training, innovation events, coaching and other activities and

these programs tend to be well received by employees. Adequate job resources can foster motivation and initiative for employees to do job crafting. Even though employees are faced with conditions where job resources are minimal, employees can still carry out and mobilize job crafting by finding job resources from outside the organization. For proactive employees, finding other resources can help them meet their personal and work needs and can also help employees achieve their personal goals at work. So that even in a state of inadequate job resources, employees can still feel motivated in doing their work which in turn can increase work engagement.

Research by Bakker and Demerouti (2007) [3] states that increasing job resources can increase the overall work engagement of employees. This is based on the motivational aspects contained in job resources. By optimizing job resources, it will increase employee motivation to work, achieve work goals and can also help employees to overcome difficult job demands. This motivation can direct employees to be fully involved in their work, create high resilience at work and view their work positively.

If viewed based on job demands, according to Tims *et al.* (2012) [54] in addition to job resources, employees can also make changes in several aspects of job demands. Job demands are divided into two, namely challenging job demands and hindering job demands. These two job demands must be handled in different ways so that employees can prosper and avoid negative emotions in the workplace. In accordance with the theory that has been stated previously, so that employees have positive emotions in the workplace, the demands of challenging jobs should be increased and reduce the hindering job demands. In the results of research conducted at the Bank Sumut Head Office, it can be seen that employees can manage their job demands well, which is shown by the high level of job crafting and the level of work engagement of employees at the Bank Sumut Head Office.

Based on the results of the study, it was found that the perceived organizational support could not moderate the effect of job crafting on work engagement, in other words, hypothesis 2 was rejected. When viewed based on its effect on the dependent variable, in this study the perceived organizational support acts as an independent variable. There are several reasons why in the following research perceived organizational support cannot act as a moderator. First, it is in accordance with the job crafting theory which states that job crafting is a behavior or initiative carried out by employees independently. Job crafting behavior can be done by employees with or without support from the organization. So that when the two variables interact, the moderating effect of organizational support is not strong enough to affect the relationship between job crafting and work engagement.

Second, if it is viewed based on the location where this

research was conducted, there may be an effect of cultural differences between eastern and western cultures. Indonesia is one of the countries that adheres to a strong eastern culture, where Indonesian culture has a very low value of individualism and emphasizes collectivism (Hofstede & Bond, 1984). This can affect the perspective of Indonesian society, inseparable from the business context. Eastern employees view interpersonal relationships with others as more important than appreciation or support from the organization. So that even though the organizational support felt by employees is very little, employees can compensate for this by having good interpersonal relationships at work. With a good relationship, employees continue to have a positive perception at work and can still take the initiative to do job crafting without feeling the unfairness of the company which ultimately increases their engagement to their work. Based on the results of this study, where the perception of organizational support is not a variable that can moderate the effect of job crafting on work engagement, it is necessary to review the literature and conduct qualitative research to see the latest literature on perceptions of organizational support. When viewed from the distribution of data, percentage of work engagement values falls into the high category, as well as job crafting variables and perceived organizational support. Perceived organizational support can be a moderator variable, if statistically, the percentage of data distribution of the job crafting variable is in the low or medium category, while the percentage value of perceived organizational support is high as well as the work engagement variable.

5. Conclusion and Suggestion

Based on the research data and the results of data testing, it can be concluded that job crafting has a positive and significant effect on work engagement and perceived organizational support. Perceived organizational support do not have a moderating effect on work relations with work engagement.

The results showed that the R square value of job crafting on work engagement is 76.1%, which means that there are the remaining 23.9% is influenced or can be explained by other factors outside this research model. Besides that, more literature review is needed to be able to provide sufficient explanation about the role of perceived organizational support as a moderator. For future researchers it is expected to conduct research in other business areas to further investigate the role of perceived organizational support as a moderator variable.

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