



Job Crafting and Work Engagement among Employees of Startup Company

Winnie Puspasari Thamrin

Faculty of Psychology, Gunadarma University

Corresponding authors: Winnie Puspasari, winnie@staff.gunadarma.ac.id, Faculty of Psychology, Gunadarma University, Jl. Margonda Raya No 100, Depok 16424, Jawa Barat

ARTICLE INFO

Article history

Received: 24 May 2023

Revised: 06 June 2023

Accepted: 10 July 2023

Keywords

Digital technology; Job crafting;
Startup employees; Work
engagement.

Kata Kunci

Teknologi digital; *Job crafting*;
Karyawan *startup*, Keterikatan
kerja.

ABSTRACT

Work engagement has been a crucial factor to promote employee's performance. Engaged employees perform better and are more productive. The aim of this study was to examine the influence of job crafting on work engagement work among employees of startup companies in Indonesia. The present study used correlational design. Participants of this study involved 155 employees that work in startup company. They were selected using purposive sampling technique. Data were collected using the job crafting use Job Crafting Scale (JCS) and Utrecht Work Engagement Scale (UWES). To determine the effect of job crafting on work engagement, the linear regression analysis was used. From the data analysis, there job crafting significantly affect work engagement among employees of company startups. Furthermore, job crafting explains about 46.4% variance in work engagement, while the rest was explained by other variables beyond this research. The finding of this study implies the crucial need for promoting job crafting practices among startup companies.

ABSTRAK

Keterikatan kerja telah menjadi faktor penting untuk meningkatkan kinerja karyawan. Karyawan yang memiliki keterikatan kerja yang baik mampu bekerja lebih baik dan lebih produktif. Tujuan dari penelitian ini adalah untuk menguji pengaruh job crafting terhadap keterikatan kerja pada karyawan perusahaan startup di Indonesia. Penelitian ini menggunakan desain korelasional. Partisipan penelitian ini melibatkan 155 karyawan yang bekerja di perusahaan startup. Mereka dipilih dengan menggunakan teknik purposive sampling. Data dikumpulkan menggunakan job crafting menggunakan Job Crafting Scale (JCS) dan Utrecht Work Engagement Scale (UWES). Untuk mengetahui pengaruh job crafting terhadap work engagement digunakan analisis regresi linier. Dari hasil analisis data, job crafting berpengaruh signifikan terhadap work engagement di antara karyawan perusahaan rintisan. Selanjutnya, job crafting menjelaskan sekitar 46,4% varians dalam work engagement, sedangkan sisanya dijelaskan oleh variabel lain di luar penelitian ini. Temuan penelitian ini menyiratkan kebutuhan penting untuk mempromosikan praktik kerajinan kerja di antara perusahaan pemula.

Introduction

The rapid development of digital technology has played a significant role in transforming various sectors, including business, education, healthcare, and more. This has enabled business owners and professionals to effectively utilize technology and stay competitive in their respective fields. As digital technology becomes more advanced, collaboration and cooperation have become essential for running successful businesses. Companies strive to create superior products and services to meet the growing demands of the digital era. The current digital age offers abundant choices for accessing information and technology, making work processes more efficient. This shift has intensified the competition among company owners, resulting in a notable increase in startup companies in

Indonesia. These startups, leveraging internet technology, aim to compete with established companies. In this increasingly competitive landscape, having capable and competent employees is crucial. Additionally, meeting the financial and psychological needs of employees is vital for company growth and development. By fulfilling these needs, businesses can enhance their performance and adapt to the challenges of the highly competitive digital environment.

Based on statistical data published by Gallup (2022) there are only 21% of employees in Indonesia who are committed to their jobs. This shows that there are still many employees who are not committed to their jobs. In the others words, they do not really engaged with their work. Based on the results of research conducted by Huang, Huang and Chang (2022), the concept of work engagement involve cognitive involvement, emotional involvement, and physical involvement in employees. Cognitive engagement here can be seen when employees are able to optimally invest cognitive resources in their work to improve performance. But it is not necessarily capable of putting emotional resources into work (e.g., "I am enthusiastic about work") or physical resources into work (e.g., "I am really working hard") at the same time. Cognitive engagement is defined as the level of focus, concentration, preoccupation, and intensity focused on work. Meanwhile, emotional attachment is defined as joy or pleasure in work. Physical engagement means work intensity (energy density consumed by work) which has been developed by previous research (Brown and Leigh, 1996).

Employees need to have work engagement in order to be able to compete with other companies. According to the research results of Harju, Hakanen, & Schaufeli (2016) to prevent employees from getting bored and increase work engagement, challenging works are needed so that employees will be more enthusiastic and pro-active at work. Challenges at work sometimes need to be felt by employees so that they become enthusiastic at work or make the work atmosphere more enjoyable. This is in line with the notion of work engagement according to Schaufeli (in Albrecht, 2010) that defines work engagement as a state of mind related to work that can be fulfilled through positive things and characterized by vigor, dedication and absorption. Employees who have high engagement usually have more energy and stamina at work. Furthermore, employees who have dedication feel proud and enthusiastic about their work, while absorbed by a situation where they feel united and attached to work and thus, detaching from the work become completely difficult.

The aforementioned perspective is consistent with Albrecht (2010) that suggested employees with work engagement approach their duties and responsibilities with happiness and invest all their creative energy and ideas into their work, ultimately achieving optimal results. This is particularly crucial for employees in startup companies as it enables their organizations to thrive and compete effectively in the market. In addition to work engagement, employees in startup companies are expected to possess potential, creativity, and innovation in their roles. This unique combination allows them to contribute something distinctive, setting them apart from other employees and companies, ultimately providing added value to the organization's success.

There are some internal and external factors that contribute to work engagement among employees. For instance, Tims, Bakker, & Derks (2013) identified four factors that influence work engagement, namely workload, burnout, job satisfaction and job crafting. Workload refers to the amount of work an employee has and how they manage their time to complete it. High workload can impact work engagement by affecting the employee's ability to effectively balance and complete tasks. Burnout, on the other hand, is a state of physical and mental fatigue that can significantly reduce work engagement. Job satisfaction plays a crucial role in work engagement, as it reflects the employee's positive emotional attitude and enjoyment of their work. Finally, job crafting involves proactive behaviors where employees actively shape their job tasks and responsibilities to align with their preferences and strengths. This process allows employees to minimize obstacles and enhance job resources, ultimately contributing to increased work engagement. Job crafting is defined as an approach to modify one's job in order to optimize job demands and resources, as explained by Wrzesniewski & Dutton (2001).

Tims, Bakker, & Derks (2015) in their research extended the Job Demands-Resources (JD-R) model developed by Albrecht (2010) and Bakker & Demerouti (2007) which conceptualizes the JD-R model which is characterized by the fact that challenging work will be present in every jobs and organization need to increase knowledge and understanding related to job crafting. Furthermore, employees can enhance their own work engagement and job performance through job crafting. Bakker, Tims, & Derks (2012) support this notion by stating that job crafting involves proactive behavior where employees modify the level of job demands and work resources. By engaging in job crafting, employees can customize their job tasks to align with their individual knowledge, skills, and abilities. This is particularly relevant for employees in startup companies, as it can make their work more engaging and contribute to optimal performance. Another study by Aisyah (2022) confirms that job crafting plays a significant role in influencing work engagement among employees. Considering the context of startup companies, which often lack well-established regulations, policies, and systems, having effective human resource (HR) management becomes crucial. Creating work engagement among employees should be one of the primary functions of HR. Alarming data from Gallup (2022) indicates that a substantial number of employees are not fully committed to their jobs, which can have detrimental effects such as increased turnover rates.

The increasing number of companies, especially startup companies, has intensified competition in developing effective business strategies to remain competitive in the rapidly advancing digital technology landscape. This highlights the importance of employees who are enthusiastic and dedicated, as their contributions are crucial for the company's progress. According to research by Ariyanti & Syah (2022), job crafting positively influences work engagement among working students. Considering this, it becomes vital to reassess work engagement in companies, particularly startup companies, which heavily rely on employees who are loyal and committed to making valuable contributions. Additionally, job crafting plays a significant role in empowering employees to generate innovative ideas that can compete effectively with other companies. However, there is limited research on this phenomenon, particularly in the context of startups in developing countries like Indonesia. Thus, the researchers aim to empirically investigate the potential impact of work engagement on job crafting among employees of startup companies. From the earlier studies and literature, it was hypothesized that job crafting significantly affect work engagement among employees of startup companies.

Method

This study used a quantitative correlational method to determine the influence of the independent variable on the dependent variable. The independent variable was job crafting, while the dependent variable was work engagement. This study involved 155 employees working in startup companies selected using purposive sampling technique. Inclusion criteria involve those who are currently working at startup company with minimal duration of work of one year. Thus, prospective participants that did not meet the criteria were not included for the analysis. This study was conducted among employees at some startup companies in Indonesia. The procedure for data collection has complied with the ethical guideline of American Psychological Association research on human subjects. Data collection were performed by providing an online questionnaire using the Google Form. Prior to filling out the questionnaires, participants were asked to read and fill the inform concern first. Participants in this filled out demographic data, including gender, educational background, years of service and income with the minimum criteria of employees working 1 year. In terms of demographic data obtained in this study, 68% of the participants were male, while 32% were female. In terms of work experience, 44% of the participants have been working for 1-3 years, 23% for 4-6 years, and 33% for over 6 years.

To measure work engagement, the Utrecht Work Engagement Scale (UWES) developed by Scaufelli & Bakker (2004) was used. This questionnaire portrayed the dimensions of work

engagement such as being vigor, dedication and absorption. The UWES scale consists of 17 statements in the form of a rating scale with 5 answer choices, namely "very often" which is given a value of 5, "often" is given a value of 4, "sometimes" is given a value of 3, "rarely" is given a value of 2 and "never" is given a value of 1. Reliability coefficient of this scale was very good, Cronbach's alpha = 0.935. Meanwhile, to measure job crafting, the Job Crafting Scale (JCS) by Tim, Bakker and Derks (2012) was used. This questionnaire covers some job crafting dimensions such as increasing structural job resources, increasing social job resources, increasing challenging job demands and decreasing hindering job demands. This job crafting scale consists of 21 statements in the form of a rating scale with 5 possible answers, namely "strongly agree" 5, "agree" 4, "neutral" 3, disagree "2" and strongly disagree "1. This scale had good reliability coefficient with Cronbach's alpha = 0.877. Furthermore, to ensure validity the questionnaires, this study used content validity through professional judgment. Finally, to determine the influence of job crafting on work engagement, the researcher used the linear regression analysis performed on SPSS.

Results

Prior to conduct linear regression analysis, researchers performed assumption checking. All assumptions for regression analysis were fulfilled. Furthermore, descriptive statistics was also performed to capture the profile of job crafting (Mand work engagement among the employees. Table 1 illustrates the data obtained from descriptive statistics. Furthermore, based on data analysis using a simple regression test for Job Crafting and Work Engagement, the results show that Job Crafting significantly influenced Work Engagement among employees working in startup companies with $R^2 = 0,464$, $p = 0.000$. The contribution of job crafting on work engagement is 46.4%, the remaining 53.6% is influenced by other factors outside of research.

Table 1. Statistical Data Description

Variable	M	SD	Category
Attachment Work	26.84	4.67	High
Job Crafting	34.82	9	High

Discussion

Based on the research results, it can be seen that there is a very significant effect of job crafting on work engagement, amounting to 46.4%, the remaining 53.6% is influenced by other factors outside the research. This shows that the higher the job crafting the employees have, the more engaged they he is to their job. Employees who work in startup companies should have high work engagement in order to be able to make their company stronger. They need to support companies to survive and compete with other companies, especially given the highly competitive digital world as it is today. In addition, employees must be able to develop their potential to be more creative and innovative in creating a working atmosphere. This is supported by previous research conducted by Bakker and Oerlemans (2019) that there is a positive effect of job crafting on work engagement. Where actions can proactively change job characteristics can make employees feel responsible for their work through job crafting which in turn can help employees to be more engaged with their work.

The calculations of the hypothetical mean and empirical mean indicate that employees in startup companies demonstrate high levels of work engagement and job crafting. This signifies that these employees possess the ability to fully utilize their energy, potential, and enthusiasm in their work, enabling them to complete their tasks to the best of their abilities. The job crafting variable, as determined by the hypothetical mean and empirical mean, falls within the high category. This suggests that employees in the startup company excel in completing their work, generating creative ideas, and contributing innovative solutions. This enables them to effectively leverage their abilities within the workplace. The significance of job crafting and high work engagement is particularly

important as companies face various challenges in the rapidly evolving digital world. These qualities empower companies to embrace and overcome these challenges effectively.

This is supported by the research conducted by Berg, Dutton, & Wrzesniewski (2008), which highlights that employees have the ability to independently modify aspects of their work to align with their needs, abilities, and preferences. Wrzesniewski & Dutton (2001) argue that employees can make three types of changes in their work. Firstly, they can prioritize certain tasks that need to be completed. Secondly, they can foster interpersonal relationships within the work environment. Lastly, they can mentally reframe aspects of their work to facilitate task completion. Additionally, Ibanez, Rodriguez, Marquez, Carasco, & Amillano (2021) found a significant effect of job crafting on employee engagement, indicating that employees with high work engagement willingly invest their energy and potential in their work. This is further supported by Aini's (2022) research on banking employees, which illustrates that job crafting initiatives lead to increased attachment to work and maximized efforts in achieving company goals. These studies emphasize the importance of job crafting and work engagement in enhancing employee performance and organizational success.

The results of the above research are in line with the results of the empirical and hypothetical mean calculations where when employees have a high sense of work engagement it will lead to high job crafting. Work engagement has a role in causing job crafting so that it is very possible for employees to adapt their work to their personal knowledge, skills, potentials at work and abilities at work. This is very important for employees who work in startup companies because employees and companies can work together in developing knowledge and developing digital technology so that they can compete with other industries. Based on the research results obtained, it is able to explain that when employees have high work engagement, will be able cognitively and emotionally in completing his work so as to help create good job crafting at work. Therefore, this research is very important, and relevant today, given the increasingly fierce competition in the industry. The result of this study practically implies that startup companies need to pay special attention to job crafting and employee engagement. In an effort to build a company that is strong and able to compete in the competitive digital era, employees need to have a high level of work engagement. Therefore, management needs to encourage and support job crafting practices among employees. Job crafting involves employees proactively changing the characteristics of their job to maximize the match with their individual interests, values and skills. By encouraging employees to do job crafting, companies can increase employees' sense of responsibility and attachment to their jobs.

This research has several limitations. First, although relatively few startup companies have been studied, this research does not specialize in certain startups. Future research can involve a variety of start-up industries to broaden the generalizability of the findings. In addition, this study does not analyze the mediating or moderating factors that might influence this relationship. Therefore, future research can dig deeper by considering these variables. Besides that, further research needs to evaluate the influence of cultural or geographical context on the relationship between job crafting and work engagement. Local culture and context can influence the way individuals view work, the values they hold, and their perceptions of work engagement. Additionally, future research can also consider the influence of other variables that may be related to job crafting and work engagement, such as social support and work environment. Understanding these factors can provide a more comprehensive understanding of the complexity of the relationship between job crafting and work engagement.

Conclusion

Based on the results of the research conducted, it can be concluded that the hypothesis in this study is accepted, namely that there is a very significant influence between job crafting on work engagement among employees working in startup companies. This proves that the higher the job crafting, the higher the work engagement of employees working in startup companies. In the empirical results

mean job crafting and work engagement among employees working in startup companies are in the high category, this means that startup employees have high work engagement and job crafting.

References

- Aini, N. (2022). The effect of job crafting on creativity through work engagement as variable mediation . *Journal Knowledge Management* . Vol. 10 (2). [https:// doi.org/10.26740/jim.v10n2.p566-577](https://doi.org/10.26740/jim.v10n2.p566-577)
- Aisyah , S. (2022). The effect of job crafting on work engagement through mindfulness as a mediator. *Social Indonesian Journal Technology* . Vol. 3 (8).
- Albrecht, S. (2010). *Handbook of employee engagement: Perspective , issues, research and practice* . USA: Edward Elgar Publishing, Inc.
- Ariyanti , A. W & Syah , TY R (2022). The effect of job crafting on work engagement in working students. *Budapest International Research and Critics Institute Journal (BIRCI-Journal)*. Vol 5. <https://doi.org/10.33258/birci.v5i2.4687>
- Bakker, AB, & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22, 309–328. <https://doi.org.10.1108/02683940710733115>
- Bakker, A. B & Oerlemans, WGM (2019). Daily job crafting and momentary work engagement: A self-determination & self-regulation perspective. *Journal of Vocational Behavior* . <https://doi.org/10.1016/j.jvb.2018.12.005>
- Berg, JM, Dutton, JE, & Wrzesniewski , A. (2008). *What is job crafting and why does it matter?* MI: University of Michigan Ross School of Business.
- Gallup. (2022). The majority of american workers are not engaged. Accessed on 12 April 2023, from: <https://www-gallup-com.translate.goog/workplace/349484/state-of-the-global-workplace-2022-report.aspx>.
- Harju , Hakanen & Schaufeli . (2016) . Can job crafting reduce job boredom and increase work engagement? A three-year cross-lagged panel study. *Journal of Vocational Behavior*. 95–96. <https://doi.org/10.1016/j.jvb.2016.07.001>
- Huang ,SY B, Huang, C. H & Chang, TW A. (2022) New Concept of Work Engagement Theory in Cognitive Engagement, Emotional Engagement, and Physical Engagement. *Frontiers of Psychology* . 12:663440. <https://doi.org/10.3389/fpsyg.2021.663440>
- Ibañez , OL, Rodriguez, SM, Marques, NO, Carrasco, M., & Amillano (2021). A Job Crafting and Work Engagement: The Mediating Role of Work Meaning . *International Journal of Environmental Research and Public Health* . 18 , 5383. <https://doi.org/10.3390/ijerph18105383>
- Schaufeli & Bakker. (2004). *Utrecht work engagement scale: preliminary manual* . 1st version . Occupational Health Psychology Unit Utrecht University.
- Tims , Bakker & Derks . (2012) . Development and validation of the job crafting scale. *Journal of Vocational Behavior* . 80. 173–186. <https://doi.org/10.1016/j.jvb.2011.05.009>
- Tims , Bakker & Derks. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*. Vols 18(2), 230-240. <https://doi.org/10.1037/a0032141>
- Tims , M., Bakker, AB, & Derks, D. (2015). Job crafting and job performance: A longitudinal study. *European Journal of Work and Organizational Psychology*, 24 (6), 914–928. doi.org/10.1080/1359432X.2014.969245
- Wrzesniewski , A., & Dutton, J.E. (2001). Crafting a job: Revision employees as active craftsmen of their work. *Academy of Management Reviews* . 26(2), 179–201. <https://doi.org.10.2307/259118>