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**THE INFLUENCE OF JOB CRAFTING ON WORK ENGAGEMENT THROUGH
WORK MEANING IN PT EMPLOYEES. SPIL (SALAM PACIFIC INDONESIA
LINES)**

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Abstract

Logistics service companies in Indonesia play an important role in facilitating the distribution of goods and services, such as PT. Spill. The existence of Job Crafting problems due to less harmonious employee relations causes low employee Work Engagement as evidenced by data changes. Apart from that, it is also influenced by employment factors. Meaning of employee work. The research aims to analyze the influence of Job Crafting on Work Meaning and Work Engagement at PT SPIL, as well as the influence of Work Meaning on Work Engagement; and the influence of Job Crafting on Work Engagement is mediated by the Meaning of Work at PT SPIL. The research uses quantitative methods. The sample population was 320 respondents. Data collection techniques through questionnaires with PLS to analyze data. The research results concluded that Job Crafting had a significant effect on Work Meaning and Work Engagement of PT SPIL Employees; The meaning of work has a significant effect on the work engagement of PT SPIL employees; and Work Meaning is able to mediate the relationship between Job and Work Engagement of PT SPIL Employees

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

PENDAHULUAN

Logistics service companies play an important role in facilitating the distribution of goods and services, especially in the current era of digitalization. This is due to the increasingly rapid increase in the number of e-commerce transactions and increasing demand for logistics services (Yati, 2021). Logistics service companies are also considered an important pillar in supporting the growth of the Indonesian manufacturing industry. Logistics service companies can help producers handle the goods delivery process efficiently and effectively (Iqbal, 2021). This is why logistics companies need to maintain the quality of their execution by considering employee engagement.

PT SPIL (Salam Pacific Indonesia Lines) is a shipping logistics company that offers logistics and shipping services. PT

SPIL is the largest logistics delivery service company in Indonesia. Based on fleet size and cargo capacity, the company has 37 branches. As a logistics services company, it really pays attention to the engagement role of its employees. This is because good engagement can improve employee performance (Lewiuci, 2016). To pay attention to the role of employee engagement, PT SPIL (Salam Pacific Indonesia Lines) carried out an analysis of employee engagement in each division. From the results of the analysis, it is known that in the Fleet Division and Finance & Administration Division, this division has a lot of contact with formal and rigid regulations and matters so that it can indirectly affect employee engagement.

Based on employee engagement data in each division at PT SPIL, it can be seen that there are still employees who are not engaged

with the company, namely 1 person in the Fleet Division, 1 person in the Finance & Administration Division and 2 people in the Commercial Division. Meanwhile, there are 830 employees in the moderate engaged category from different divisions. So it is proven that there are still many employees who do not have strong engagement with the company. If corrective steps are not taken, this will result in the company's work and performance not being optimal. So this is the basis for carrying out this research.

Employee engagement is a positive psychological condition that arises when employees feel a sense of loyalty and attachment to the organization, feel happy and motivated in their work, and feel they have meaning in their work (Bakker & Schaufeli, 2018). There are factors that influence employee engagement. The first factor is job crafting which is a change in the boundaries and conditions of work tasks, relationships and the meaning of work (Tims and Bakker, 2010). Job crafting has been defined as the process of influencing the meaningfulness of work. As employees change tasks, work bonds to build experiences that align with their personal identities (Ibanez *et al.*, 2021). The second factor influencing work engagement is the work meaning factor. Work meaning is a subjective experience regarding work that is carried out meaningfully, and benefits mutual benefits (Steger, 2016).

Based on the results of observations, it can be seen what form of work meaning occurs in PT SPIL employees, such as the attitude of employees to work by utilizing their abilities and utilizing company resources and facilities. For example, employees of the Strategy Development and Implementation Division utilize their ideas and connections to create company development strategies such as implementing digital pay later payments that are in line with developments in digital technology. However, there are also employees who work without utilizing all

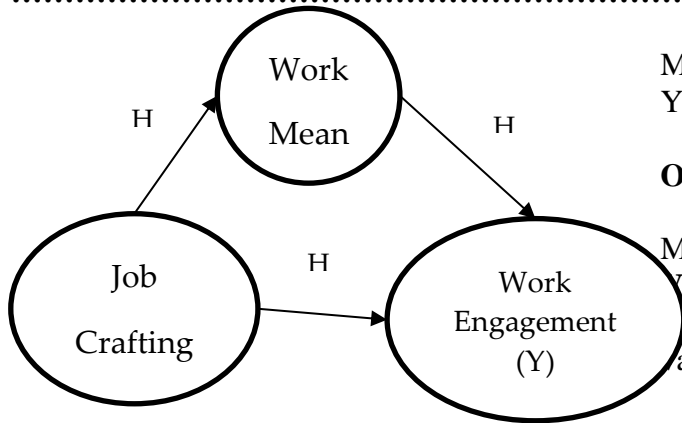
their abilities so they cannot achieve the existing key performance indicators.

Based on the background, it can be concluded that logistics companies' work engagement is very important for the company's success. Where in increasing work engagement there are job crafting and work meaning factors which are predictors of increasing work engagement. The novelty of the research lies in analyzing the influence of job crafting on work engagement through work meaning. The same thing as the study by Suhariadi *et al.*, (2019) where job crafting influences employee work engagement mediated by meaningful work has not been tested. So a study was conducted entitled "The Effect of Job Crafting on Employee Engagement Through Work Meaning at PT SPIL (Salam Pacific Indonesia Lines)". This research will analyze the work engagement of all employees at PT SPIL so that results are obtained that represent all employees and help PT SPIL to plan control over all employees in each division.

METHODS

This research uses quantitative research methods. The source of study data is through distributing questionnaires (Sugiyono, 2018). The research population is the total number of PT SPIL employees totaling 1,609 people. Determining the research sample used the Slvovin Method so that the number of samples used was 320 respondents. The research uses SEM Partial Least Square (PLS) analysis to analyze variable relationships.

The following is the conceptual framework for this research, namely:



Picture 1. Conceptual Framework

Based on the conceptual framework above, several research hypotheses can be prepared, namely:

- H1: Job Crafting has a positive and significant relationship to the Work Meaning SPIL Employee
- H2: Job Crafting has a positive and significant relationship to the Work Engagement SPIL Employee
- H3: Work Meaning has a positive and significant relationship to the Work Engagement SPIL Employee
- H4: Job Crafting has a positive and significant relationship to the Work Engagement through Work Meaning SPIL Employee

RESULTS AND DISCUSSION

From The Results of Distributing The Questionnaire, Descriptive Results of the Characteristics of the Research Respondents were obtained, namely:

Table 1. Descriptive Characteristics of Respondents

N o	Characteristic	Category	Quantity (Person)	Percentage (%)
1	Gender	Male	189	59,1
		Female	131	40,9
		Total	320	100,0
2	Age	< 20 Years	6	1,9
		21 - 35 Years	182	56,9
		> 35 Years	132	41,3
		Total	320	100,0

Source: Data processed

The Majority of Respondents Were Male, 189 People (59.1%) and Aged 21 -35 Years, 182 People (56.9%).

Outer Model Test

Following are some tests on the Outer Model, namely:

Validity Test (Convergent Validity)

Indicators must meet convergent validity, namely a value of > 0.5.

Table 2. Convergent Validity

Item	Original Sample Value (O)	P-Value
Job Crafting (X)		
X1.1	0,828	0,000
X1.2	0,855	0,000
X1.3	0,862	0,000
X1.4	0,803	0,000
Work Meaning (Z)		
Z1	0,912	0,000
Z2	0,880	0,000
Z3	0,889	0,000
Work Engagement (Y)		
Y1	0,755	0,000
Y2	0,869	0,000
Y3	0,882	0,000

Source: Data

processed

All indicators are valid with a convergent validity value > 0.5.

Validity Test (Discriminant Validity)

1) Cross Loading

The correlation value of the construct indicator must be greater than the correlation value of other constructs.

Table 3. Cross Loading

	Job Crafting (X)	Work Meaning (Z)	Work Engagement (Y)
X1.1	0,828	0,536	0,536
X1.2	0,855	0,493	0,527
X1.3	0,862	0,489	0,454
X1.4	0,803	0,499	0,507
Z1	0,601	0,912	0,600

	Job Crafting (X)	Work Meaning (Z)	Work Engagement (Y)
Z2	0,457	0,880	0,582
Z3	0,552	0,889	0,608
Y1	0,370	0,426	0,755
Y2	0,509	0,567	0,869
Y3	0,607	0,650	0,882

Source: Data processed

All indicators have good discriminant because the correlation value of the construct indicator must be greater than the correlation value of other constructs.

2) Average Variance Extracted

AVE explains the mean variance or discriminant which must be > 0.50 to be declared to be well convergent.

Table 4. Average Variance Extracted

Average Extracted (AVE)	Variance
Job Crafting (X)	0,701
Work Meaning (Z)	0,799
Work Engagement (Y)	0,701

Source: Data processed

The AVE value is > 0.5 so that the entire indicator is declared discriminant.

Reliability Test

A construct is declared reliable if the composite reliability and Cronbach Alpha values are > 0.60 (Nunnaly, in Ghazali (2015)).

Table 4. Reliability Test

Indicator	Cronbach Alpha	Composite Reliability
Job Crafting (X)	0,858	0,904
Work Meaning (Z)	0,874	0,923
Work Engagement (Y)	0,789	0,875

Source: Data processed

All variables have Composite Reliability and Cronbach Alpha > 0.6 so they are declared reliable.

Inner Model Test

The inner model aims to predict causal relationships between variables. The following research model was obtained:

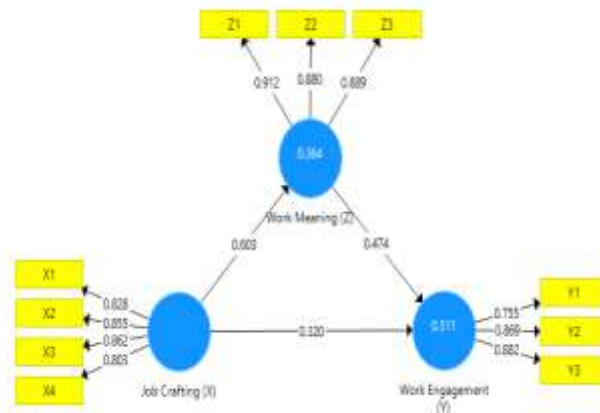


Figure 2. Measurement Model

Source: Data processed

Work Meaning (Z) is influenced by Job Crafting (X). Then, Work Engagement (Y) is influenced by Job Crafting (X) and Work Meaning (Z) in the equation:

$$Z = 0,603X$$

$$Y = 0,320 X + 0,474 Z$$

R-Square

Changes in R-Square show the effect of the independent variable on the dependent. An R2 value of 0.75 represents a "good" model, R2 0.50 a "moderate" model, R2 0.25 a "weak" model (Ghozali, 2014).

Table 5. R-Square

R Square	
Work Meaning (Z)	0,364
Work Engagement (Y)	0,511

Source: Data processed

The Job Crafting (X) variable which influences Work Meaning (Z) has an R² value of 0.364 so that Job Crafting (X) in influencing Work Meaning (Y) has a value of 36.4% in the Weak category. Meanwhile, the Job Crafting



(X) and Work Meaning (Z) variables influence Work Engagement (Y) with an R2 value of 0.511 so that Job Crafting (X) and Work Meaning (Z) influence Work Engagement (Y) with a value of 51.1% in the Moderate category.

Q-Square

Predictive relevance is a test carried out to show how good the observation value is produced using a blindfolding procedure by looking at the Q square value. If the Q square value > 0 then it can be said to have a good observation value, whereas if the Q square value < 0 then it can be said that the observation value is not good. Q-Square predictive relevance for structural models, measures how well the conservation values are produced by the model and also the parameter estimates. The suitability of the structural model can be seen from Q2, as follows:

$$\begin{aligned}
 Q2 &= 1 - [(1 - R1)*(1 - R2) \dots (1 - Rn)] \\
 &= 1 - [(1 - 0.364)*(1 - 0.511)] \\
 &= 1 - [(0.636)*(0.489)] \\
 &= 0.689
 \end{aligned}$$

So with a Q Square value of 0.689, it can be concluded that the Structural Model shows a Moderate relationship and has a Predictive Relevance value.

Hypothesis Test

Table 6. Relationship between constructs

Variable Relationship	Original Sample	T Stat.	P-Val.	Note
Job Crafting (X) -> Work Meaning (Z)	0,603	12,910	0,000	Significant
Job Crafting (X) -> Work Engagement (Y)	0,320	5,476	0,000	Significant
Work Meaning (Z) -> Work Engagement (Y)	0,474	8,641	0,000	Significant
Job Crafting (X) -> Work Meaning (Z) -> Work Engagement (Y)	0,286	6,202	0,000	Significant

Source: Data processed

The results obtained are :

1. Job Crafting Has a Significant Effect on Work Meaning, Because The T-Statistic Value Is 12.910 > 1.96 Original Sample Is Positive 0.603 So the Variable Relationship is Positive.

2. Job Crafting Has a Significant Effect on Work Engagement, Because The T-Statistic Value Is 5.476 > 1.96. The Original Sample Is Positive 0.320 So the Variable Relationship is Positive.
3. Work Meaning Has a Significant Effect on Work Engagement, Because The T-Statistic Value Is 8.641 > 1.96. The Original Sample Is Positive 0.474 So the Variable Relationship is Positive.
4. Job Crafting Has a Significant Effect on Work Engagement Through Work Meaning, Because The T-Statistic Value Is 6.202 > 1.96. The Original Sample Is Positive 0.286 So the Variable Relationship is Positive.

DISCUSSION

The Influence of Job Crafting on Work Meaning

Job Crafting is an active behavior where a worker tries to change the way or process of his work through physical or cognitive modifications as well as tasks and personal relationships in his work environment (Ibanez et al., 2021). Employees with high job crafting will be more interested in and love the work they do, which will have an impact on performance and meaning of work. Job Crafting Has a Significant Effect on Work Meaning, Because The T-Statistic Value Is 12.910 > 1.96 Original Sample Is Positive 0.603 So the Variable Relationship is Positive. Based on this, to increase the Work Meaning of PT. X is advised to pay attention to employee job crafting by creating a harmonious work atmosphere through collaborative activities between employees and management.

The research results found that Job Crafting had a significant positive impact on Work Meaning. So this is in line with research by Oktaviani et al., (2022) where Job Crafting has a significant impact on Work Meaning. Apart from that, research by Chanafi & Yudianto (2023) also proves that job crafting has a significant impact on work meaning, where a high level of meaningful work is



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significantly correlated with high employee work craftsmanship.

The Influence of Work Meaning on Work Engagement

Work Meaning is a work-related experience that benefits the common good (Steger, 2016). Employees who have high work meaning will love their work and create good work engagement. Work Meaning Has a Significant Effect on Work Engagement, Because The T-Statistic Value Is $8.641 > 1.96$. The Original Sample Is Positive 0.474 So the Variable Relationship is Positive. So to increase Work Engagement, the management of PT. X is advised to pay attention to and improve Work Meaning by conducting Work and Meaning Inventory Training.

The research results found that Work Meaning had a significant positive impact on Work Engagement. In line with research by Leonardo et al. (2019) where there is a significant correlation between Work Engagement and Work Meaning. Apart from that, Nugroho (2021) research also states that Work Meaningfulness has a significant impact on Work Engagement.

The Influence of Job Crafting on Work Engagement

Work Engagement is a concept that has recently emerged in the literature on organizational psychology, human resource development, and business management, and is associated with organizational outcomes as proven by several studies (Alqarni, 2016). If employees have a high level of Job Crafting, their work engagement will increase. Job Crafting Has a Significant Effect on Work Engagement, Because The T-Statistic Value Is $5.476 > 1.96$. The Original Sample Is Positive 0.320 So the Variable Relationship is Positive. So to increase Work Engagement, the management of PT. X is advised to pay attention to and improve Job Crafting by creating a harmonious work atmosphere and giving employees the opportunity to provide work-related ideas.

The research results found that Job Crafting had a significant positive impact on Work Engagement. In line with the study by Aprilinda & Alimatus (2022) where Job Crafting training is effective in increasing work engagement. Apart from that, research by Najla & Prakoso (2022) shows that Job Crafting has an impact on Work Engagement.

The Influence of Job Crafting on Work Engagement through Work Meaning

Employee engagement is defined as "a psychological state in which individuals are fully involved in their work, withdrawing emotionally and cognitively from their work and the organization where they work" (Bakker & Schaufeli, 2018). Employees with a high level of Job Crafting and supported by good Work Meaning will influence Work Engagement at work. Job Crafting Has a Significant Effect on Work Engagement Through Work Meaning, Because The T-Statistic Value Is $6.202 > 1.96$. The Original Sample Is Positive 0.286 So the Variable Relationship is Positive. So to increase Work Engagement, the management of PT. X is advised to pay attention to and improve Job Crafting and Work Meaning through establishing a harmonious work atmosphere and providing Work and Meaning Inventory training to employees.

The research results state that Job Crafting has a significant positive impact on Work Engagement through Work Meaning. In line with research by Yuda et al (2021) where Job Crafting has a significant impact on Work Engagement through Work Meaning. Apart from that, research by Aldrin & Netty (2019) states that there is a mediating role of Work Meaning in Job Crafting and Work Engagement. Syah (2020) research also states that Job Crafting has a significant impact on Work Engagement through Work Meaning as a mediator.



CONCLUSION

Based on The Results of Data Analysis and Discussion, Several Research Conclusions can Be obtained, Namely: 1) Job Crafting has a Significant Impact on the Work Meaning of PT Spil Employees, 2) Job Crafting has a Significant Impact on the Work Engagement Of Pt Spil Employees, 3) Work Meaning has an Impact Significant Impact on Work Engagement of PT Spil Employees And 4) Job Crafting has a Significant Impact on Work Engagement of PT Spil Employees through Work Meaning. Apart from that, it is recommended that PT SPIL improve employee Job Crafting by creating a harmonious work atmosphere through collaborative activities between employees and management and increasing employee Work Meaning through Work and Meaning Inventory Job Crafting Training.

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