

# Job Crafting-Q Violinda

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## The impact of job crafting on job engagement with meaningfulness of work as a mediating variable: A research in Indonesia and India

Qristin Violinda,<sup>1</sup> Noni Setyorini,<sup>1\*</sup> Aryan Eka Prasetya Nugraha,<sup>2</sup> Fuad Noorzeha,<sup>3</sup> Sanchita Sen,<sup>4</sup>

<sup>1</sup>Department of Management, Faculty of Economic and Business, Universitas PGRI Semarang, Semarang – Indonesia; <sup>2</sup>Department of Economic Education, Faculty of Social Science and Sport Education, Universitas PGRI Semarang, Semarang – Indonesia; <sup>3</sup>Department of Pancasila and Civic Education, Faculty of Social Science and Sport Education, Universitas PGRI Semarang, Semarang – Indonesia; <sup>4</sup>Department of Management, Faculty of Economic and Qualitative Technique, Eastern Institute for Integrated Learning in Management, Kolkata – India

**Abstract:** Classic job design theory has evolved over a long period. It focuses on employees' ability to autonomously modify their job characteristics; however, tools for assessing the dimensions of job crafting remain limited. The goal of this study is to determine how job engagement, job crafting, and meaningfulness of work are related. The partial least squares (PLS) 3.0 analysis tool was used in the path analysis. Data were obtained through an online questionnaire using the Job Crafting Questionnaire, the Dutch Utrecht Work Engagement Scale, and the MLQ Questionnaire. The purposive sampling technique was used to identify 204 respondents working in private and public companies. The results demonstrate that in Indonesia and India, task crafting, and cognitive crafting have a positive and significant relationship with the meaningfulness of work. In turn, this mediates the influence of relational crafting on job engagement for Indonesian subjects ( $\beta = 0.111$ , sig = .019) but not for Indian ones ( $\beta = 0.054$ , sig = .455). It is hoped that the study will contribute to the implementation of programs for human resource development related to job crafting design to improve performance effectiveness.

**Keywords:** job engagement; job crafting; meaningfulness of work

**Abstrak:** Teori desain pekerjaan klasik telah berkembang sejak lama dan berfokus pada kemampuan karyawan untuk memodifikasi karakteristik pekerjaan secara mandiri, namun alat untuk menilai dimensi *job crafting* masih terbatas. Tujuan dari penelitian ini adalah untuk mengetahui bagaimana hubungan *job engagement*, *job crafting*, dan *meaningfulness of work*. Alat analisis *Partial Least Square* (PLS) 3.0 digunakan dalam analisis jalur penelitian ini. Data diperoleh melalui kuesioner online dengan menggunakan *Job Crafting Questionnaire*, *Dutch Utrecht Work Engagement Scale*, dan *MLQ Questionnaire*. Teknik purposive sampling digunakan dengan jumlah sampel sebanyak 204 responden yang bekerja pada perusahaan swasta dan perusahaan publik. Hasil penelitian menjelaskan bahwa di Indonesia dan India, *task crafting*, dan *cognitive crafting* mempunyai hubungan yang positif dan signifikan terhadap *meaningfulness of work*. *Meaningfulness of work* memediasi pengaruh *relational crafting* terhadap *job engagement* untuk subjek Indonesia ( $\beta = 0,111$ , sig = 0,019) tetapi tidak untuk subjek India ( $\beta = 0,054$ , sig = 0,455). Kontribusi penelitian ini diharapkan untuk dapat diterapkan pada pelaksanaan program pengembangan sumber daya manusia terkait desain *job crafting* untuk meningkatkan efektivitas kinerja.

**Kata Kunci:** *job engagement*; *job crafting*; kebermaknaan kerja

\*Corresponding Author: Noni Setyorini (nonisetyorini@upgris.ac.id), Faculty of Economic and Business, Universitas PGRI Semarang, Jl Sidadadi Timur No 24 Semarang 50232 – Indonesia.

## Introduction

Artificial intelligence (AI) has had a significant impact on specific industries, with experts suggesting that it could user in a new industrial revolution, known as Industry 4.0 (Loureiro et al, 2021). It is projected that AI may eventually replace a substantial number of jobs, with estimates ranging from 9% (Arntz et al, 2016) to as much as 47% (Lipartito, 2020). While AI research is already influencing various sectors such as accounting, radiology, and marketing services (Syam & Sharma, 2018), there remains a lack of knowledge regarding how employees perceive its impact on their work and how they adapt to the changes it brings, as highlighted by Gbadamosi et al. (2015). Location and timing strongly influence all human behavior. Depending on the culture, geography, and other circumstances of a location, such behavior might vary greatly.

Following the development of technology, people are more likely to adopt behaviors that do not drastically alter their present patterns. They have been adapting to new behavioral patterns in response to various events over some time. This change process is adopted as job crafting.

According to Slep and Vella-Brodrick (2013) when employees actively participate in bringing about improvements to the social, physical or cognitive aspects of their work, this is referred to as job crafting. Meanwhile, according to Wrzesniewski and Dutton (2001), job crafting, which has three different manifestations, is defined as "the physical and Individuals' cognitive modifications within the task or interpersonal boundaries of their work" (e.g. the number, scope, type of job tasks required). This adjusts the cognitive task boundaries of the job, alters the relational boundaries of work (such as the level and/or degree of interpersonal engagement at work); and alters the relationship boundaries of work (e.g. the meaning and importance of work).

To date, empirical research has mainly focused on task crafting (Leana et al, 2009) or only considered job crafting as a unidimensional construct (Kanter, 1989). Wrzesniewski and Dutton (2001) argue that the three components of job crafting are tasks, relationships, and cognition. Even if these three facets are not mutually exclusive, it is nonetheless important to understand their interactions with variables such as job engagement and meaningfulness of work (Wrzesniewski et al, 2013). Recent research has found that job crafting often occurs across various industries and that most employees have a great deal of leeway to determine the specifics of their work (Zhang & Parker, 2019). By examining the dimensions of job crafting, researchers can gain a deeper understanding of how employees engage in different types of processes and how these activities relate to outcomes such as job satisfaction, performance, well-being, and meaningfulness of work.

Additional advantages of job crafting include the subjective well-being of employees, job satisfaction, organizational commitment, job engagement, job performance, and career success (Petrou et al, 2012). In conclusion, research has so far shown that workers can improve the fit between their work and themselves while promoting innovation at work by customizing their occupations (Wrzesniewski et al, 2013). The three components of job crafting have the capacity to change how individuals think about their jobs when the meaningfulness of work is used as a mediator between job crafting and job engagement. Such engagement has a positive impact on performance, employee retention, and job satisfaction (Permatasari & Suhariadi, 2019; Siahaan & Gatari, 2020). In the context of this research, job crafting is linked to job engagement because the relationship between it and job engagement helps understand how employee behavior in changing their jobs can influence their level of engagement. This can provide insight into

how to increase engagement by encouraging positive job crafting activities. The "meaningfulness of work" mediator is important because it can explain why individuals who engage in job crafting may feel more engaged in their work. If someone sees their work as having deeper meaning or being relevant to their personal values, they will tend to be more engaged. Understanding mediators provides deeper insight into the mechanisms that influence job engagement and can be used to develop more effective strategies and interventions in increasing job engagement. In other words, the mediators provide an understanding of "why" and "how" the relationship between job crafting and job engagement is formed.

Working habits will alter as a result of developing technology, which in turn will change the work system. In order to prevent this, it would be beneficial to look for tactics that protect employee welfare while boosting staff performance. Making work more meaningful is one way to do this (Dumulescu et al., 2015), with job engagement another (Hakanen et al., 2006).

Job crafting is essential for finding meaning in dynamic work situations, while it also promotes job engagement and satisfaction (Guan & Frenkel, 2018). Most earlier research focused on "job crafting" as a generic practice in which people created the features of their jobs, typically highlighting the benefits of creating the "physical" and "relational" components of employment (such as the real tasks and social aspects) (Tims et al., 2012). Despite the fact that this paradigm is effective in the majority of work environments, Slemp and Vella-Brodrick (2013) believe that it is crucial to consider how individuals develop the cognitive aspects of their jobs. For example, in some job environments, it might not always be possible to change the nature and context of the activity; therefore, this is crucial for improved performance. In recent studies, cognitive crafting

has been demonstrated to help workers deal with challenging situations conditions (Kim et al., 2018). While task, relational, and skills crafting as well as cognitive crafting improve innovative performance (Bindl et al., 2019). Wrzesniewski and Dutton (2001) have proposed that individuals design the task, cognitive and relational restrictions of their employment in an effort to advance meaning.

As shown in Figure 1, job crafting can be divided into three components: task crafting, cognitive crafting, and relational crafting, and can be measured by each of these. This research examines the relationship between job crafting and job engagement, as mediated by work meaningfulness, with the aim to understand how job crafting activities, in which employees actively change elements of their work, influence the level of their engagement. This involves understanding the mechanisms behind these processes, including whether work contributes to increased engagement. The study will provide important insights for human resource managers and organizational leaders to design better strategies to increase job engagement through job crafting practices and to increase meaningfulness of work. This will support the achievement of organizational goals and improve overall employee welfare.

The changes in information technology (IT) have had a significant impact on job crafting, although these changes may vary depending on the context, culture and IT developments in individual countries. India is known as a global IT services hub. The development of information technology in the country has enabled many employees to engage in challenging technological work. Meanwhile, in Indonesia, IT changes have driven the growth of the e-commerce industry and start-ups. Employees can engage in job crafting by designing their jobs to include jobs in these sectors, which are often related to innovation and technological development.

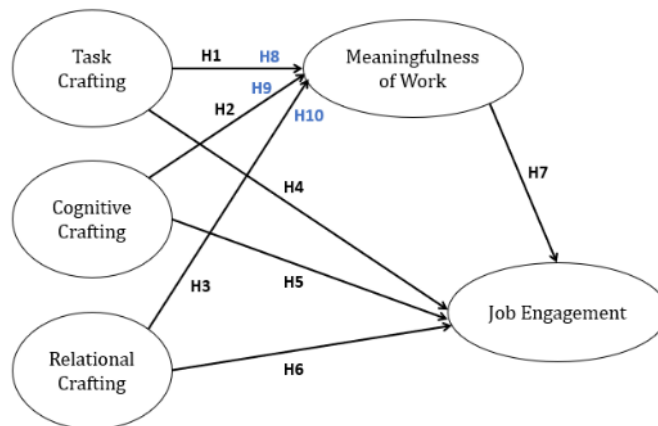
In order to evaluate this claim and make a novel contribution, this study investigates job crafting as a multidimensional variable. Notably, recent studies by Lazazzara et al. (2019) and Rudolph et al. (2017) have established positive associations between job crafting and well-being outcomes, such as heightened job engagement. However, contrasting findings have been reported by researchers such as Sakuraya et al. (2020) and Kooij et al. (2017), suggesting that job crafting does not exert any influence on job engagement. In light of these conflicting results, an attempt is made to elucidate the influencing mechanism of each dimension of job crafting on job engagement by introducing mediating variables.

Furthermore, the meaningfulness of work stands out as a crucial antecedent of job engagement (Halid et al., 2021). Despite its significance, the impact of job crafting on meaningfulness remains unexplored (Tims et al., 2016). Moreover, scholars such as Rudolph et al. (2017) and Lichtenthaler and Fischbach (2019) contend

that the dimensions of job crafting are interconnected, independent, not mutually exclusive, and possess distinct antecedents and outcomes. In an effort to assess this assertion, the study aims to examine the dimensions of job crafting, specifically task crafting, cognitive crafting, and relational crafting, as novel aspects of the research and to contribute novel insights. Job crafting is therefore, considered as a multidimensional variable.

The research includes ten hypotheses that test the dimensions of job crafting on job engagement, with the meaningfulness of work as a mediator. Hypothesis 1 proposes that task crafting influences the meaningfulness of work, while hypothesis 2 contends that cognitive crafting influences the meaningfulness of work. Hypothesis 3 posits that relational crafting influences the meaningfulness of work; hypothesis 4 that task crafting influences job engagement; and hypothesis 5 that cognitive crafting influences job engagement. Hypothesis 6 proposes that relational crafting influences job

**Figure 1**  
*Research Model*



**Table 1**  
*Respondent Demographics*

	Indonesia	India
Gender		
Male	53	50
Female	50	51
Education Level		
Diploma	20	10
Bachelor	62	40
Master	30	20
Doctoral	10	12
Age (years)		
<25	15	5
26 - 35	30	30
36 - 45	64	24
46 - 55	10	20
>56	4	6
Tenure (years)		
<5	10	20
5-10	100	54
>10	15	5

engagement; hypothesis 7 that the meaningfulness of work influences job engagement; and hypothesis 2 that the meaningfulness of work mediates the effect of task crafting on job engagement. Hypothesis 9 contends that the meaningfulness of work mediates the influence of cognitive crafting on job engagement, while hypothesis 10 posits that the meaningfulness of work mediates the influence of relational crafting on job engagement.

## Methods

### Research Design

Quantitative research was employed as the study involves numerical data, measures objective facts, focuses on variables, and involves statistical analysis. Cross-sectional data were gathered, which are a type of data used to record a phenomenon at a certain time (Cooper, 2018). Online surveys were also utilized to obtain the data. These made use of a

questionnaire that had been translated into Indonesian and had been verified by previous research in the Indonesian context. In India, this was disseminated in an English version adjusted to align with the specific Indian context. The survey comprised 34 item statements.

### Participants

Non-probability sampling was employed because the researchers did not know precisely the size of the population (Cooper, 2018). A more specific type of sampling technique uses purposive sampling, which involves identifying samples by determining certain criteria for selection (Neuman, 2007). The questionnaires were distributed between January and July 2023 to workers by using an online survey. The respondents were from Indonesia and India and were characterized by age, sex, education level, and job tenure that showed in Table 1 with 204 respondents.

## Measurement

### Job Crafting

The fifteen-item Job Crafting Questionnaire (JCQ) Slemp and Vella-Brodrick (Slemp & Vella-Brodrick, 2013) measures *relational, cognitive, and task crafting*. Examples of such items are "This week ..." I made an effort to get to know people at work well, I considered how my job gives my life meaning and purpose, and I implemented new strategies to improve my work in that sequence.

### Job Engagement

The brief nine-item version of the Dutch Utrecht Work Engagement Scale was used to assess job engagement by Schaufeli et al. (2006). The items are an assessment of three underlying dimensions: vigor (for example: "When I wake up in the morning, I feel like going to work"); dedication (for example: "I am excited about my job"); and absorption (for example: "When I am working, I forget everything around me").

### Meaningfulness of Work

This variable was measured using 10 items of the MLQ Questionnaire (Steger et al., 2012). This metric was chosen because it captures the importance of labor. A 5-point Likert scale assessment scale, ranging from 1 (strongly disagree) to 5 (strongly agree), was used to measure the variable. "I have had a job that can offer my life purpose" is an example of a meaningful work question item.

### Data Analysis

The Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed. PLS-SEM is a causalistic modeling approach that aims to maximize the variance of the criterion (dependent) construct that can be explained by the predictor (independent) construct (Hair et al., 2021). This research used PLS-SEM because it aimed to explore existing theories involving

numerous constructs with many indicators, and to estimate a one-way (recursive) model. The data processing employed SEM-PLS by testing the instrument using validity tests with discriminant validity (outer loading and AVE), and reliability tests using composite reliability and Cronbach's alpha. After instrument testing, model testing was conducted.

SmartPLS was used in this research because it focuses more on path modeling analysis (PLS-SEM) and is suitable for research that focuses on the relationship between independent and dependent variables. There are two stages of model testing in PLS-SEM, known as two-step structural equation modeling, first to estimate the measurement model, which is called outer model testing, and then to estimate the structural model, which is known as inner model testing (Hair et al., 2021).

Mediation analysis is a statistical method used to evaluate evidence from studies designed to test hypotheses about how causal antecedent variable X transmits its effect on a consequent variable Y. The analysis was conducted using bootstrapping techniques (2022) to observe the indirect or indirect effects between variables, allowing the production of confidence intervals in the statistical estimation.

## Results

To investigate structural equations, the data were analyzed using partial least squares (PLS-SEM), with SmartPLS 3.0 software utilized in the analysis. The second order confirmatory factor analysis technique was used. Therefore, the data were examined twice. First, a second-order model was created, and then the accuracy of the model checked. The goodness of fit test determines whether the data collection questionnaire was practical for using the validity and reliability tests. Particularly in the testing, the job crafting variable was assessed using the traits that reflect it.

The validity test measures the veracity or correctness, which shows that the indicator accurately corresponds to the operational description of a construct that the indicator is capable of measuring (Nunnally, 2007). The construct is deemed valid if the average variance extracted (AVE) value is  $> .50$ , which is how the validity test is determined. The internal consistency of the measurement device is shown by the reliability test (J. F. Hair et al., 2006). The Cronbach's Alpha (CA) or Composite Reliability (CR) value is used in the reliability test, and the structures are considered to be trustworthy if the CA or CR value is less than .70.

The second order confirmatory factor analysis approach was employed. Data were therefore analyzed twice. A second-order model was first constructed, and then the model's goodness of fit verified. Validity and reliability tests are used in the goodness of fit test to determine whether the data-gathering questionnaire is feasible. The job crafting variable was measured based on the characteristics that reflect it, particularly in the testing. The validity test refers to the veracity or correctness that demonstrates that the indicator accurately matches the operational description of a construct that the indicator is capable of measuring. Validity testing is seen by looking at the outer loading and AVE values. In Table 2 and Table 3 all outer loading values have been declared valid, and in the AVE shown in Table 4 the testing instrument is declared to have passed the validity test.

Subsequently, reliability testing of the instrument was conducted, observing values of Cronbach's alpha above .70 and composite reliability values above .70. All the variables were deemed trustworthy since all those examined had Cronbach's alpha and composite reliability values higher than the required thresholds. The overall reliability testing process is shown in Table 4.

In the next stage, model fit testing was performed by testing SRMR,  $d_U$ ,  $d_G$ , chi-square, NFI and RMS theta. The SRMR test results are shown to have values of  $0.061 < .08$ , so the model was fit. The  $d_U$  and  $d_G$  values were 1.506 and 1.266 respectively, with a significance value above .05, indicating that the results were marginally fit. The NFI value was .791, so the results are a good fit. Finally, the RMS Theta values were  $.162 > .102$ , so the results show a marginal fit.

The theory was tested using the suggested model. The t-statistic of  $> 1.96$  is the result of the parameters in the PLS-SEM hypothesis testing to support the hypothesis. The hypothesis was not supported if the t-statistic findings were less than 1.96. The path estimate value shows the size and direction of the effect (Hair et al., 2021).

Comparative testing is used to identify differences across research models and the impact of country-specific variables (in this case, Indonesia and India). In the hypothesis testing process the author tested data from Indian and Indonesian respondents separately. Therefore, this article assigns codes A for India and B for Indonesia in the hypothetical results.

It is known that the hypotheses tested in relation to Indonesia and India produced different outcomes based on the data processing results which are shown in Table 5 and Table 6. With regard to Hypothesis 1, which examines the impact of task design on the significance of work, the data in India had a coefficient of ( $\beta = 0.414$ ,  $p = .016$ ), while the Indonesian data show an effect of ( $\beta = 0.296$ ,  $p = .011$ ), so Hypotheses 1a and 1b are supported. With reference to Hypothesis 2, cognitive crafting was shown to influence the meaningfulness of work in India with values of ( $\beta = 0.234$ ,  $p = .040$ ) and Indonesia with values of ( $\beta = 0.373$ ,  $p = .000$ ), meaning hypotheses 2a and 2b were supported. Hypothesis 3, which posited that relational crafting influences the meaningfulness of work, produced different research results.



**Table 2**  
*Outer Loading India's Data for Validity Testing*

India			
Variable	Outer Loading	Result	Dropping Item Indicator
Task Crafting	.794-.902	Valid	TS2
Relational Crafting	.826-.952	Valid	-
Cognitive Crafting	.845-.931	Valid	CC5
Meaningfulness of work	.719-.824	Valid	ME6, ME9
Job Engagement	.665-.909	Valid	JE3, JE9, JE10, JE11, JE12, JE13, JE14, JE15

**Table 3**  
*Outer Loading Indonesia's Data for Validity Testing*

Indonesia			
Variable	Outer Loading	Result	Dropping Item Indicator
Task Crafting	.794-.902	Valid	TC2, TC4, TC6
Relational Crafting	.826-.952	Valid	RC1, RC2
Cognitive Crafting	.845-.931	Valid	CC3
Meaningfulness of work	.719-.824	Valid	ME5, ME8, ME11
Job Engagement	.665-.909	Valid	JE3, JE6, JE8, JE10, JE11, JE12, JE13

**Table 4**  
*Instrument Testing*

Variable	Validity Testing		Reliability Testing		
	AVE	Result	CR	CA	Result
Task Crafting	.790	Valid	.937	.911	Reliable
Cognitive Crafting	.769	Valid	.930	.900	Reliable
Relational Crafting	.813	Valid	.956	.942	Reliable
Meaningfulness of Work	.700	Valid	.949	.938	Reliable
Job Engagement	.677	Valid	.935	.919	Reliable

**Table 5**  
*Hypothesis Testing and Direct Effect Results*

Hypothesis	Indonesia			India		
	Original Sample	p-Value	Result	Original Sample	p-Value	Result
H1 Task Crafting => Meaningfulness of Work	0.296	.011	Supported	0.414	.016	Supported
H2 Cognitive Crafting => Meaningfulness of Work	0.373	.000	Supported	0.234	.040	Supported
H3 Relational Crafting => Meaningfulness of Work	0.204	.016	Supported	0.291	.135	Not supported
H4 Task Crafting => Job Engagement	0.195	.052	Supported	0.273	.010	Supported
H5 Cognitive Crafting => Job Engagement	0.104	.286	Not supported	0.210	.023	Supported
H6 Relational Crafting => Job Engagement	0.107	.284	Not supported	0.329	.08	Supported
H7 Meaningfulness of Work => Job Engagement	0.545	.000	Supported	0.185	.114	Not supported

**Table 6**  
*Hypothesis Testing and Indirect Effect Results*

Hypothesis	Indonesia			India		
	Original Sample	p-Value	Result	Original Sample	p-Value	Result
H8 Task craft => Meaningfulness of work=> Job Engagement	0.161	.031	Supported	0.077	.154	Not Supported
H9 Cognitive crafting => Meaningfulness of work=> Job Engagement	0.204	.000	Supported	0.043	.203	Not Supported
H10 Relational crafting => Meaningfulness of work=> Job Engagement	0.111	.019	Supported	0.054	.455	Not supported

For India, these were ( $\beta = 0.291$ , sig = .135) while for Indonesia ( $\beta = 0.204$ , sig = .016), so hypothesis 3a was not supported, but Hypothesis 3b was. Regarding hypothesis 4, concerning the effect of task crafting on job engagement, the data from India had a coefficient of ( $\beta = 0.273$ , p = .010), while the Indonesian data showed that the effect was ( $\beta = 0.195$ , p = .052), meaning that hypotheses 4a and 4b were supported. Hypothesis 5, proposing that cognitive crafting influences job engagement, produced different research results. For India, these were ( $\beta = 0.210$ , sig = .023) while for Indonesia ( $\beta = 0.104$ , sig = .286), so Hypothesis 5a was supported, but hypothesis 5b was not. Hypothesis 6, that relational crafting influences job engagement, also led to differences in the research results; for India ( $\beta = 0.329$ , sig = .008), while for Indonesia ( $\beta = 0.107$ , sig = .284), meaning that hypothesis 6a was supported, while hypothesis 6b was not. There were again different test results for hypothesis 7, the meaningfulness of work influences job engagement; for India ( $\beta = 0.185$ , sig = .114), while for Indonesia ( $\beta = 0.545$ , sig = .000). Consequently, hypothesis 7a was not supported, but hypothesis 7b was.

After measuring the hypotheses with direct effects, we continued with indirect effect testing to test hypotheses 8-10. The indirect influence test is shown in Table 6. Hypothesis 8, the meaningful-

ness of work mediates the effect of task crafting on job engagement, produced differences in the research results. For India ( $\beta = 0.077$ , sig = .154), while for Indonesia ( $\beta = 0.161$ , sig = .031), hypothesis 8a was not supported, while hypothesis 8b was. There were also differences in the results for hypothesis 9, meaningfulness of work mediates the influence of cognitive crafting on job engagement. For India, these were ( $\beta = 0.043$ , sig = .203), while for Indonesia ( $\beta = 0.204$ , sig = .000), meaning hypothesis 9a was not supported, while hypothesis 9b was. Hypothesis 10, meaningfulness of work mediates the influence of relational crafting on job engagement, also led to differences in the research results; for India ( $\beta = 0.054$ , sig = .455), while for Indonesia ( $\beta = 0.111$ , sig = .019). Consequently, hypothesis 10a was not supported, but hypothesis 10b was.

## Discussion

This discussion will be presented in ten part; The first part explains the direct influence of task crafting on the meaningfulness of work, while the second part states the direct influence of cognitive crafting on the meaningfulness of work. The third section explains the direct influence of relational crafting on the meaningfulness of work; The fourth section explains the direct influence of task creation on job engagement; and The fifth section explains the direct influence of cognitive crafting

on job engagement. The sixth section explains the direct influence that relational crafting has on job engagement; The seventh section explains the direct influence that the meaningfulness of work influences job engagement; and The eighth section explains the indirect influence of work meaningfulness mediating the influence of task creation on job engagement. The ninth section explains the indirect influence of work meaningfulness mediating the influence of cognitive craft on job engagement, while the tenth section explains that the indirect influence of work meaningfulness mediates the influence of relational craft on job engagement.

#### *Task Crafting and Meaningfulness of Work*

With p-values of .010 and .011, task crafting in Indonesia and India was shown to significantly affect the meaningfulness of work. The way employment is created for employees has a big impact on how people feel about the significance of their work (Hackman & Oldham, 1976). A job design comprises the tasks and relationships assigned to an individual in an organization (Ilgen & Hollenbeck, 1991). The concept of "job crafting" is meant to capture these changes; however, research indicates that job designs may be points from which individuals propose changes to their duties and relationships at work. Job crafting specifically refers to the process whereby employees redefine and reimagine their job designs in ways that are personally meaningful (Wrzesniewski & Dutton, 2001). The significance of the work may also change as a result of these adjustments. "Meaningful of work" refers to work that people feel significant because it serves a crucial purpose (Pratt & Ashforth, 2003), while the term "meaningfulness" concerns the level or degree of significance employees believe their work possesses (Rosso et al., 2010). Numerous benefits of employment are linked to meaningfulness, such as improved job satisfaction, motivation

and output (Grant & Ashford, 2008). Although it is recognized that meaningful work may come with negative side effects (Bunderson & Thompson, 2009), for the sake of this chapter, we treat meaningfulness as a typically favorable or advantageous result for people and organizations, following the trend in the literature (Rosso et al., 2010).

#### *Cognitive Crafting and Meaningfulness of Work*

Cognitive artistry has a strong impact on the meaningfulness of work in both Indonesia and India, with p-values of .004 and .000 respectively. As a result, it is an important tool for workers to establish personal control over their working cognitions (Slemp & Vella-Brodrick, 2013). In order to ensure that their job has a good influence (such as purpose and well-being) on their own lives in general, as well as on the lives of others, employees can continuously alter how they see and approach their work. A strong self-image helps workers build a positive social identity at work and makes them feel confident when performing their tasks (Wrzesniewski & Dutton, 2001). Since employees have power over what makes them happy at work, cognitive crafting will inevitably strengthen the meaningfulness of work in this psychological process of shaping the impressions of what people do for a living. There has been little research on the psychological process of job crafting (eg, cognitive crafting). Bindl et al. (2019) and more so over time.

If people choose to develop such relationships, their desire for connection is met, while allowing them to have the best possible job experience, which increases meaning over time. Employees meet their basic desire for relatedness by spending more time with supportive and valued coworkers, which gives working life a significant meaning and fosters positive working relationships. Employees might also decide to stop engaging in relational construction activities as a

self-driven tactic to enhance job fit (Kim et al., 2018), empowering them to navigate challenging connections and cultivate helpful ones in the process. Therefore, when workers build relationships and spend time with respected coworkers, they may feel that their work is more significant.

#### *Relational Crafting and Meaningfulness of Work*

The results of the analysis show that relational crafting in Indonesia has an effect on the meaningfulness of work, with a p value of .016. On the other hand, in India relational crafting has no effect on meaningfulness, with a P value of .135. Relational crafting refers to the control employees have over the people at work with whom they interact (Slemp & Vella-Brodrick, 2013, 2014). Employees have the ability to deliberately choose how and to what extent they participate in social events, work with difficult coworkers in a different way to supportive ones, and communicate with different sorts of coworkers (e.g., welcoming new employees or attending work parties). Employees engage in creating to meet their urge to communicate with people and build social ties (Wrzesniewski & Dutton, 2001).

#### *Task Crafting and Job Engagement*

The analysis findings indicate that task crafting in Indonesia and India has p-values of .010 and .052 on job engagement. Through meaningfulness and the impact on job engagement, it is demonstrated how tasking, cognitive, and relational crafting in particular are related to other ratings of in-role and extra-role performance at the work level. Furthermore, whereas task and relationship crafting have been widely researched, job crafting methods for increasing job challenges, increasing job resources, and increasing social resources (Lichtenthaler & Fischbach, 2019). Moreover, less is known about the impacts of

cognitive crafting in conjunction with psychical and relational job crafting practices, at the work-level). We also corroborate the Job Crafting Questionnaire (JCQ) developed by Slemp and Vella-Brodrick (2014), who provided evidence for a three-factor approach that distinguishes between task, cognitive, and relational crafting, as proposed by Vogel et al. (2016). We also show how these types of crafting behaviors fluctuate over time (i.e. weeks).

#### *Cognitive Crafting and Job Engagement*

For remote health-care employees to sustain acceptable levels of job engagement, cognitive crafting appears to be a successful strategy. Remote workers appear to find it easier to cope with being away from home by reminding themselves of the purpose of their employment. We advise organizations to encourage cognitive craftsmanship among remote health-care professionals as a result. Programs should focus on enhancing the capacity, drive, and opportunity of remote workers to cognitively construct their work. We suggest two options for action.

Cognitive crafting entails modifying people's perspectives of their actions and relationships to raise the significance of their work (e.g., focusing attention on the most important components of the job) (Zhang & Park, 2019). Even though the literature on cognitive crafting is still in its infancy (denhuys et al., 2021), evidence suggests that it is a good predictor of work engagement (Hulshof et al., 2020) and an especially relevant cognitive strategy for workers whose work meaningfulness is at risk (Bailey et al., 2019).

#### *Relational Crafting and Job Engagement*

Relationship building has a good impact on job engagement in Indonesia. Given that Indonesia places a high value on the workplace due to the influence of Confucianism, relational crafting has greater practical significance for

employees in Indonesian firms. "An informal, particularistic personal relationship between two individuals" is how Indonesian is defined. In Indonesia, the workplace is important and linked to favorable results, including more advantageous choices and greater job satisfaction. In addition, love and reciprocity can be used to create and establish a positive work environment in the country. Relational crafting refers to actions taken by staff members to alter relational boundaries, including seeking, establishing, and/or sustaining better connections with desired coworkers (Bruning & Campion, 2018). This practice has been shown to assist employees in having more supportive and gratifying interactions, resulting in a variety of good consequences (Jutengren et al., 2020). Relational crafting can be categorized as approach- and avoidance-oriented.

However, relational craftsmanship has no impact on job engagement in India. Cultural factors are the main reason for this. In India, where is the culture? Although culture and civilization are interrelated, some people mistakenly refer to culture as civilization. Culture is a mirror of civilization, which is the foundation of culture, while culture refers to all aspects of human society that are related to a particular population's knowledge and resources. The success of human society, on the other hand, indicates that civilization is at an advanced level of social and human development.

Culture is a set of common beliefs, practices, attitudes, values, and artifacts that people within a society use to sustain positive relationships with one another and the outside world. It is passed down through learning from one generation to the next. Adopting healthier lifestyles and using the benefits of natural resources to meet the demands of a population are not considered to be examples of civilization. Although it is possible for culture to exist independently of civilization, this is not the case. A civilisation may also contain

multiple cultures, even if they may not appear to be related to one another. Contrary to organizational aspects, culture and civilization are inseparable. It endows societies with distinctive qualities. Due to the dynamic nature of both heritages, when mobility is halted, civilization and its culture deteriorate.

#### *Meaningfulness of Work and Job Engagement*

The significance of an employee's job markedly improves their ability to achieve company goals and objectives. The positive and significant contributions that a job makes to a person's life, as well as the satisfaction that a worker feels from their work, can be utilized to determine whether or not a job is meaningful (Matsuo, 2019). Hackman and Oldham (1976) demonstrate that increased job meaning results in a variety of beneficial work-related outcomes. Job engagement and affective commitment are two examples of work-related outcomes, although research on the meaningfulness of work in India is difficult to obtain (Bailey et al., 2019). The meaning associated with work, and experience of meaningfulness, lead to constructive work-related outcomes, specifically affective commitment and job engagement (Costantini & Sartori, 2018). Shuck and Rose (2013) state that the degree of significance in a job depends on how well a person gets along with their employer. Therefore, this study stresses how job engagement and affective commitment are increased by meaningful employment.

Work that is meaningful influences affective commitment. Even in uncertain times, emotionally invested employees are more likely to stay connected to their place of employment. Work must be meaningful and engaging, and one must be committed to it in order to improve organizational performance and emphasize the role of work as a motivator (Chalofsky & Krishna, 2009). Work is where an individual grows, is

where they spend most of their time and is an area that impacts the meaning and purpose of the job in one's life (Pratt & Ashforth, 2003). The workplace is an important environment where someone can be inspired to feel significance. An individual's self-motivated action to seek meaning at work will support their experience of engagement and commitment to their job. If a company provides a space for employees to find purpose in their jobs, all will benefit from the results.

The results of this study are supported by previous research (Zhang et al., 2017), which has found that more affective commitment will translate into greater job engagement. This could be because those with a favorable outlook on working in the service industry are more likely to experience a positive frame of mind related to their job (Chalofsky & Krishna, 2009). Since commitment is a measure at the personal level, any positive organizational result must first have an impact on results at the individual level. As a result, when employees approach and care about their company positively, they will exhibit high levels of commitment to the organization.

#### *Task Crafting and Meaningfulness of Work Effect with Mediated Job Engagement*

Work meaning in this study is based on the theoretical framework of Steger et al. (2012), in which two elements stand out. First, the individual's understanding of their job; and second, after identifying their identity, abilities, and requirements, the individual's adaptability to this environment. On the other hand, framing labor in the pursuit of a specific goal aids in a person's enhancement of their understanding of their employment (for example, tasks, goals, and work connections) (Geldenhuys et al., 2021) to develop their sense of self and personal identity in order to better comprehend how they fit into the business. Individuals learn more about themselves and give their life significance through

their work. Despite being one of the factors that the original job-creating authors considered, Wrzesniewski et al. (2013) proposed as important to its comprehension, and which other scholars later recognized as critical to employees' job satisfaction (Cheney et al., 2008), few studies have connected job crafting with the meaningfulness of one's job. Tims et al. (2012) conducted one of these investigations, which involved 114 workers who underwent three weeks of evaluations. According to Tims et al., was associated with higher levels of job meaning and was always aimed at improving employees' perceptions of the alignment between their job demands and the resources that were available. Similarly, a recent study by Bechtoldt et al. (2011) of 391 financial personnel in South Africa demonstrated the relationship between job crafting and work meaning, as well as the predictive value of job crafting on the meaning variable.

#### *Relational Crafting and Meaningfulness of Work Effect with Mediated Job Engagement*

Some research has emphasized the mediating function that work meaning can have in the relationship between engagement and other employment resources or attributes (Lichtenthaler & Fischbach, 2019). Other research has revealed that work meaning can act as a mediator between elements conceptually related to job crafting. It is possible that this kind was originally mentioned in Hackman and Oldham (1976), that one of the guiding theoretical frameworks for job design is the notion of job characteristics. According to Hackman and Oldman, three conditions must be present for an employee to report high intrinsic motivation: job satisfaction, performance and low absenteeism and turnover intention. First, they must believe their work has meaning; second, they must feel accountable for the outcomes of their work; and third, they must be aware of these outcomes. Therefore, Hackman and Oldman had

already stated that improving employee well-being through meaningful work is essential. Furthermore, they demonstrate that three job characteristics are required for one's work to be perceived as meaningful: skill variety (the variety of skills and talents workers must develop); task identity (the extent to which jobholders identify their work with a visible outcome); and task significance (the extent to which the job affects other people's lives).

Years later, a meta-analysis of 259 papers corroborated the theory's central notion. It confirmed that the strongest mediator between several studied job qualities was work meaning. These included a variety of skill sets; knowledge of the importance of the task; and productive work outcomes such as productivity, job satisfaction, and intrinsic motivation. Later research found that work meaning mediated the effects of factors such as peer relationships, job characteristics, feedback, skill development and utilization, and job fit and engagement (Vogel et al., 2016). Kahn (1992) indicated that the perceived meaning mediated the favorable association between engagement and job design (as a job characteristic or resource). Rudolph et al. (2017) recommended job crafting as a suitable method to boost job engagement since it also improves the sense of purpose felt by the employee and the fit between the demands of the job and the individual's capacity to complete assignments.

#### *Cognitive Crafting and Meaningfulness of Work Effect with Mediated Job Engagement*

Based on the data processing findings for India and Indonesia, it is demonstrated that the hypothesis is supported for Indonesia since the p-value is less than .05, but not for India because the significance value for this country is greater than .05. In contrast to relationship and task crafting, cognitive crafting is a conceptual tactic rather than a behavioral kind of job crafting. Cognitive crafting has no effect on any objective

part of the job because it occurs solely in people's imaginations.

It is the process of changing one's perceptions of one's obligations and connections in order to make work more meaningful; for example, focusing attention on the most important components of the job (Slemp & Vella-Brodrick, 2013; Zhang & Parker, 2019). However, it has become more challenging to centrally develop task descriptions that fit all employees over a long period due to the growing diversity in the workforce and the degrees of uncertainty and complexity in modern workplaces (Wrzesniewski et al., 2013). Not all cognitive crafting activities have behavioral effects, despite the notion that such crafting is a requirement for behavioral crafting. In other circumstances, employees might not be able to use behavioral crafting or may find it simpler to tackle their responsibilities by simply framing them differently (Zhang & Parker, 2019). Employees should perceive their own work as meaningful if they alter their methods of operation by taking into account how their actions may affect others and themselves (Salanova et al., 2005).

Additionally, studies show that people are more inclined to alter their work-related limits if it implies that their work will better complement their personal goals, values, and motivations. Understanding the psychological relationship between one's self and one's work is important because it is not always possible to alter the physical requirements of a job. As a result, altering one's perspective on one's work is a valuable and practical way to be creative and add meaning to tasks that cannot be altered structurally. Understanding oneself and one's thought processes is helpful in a professional setting because individuals are crucial in determining their purpose and motivation. Employees can communicate their values and motivations at work by using job crafting, particularly cognitive crafting (Wrzesniewski et al., 2013).

In terms of practical implications, organizations, and human resource practitioners in both countries could leverage these findings to inform the development of targeted interventions and programs. Specifically, attention should be paid to initiatives that promote task crafting, cognitive crafting, and relational crafting to enhance employees' perceptions of meaningfulness of work. In Indonesia, emphasizing the mediating role of meaningfulness of work in the relationship between relational crafting and job engagement may guide the implementation of more nuanced and effective strategies. Moreover, the differences observed between Indonesia and India underscore the importance of considering cultural and contextual factors when designing human resource programs. Organizations should recognize that crafting behaviors and their implications can vary across different cultural and national contexts. The strength of this research is that it covers two countries with different cultures, namely Indonesia and India. The presence of data from two different cultural contexts provides significant external strength, enabling a more holistic understanding of how job

crafting practices interact with job engagement and meaningfulness of work in different work environments. However, the weakness of this research is that the differences in the mediating role of meaningfulness of work between the two countries may reflect factors that are not yet fully understood. This indicates that further research is still needed to identify contextual variables or dynamics that can explain these differences.

#### 66 Conclusion

The findings of the study show that both in Indonesia and India, task crafting and cognitive crafting have a positive and important correlation with the meaningfulness of work. Meaningfulness of work acted as a mediating factor in the impact of relational crafting on job engagement among the participants in Indonesia, whereas such mediation was not found among those in India. The contribution of the study has practical implications for the development of human resource programs, especially in the design of job creation initiatives aimed at increasing performance effectiveness.[]

#### Author Contribution Statement

**Qristin Violinda:** Conceptualization; Data Curation; Formal Analysis; Funding Acquisition; Investigation; Methodology; Project Administration; Resources; Validation; Writing Original Draft; Writing, Review & Editing. **Noni Setyorini:** Data Tabulation; Funding Acquisition; Investigation; Methodology Formal Analysis; Resource Validation; Writing, Review & Editing. **Aryan Eka Prasetya Nugraha:** Plagiarism testing, Funding Acquisition; Investigation; Methodology Formal Analysis; Resource Validation; Writing, Review & Editing. **Fuad Noorzeha:** Funding Acquisition; Investigation. **Sanchita Som:** Conceptualization; Collecting data in India; Funding Acquisition; Review & Editing.

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