

Job Crafting and Meaningful Work for Employees at PT. X in Jakarta

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ABSTRACT

In the new normal era, both organizations and employees have had to rapidly adjust to unparalleled difficulties. PT. X, a digital consulting firm that focuses on installing core modules and ensuring safety equipment for mining machines, has faced similar challenges. To maintain a competitive edge, PT. X must prioritize the continuous productivity of its employees while also improving the quality and significance of their jobs. This will help to keep employees motivated and enable them to effectively adjust to any changes in the workplace. This study examined the relationship between job crafting and the experience of meaningful work among employees working at digital consulting firms in Jakarta. The study employed a quantitative approach and included a sample of 55 employees who were selected using saturation sampling techniques. The data was gathered via adapted iterations of the Comprehensive Meaningful Work Scale (CMWS) and Job Crafting Scale (JCS). Pearson's correlation analysis showed a significant positive association between job crafting and meaningful work. This suggests that employees who engage in higher degrees of job crafting tend to perceive their work as more meaningful. The results emphasize the importance of job design in improving the quality of meaningful work experiences. Organizations can cultivate a sense of meaningful work by promoting job-creating behaviors that empower employees to modify their duties and interactions. During periods of transition and uncertainty, it is especially important to have meaningful work, as it can inspire and drive people while also aiding the business in adapting to the new normal.

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INTRODUCTION

The current period of change presents new difficulties that need swift adaptation from firms and personnel, necessitating a strategic response aligned with the company's vision and objective. PT X, a digital consulting company specializing in installing core modules and safety systems in mining heavy equipment, faced similar issues as well (Eryomenko & Kolesnikov, 2020). PT X must enhance employee productivity and promote meaningful work to engage employees to tackle workplace issues, ensuring competitiveness in the new normal era.

After conducting interviews on October 4, 2023, with 10 employees of PT X, it was found that the majority believe that their work falls short of expectations and lacks variety, resulting in missed opportunities for improvement and feelings of boredom. Some personnel encounter challenges and feel the necessity to further enhance their skills in their existing position. Many people believe that their employment does not align with their interests and abilities, hindering their potential for development. The author asserts that issues in meaningful work can be addressed through job crafting, which is crucial to comprehend as it correlates with individual performance and mitigates the adverse effects of heavy workloads.

According to Han et al. (2020), researching the significance of meaningful work for employees is crucial as it is related to individual performance in their jobs. Engaging in meaningful work might reduce the negative effects of perceived overqualification or excessive workload, therefore decreasing work boredom (Sánchez-Cardona et al., 2020). Research on meaningful work is crucial for understanding the factors influencing employees' work meaningfulness experiences, to assist the human resources department in optimizing human resource management policies and practices (Bailey et al., 2019; Wingerden et al., 2018).

Meaningful work has various positive impacts on organizations and employees, such as increased performance, job engagement, job satisfaction, organizational commitment, and reduced turnover intentions (Aleksić et al., 2023; Tong, 2018). Meaningful work can enhance job engagement, skills, job variety, sense of belonging, and employee resilience in facing challenges (Albrecht et al., 2021;

Kanwal et al., 2020; Schnell et al., 2019). Additionally, consistent meaningful work can reduce work boredom (Zharifah & Parahyanti, 2022).

Blustein et al. (2023) stated that the achievement of meaningful work is influenced by several factors categorized into three levels: individual, organizational, and social/community. Additionally, other factors like as needs fulfillment, social context, organizational environment, and individual habits also play a role. In addition to those factors, job crafting is also a crucial factor in achieving meaningful employment. This is because job crafting allows employees the flexibility to shape their own work, which can enhance performance (Junça-Silva et al., 2022). Job crafting allows employees to adjust their own work in such a way that it becomes more meaningful and improves performance.

Several studies have shown that job crafting offers several positive benefits, such as increased job satisfaction and positive contributions to the organization (Jswd et al., 2022; Jutengren et al., 2020; Mondo et al., 2023; Yoon et al., 2019). Furthermore, there is a positive relationship between job crafting and meaningful work (Letona-Ibañez et al., 2021). Job crafting plays a role in enhancing meaningful work and employee resilience, particularly through its cognitive abilities (Pimenta de Devotto et al., 2022; Van Wingerden & Poell, 2019). However, job crafting is not always effective in reducing work boredom and stress (Sahay et al., 2022). Overall, job crafting benefits employees by allowing them to engage in meaningful work that aligns with their abilities and interests.

This research is crucial as it can enhance comprehension of the correlation between job crafting and meaningful work. Job crafting enables employees to tailor their own job roles to better match their interests, abilities, and requirements. This can improve their understanding of crucial employment. Until far, there have been no studies directly investigating the relationship between job crafting and meaningful employment, especially in Indonesia. The hypothesis posits a positive correlation between job crafting and meaningful employment.

LITERATURE REVIEW

According to May et al. (2004), meaningful work is defined as the value or purpose of a job that is considered important by individuals based on their own ideal standards, and this plays a significant role in career literature and job research. Understanding of meaningful labor is intricately linked to self-existence (Steger et al., 2006). Hackman & Oldham (1976) assert that meaningful work is a condition in which individuals perceive their job to have significance, value, and purpose. The significance of work for individuals is sometimes referred to as meaning (Wrzesniewski et al., 2013). Individuals' subjective meaning of work goals is based on their own ideal standards (Lips-Wiersma & Wright, 2012). Thus, it may be concluded that meaningful labor is the value or purpose of a job that exists within individuals based on their own ideal standards.

Lips-Wiersma & Wright (2012) proposed a comprehensive model of meaningful work consisting of 7 dimensions: developing the inner self referring to personal growth, unity with others emphasizing the importance of collaboration, serving others focusing on contributions to others, expressing full potential involving creativity, reality aligning personal values with work, inspiration viewing work as inspiring, and balancing tensions between personal needs and those of others through internal reflection and external contribution. The seven dimensions provide a profound understanding of the components that shape the meaning in work. Job crafting is the process where individuals adjust their occupations to align with their preferences and requirements, focusing on duties, relationships, and identity (Wrzesniewski & Dutton, 2001). Job crafting can improve employees' internal drive, independence, and self-identity at work (Chirkov et al., 2003). Job design can assist employees in managing demanding job tasks and supportive job resources according to their individual abilities and resources (Bakker & Demerouti, 2007; Tims et al., 2016; Tims & Bakker, 2010). Job crafting is a proactive approach to improving the fit between an individual and their work environment by leveraging employees' knowledge, skills, and capacities (Gennaro, 2019; Wang et al., 2016). Job creating is a method that can generate significance and contentment in one's job.

RESEARCH METHOD

Participants

55 employees from a digital consulting company in Jakarta were involved in the study. Researchers pick respondents based on the criteria of being permanent employees with a minimum of 1 year of work experience. The sample consisted of 55 employees. The sampling technique used is sample saturation. To ensure an accurate generalization, it is important to employ the entire population as a sample due to its small size.

Instruments

This study utilizes the Comprehensive Meaningful Work Scale (CMWS) developed by Lips-Wiersma & Wright (2012). Seven dimensions are assessed: developing the inner self, unity with others, serving others, expressing full potential, reality, inspiration, and balancing tensions (self vs others; being vs doing). The scale comprises 36 items with a Cronbach's α coefficient of .921. It is a Likert scale composed of six categories: 1 (strongly disagree), 2 (disagree), 3 (somewhat disagree), 4 (somewhat agree), 5 (agree), and 6 (strongly agree).

The study utilized the Job Crafting Scale (JCS) developed by Tims et al. (2012) as the second scale. Four dimensions were assessed: increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands. The measure comprises 21 items with a Cronbach's α of .798. It is a Likert scale with five categories: 1 (never), 2 (rare), 3 (occasionally), 4 (often), and 5 (always).

Analysis Techniques

The authors utilized Pearson's product moment correlation approach to evaluate the data in this study. This method is chosen to evaluate associative or relationship hypotheses (correlations) due to the ordinal nature of the research data (Sugiyono, 2021). Correlation coefficient calculation using the Statistical Package for Social Science (SPSS) version 27 for Windows.

RESULT AND DISCUSSION

The study was carried out at PT. X in Jakarta with a sample size of 55 employees. The study's demographic data is presented in table 1. Table 1 indicates that the respondents typically labor for 1-2 years, with 17 individuals representing 30.9% of the total.

Table 1
Demographic Data Research Sample

	N	%
Less than 1 year	12	21.8%
1-2 years	17	30.9%
3-4 years	8	14.5%
5-6 years	8	14.5%
7-8 years	6	10.9%
9-10 years	2	3.6%
More than 10 years	2	3.6%

Table 2
Category Job Crafting

	N	%
Low	10	18.2%
Average	35	63.6%
High	10	18.2%

Table 3
Categories Meaningful Work

	N	%
Low	6	10.9%
Average	42	76.4%
High	7	12.7%

Table 4
Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Meaningful Work * Job Crafting	Between Groups	(Combined)	16505.326	23	717.623	3.221	.001
		Linearity	8491.382	1	8491.382	38.112	.000
		Deviation from Linearity	8013.943	22	364.270	1.635	.102
	Within Groups			31	222.799		
	Total		23412.109	54			

Table 5
Pearson Correlation Test

		Job Crafting	Meaningful Work
Job Crafting	Pearson Correlation	1	.602**
	Sig. (2-tailed)		.000
	N	55	55
Meaningful Work	Pearson Correlation	.602**	1
	Sig. (2-tailed)	.000	
	N	55	55

** . Correlation is significant at the 0.01 level (2-tailed).

The data analysis shows a significant positive correlation between job crafting and meaningful work. The linearity test yielded a value of .102 with a significance level of $p < .05$, while the correlation test showed a correlation coefficient of .602 with a significance level of $p < .05$. Therefore, it may be

concluded that the hypothesis in this study is accepted. Greater levels of job crafting in employees result in an enhanced impression of meaningful work. Lower levels of job crafting are associated with lower levels of meaningful employment. Most employees excel in job crafting, which enables them to improve the significance of their work. Jurčec et al. (2021) study supports the idea that individuals who actively participate in job crafting by incorporating structural elements like professional growth opportunities and autonomy into their work tend to have a greater sense of meaningful work. Most employees believe they possess dependable job creation skills to improve the meaningfulness of their employment. Vermooten et al. (2019) study showed a strong positive correlation between job crafting and the extent of meaningful work in employees.

The research results show that employees at PT. X demonstrate a modest level of job craftsmanship, with a proportion of 63.6% as displayed in Table 2. The personnel in the organization possess adequate job crafting skills to adjust and customize their job tasks based on their unique preferences and experience. The level of meaningful employment is moderate, at 74.6% as seen in Table 3. Most employees at PT. X believe that their employment is worthwhile and brings personal happiness. The analysis offers a favorable assessment of the flexibility and job importance inside the organization, serving as a basis for creating improved management strategies to boost employee welfare and efficiency. There are limits to this research. Online data gathering enables respondents to complete questionnaires based on their preferences, potentially leading to responses that do not completely represent the real situation. Furthermore, due to the small population size of 55 employees, it is essential to reassess the research approach to improve the dependability of the questionnaire and achieve more precise results. The

measuring instruments utilized are modified versions of English tools, causing cultural variations in how each questionnaire statement is understood and thereby influencing research outcomes. To achieve clearer findings in measuring job crafting and meaningful work, the reliability of the measurement equipment must be enhanced. This research has the benefit of applying to other companies. The great reliability of the measuring device enables it to measure a broader population with similar criteria at a significance level of 5%.

CONCLUSION

This demonstrates a strong and relevant correlation between job crafting and meaningful employment. Thus, it may be inferred that a greater proficiency in job crafting among employees leads to a higher level of meaningful work they experience. Conversely, a lower proficiency in job crafting results in a lower level of meaningful work for employees. The study highlights the significance of job crafting in generating meaningful work experiences. Organizations may contemplate granting employees the opportunity to reconfigure their roles and relationships in accordance with their aptitudes, passions, and principles. In addition, HR efforts that prioritize meaningful work can enhance employee engagement, performance, and well-being. Additional investigation could examine the impact of targeted job crafting interventions on the sense of meaningfulness in various fields and cultural contexts. Implementing policy rules that encourage job design flexibility and empower employees might facilitate job crafters in attaining a higher level of meaningful employment. This study emphasizes the advantages of establishing a work environment that allows employees to modify their activities to imbue them with significance and pertinence.

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