

The Impact of Job Demands and Job Resources to Work Engagement and Job Stress Mediated by Job Crafting

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The Impact of Job Demands and Job Resources to Work Engagement and Job Stress Mediated by Job Crafting: A Study from Event Organizer's Employees

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Abstract

This study aims to determine and measure the influence of job demands and job resources to work engagement and job stress mediated by job crafting. Data obtained directly through the distribution of questionnaires to 260 event organizer's employees. Sample collection method used in this research is non-probability sampling with purposive sampling technique that is withdrawal sample based on certain considerations. Analytical tool uses Structural Equation Model (SEM). The result Job resources have positive effect on work engagement, job demands positively affect job stress, job resources positively affect job crafting, job demands positively affect job crafting, job crafting has a positive effect on work engagement, job crafting has a positive effect on job stress. The benefits of research can be used as information for the company and as a basis for further research reference. Managerial implications that can be given so that companies can pay attention to job resources and job demands that can affect work engagement and job stress mediated by job crafting.

Keywords: job resources, job demands, work engagement, job stress, job crafting

1. Introduction

In this 21st century, the relationships between psychological conditions of employees with their work have a very important role, especially in the employment sector related to information and services [1]. Companies are no longer only looking for prospective employees who have above average capabilities, but they are also looking for employees who are able to be fully involved in work, proactive, and have a high commitment to quality standards of performance [2]. Furthermore, in [3] added that the company also needs employees who have work engagement in a high level, because they will have more high energy levels, are passionate with their work, and they often feel valued in their work. Employee who has a high level of energy and a high sense of belonging with their work will characteristic of engagement at work [2]. Employees with a high work engagement level will show their best performance because these employees enjoy the work they do.

HR management needs to be balanced with efforts to create a healthy and pleasant company climate, a variety of work, creating a conducive work environment, low work-stress and high job satisfaction so that it is expected to form good employee behavior in the workplace. Job stress has a negative effect to employee's satisfaction. For most people, a low to moderate quantity of stress allows them to do a good job, but even high levels of stress will certainly cause employee performance to drop. To ensure the company's success in achieving the desired goals, companies must pay attention to employee's work engagement and job stress level from their employees. It is important for companies to find out how much work engagement employees have on the company and how high the job stress employees are. One way to find out the level of work involvement and work stress is to measure the demands of work and job resources. Increasing of job demands such as the presence of new tasks at work or having more responsibilities must be balanced with existing job resources within the company in order

to stimulate workers to develop their knowledge and skills and reach out more difficult goals. But superiors aren't always there to support their employees, and a rapidly changing work environment can change their work priorities [1].

In these conditions, it is very important for employees to be able to pull out their own resources so that they remain involved by doing job crafting. Job crafting aims to improve employee motivation to decrease by modifying the requirement and resources of work. This is one of the reasons why job crafting is needed at work. Job crafting improved work engagement through creating an environment that knowledgeable by superiors and also makes employees more motivated to make job demand and job resources according to their needs. Job crafting could help employee's foster positive meaning and identity for their work.

2. Literature Review

In a study with sample of approximately 2,000 teachers Finland show that resources to tasks such as job control, information, support supervision, innovative climate, and social climate are all positively associated with job involvement [4]. Conceptually similar findings reported from [5]-[6] explain job resources such as work-life experience, especially control, rewards and recognition, and appropriate values are one of the factors predicting job involvement. Therefore, this is related with certain physical and or psychological costs. Job demands do not always deliver negative impact, but they can cause job stress when accompanied by job demands that require great effort, and it also can be turn to negative effects, such as depression, anxiety and burn out. Furthermore, other studies in [4] have shown that understanding of opportunities and understanding in dealing with stress demands actually predicts individual benefits derived from overcoming these demands and proves that there is a significant impact between job demands and increasing work engagement and reducing work stress.

Based on the explanation above, these following hypotheses are proposed:

H1a: There is a positive impact between Job Resources to Work Engagement

H1b: There is a positive impact between Job Demands to Job Stress

In a conducted research [1], it is shown that the relations of high job demands and job resources can facilitate work engagement. Besides that, job crafting has the potential to change the way employees look the meaning of their work and their work identity in various situations. In the study [1], the job crafting of employees is very effective because the results are able to increase job resources. Research in [5] shows that increased job resources mediate the relationship between employee crafting jobs and increased employee welfare. The research is supported by mechanisms in the context of top-down interventions. Based on the explanation above, these following hypotheses are proposed:

H2a: There is a positive impact between Job Resources to Job Crafting

H2b: There is a positive impact between Job Demands to Job Crafting

Employees who have a high level of job crafting will have a high level of meaningfulness and work engagement. According to [2], changes made by employees namely job crafting, are considered important because it can improve and benefit the achievement of work and employees become involved with the company. Research in [1] has revealed that employees with good work engagement are highly energetic and efficacious individuals who exert influence over events that affect their lives. Because of their positive attitude and level of activity, employees who have work engagement create their own positive feedback, in terms of appreciation, recognition, and success. Although the employees feel tired after working hard all day, they describe their fatigue as a pleasant state because it is associated with positive job crafting [5]. Other research in [6]

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concluded that job crafting leads to the emergence of positive experiences in work such as achievement, enjoyment, and meaning; increased competence, personal growth, and ability to overcome difficulties in the future; changes in the meaning and identity of work. In addition to higher performance, job crafting is also associated with increased emotional well-being. Employees who can do job crafting well will reduce the level of job stress that exists, so that employee welfare is achieved. A study in [7] states that when employees feel that their company environment can provide a sense of security and tolerance so that the level of employee job stress is low, the creativity outputs will be easier to find, even ways or job crafting in work can be raised. Based on the explanation above, these following hypotheses are proposed:

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H3a: There is a positive impact between Job Crafting to Work Engagement

H3b: There is a positive impact between Job Crafting to Job Stress

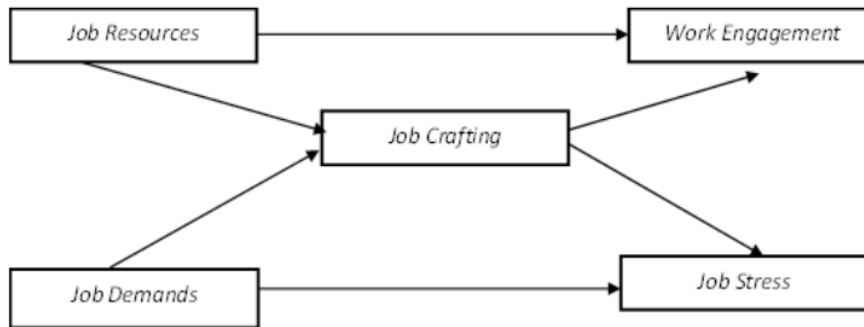


Figure 1. Conceptual Framework

3. Methodology

To measure job demands and job resources using questionnaire [8] containing 11 items and 14 statement items. Job crafting is measured by a questionnaire from [9] which contains 15 statement items. Work engagement is measured using a questionnaire [10] which contains 9 statement items while job stress is measured by a questionnaire containing 3 statement items [11]. The interval scale use to measure all variables.

Data were collected directly from employees of several event organizers in Jakarta. The sampling method is purposive sampling, a method based on the consideration of certain criteria, namely employees who have worked at least 1 year and have been involved in at least 2 events. The minimum numbers of samples are determined by timing 5 to 10 times from the number of questioned items. This study has 52 question items. Therefore, the number of samples to be used in this study are: sample size = number of question items x 5 (minimum sample) or 10 (maximum sample). From the explanation above, it is known that the minimum sample size in this study is 260 respondents and the maximum sample is 520 respondents. Then the sample used in this study is a minimum sample of 260 respondents.

The characteristics of respondents involved in this study are employees aged between 31 to 40 years are the majority with 118 people, compared to employees aged between 20 to 30 years of 77 people and those over 41 years of 65 people. Employees who have the most recent undergraduate education (S1 / S2 / S3) are seen in the majority which are 233 respondents, compared with employees who have a high school or vocational education as many as seven respondents and diplomas (D3) of 20 respondents. Employees who have a working life of 6 to 10 years are the majority of 91 people, compared to employees who

have a work period of 1 to 5 years of 85 people and employees who have tenure above 11 years of 84 people.

All research instruments were tested for validity and reliability, and all instruments were declared valid and reliable.

Table 1. The Validity and the Reliability Test of Work Engagement

No.	Work Engagement	Factor Loading	Cronbach Alpha
<i>Vigor</i>			
1	In doing my job, I feel full of energy	0.590	0.790
2	I feel intense and passionate when doing my job	0.617	
3	In the morning when I wake up, I really want to go to work	0.593	
<i>Dedication</i>			
1	I am very enthusiastic at work	0.575	
2	My job is very inspiring	0.682	
3	My job loads me proud	0.597	
<i>Absorption</i>			
1	I enjoy working intensely	0.574	
2	I am drowning in my job	0.456	
3	I feel at work	0.448	

Table 2. The Validity and the Reliability Test of Job Stress

No.	Job Stress	Factor Loading	Cronbach Alpha
1	I know the purpose / objective at my work	0.884	0.862
2	I know exactly what the company expects	0.835	
3	Evaluate my work performance	0.743	

Table 3. The Validity and the Reliability Test of Job Autonomy

No.	Job Resources	Factor Loading	Cronbach Alpha
<i>Job Autonomy</i>			
1	I have freedom in work activity	0.703	0.904
2	I am in control in planning work activities	0.513	
3	I have an influence on the speed of my own job	0.602	
4	I can choose how the job will be carried out	0.763	
5	I choose the contents of my own job activities	0.771	
<i>Performance Feedback</i>			
1	I received considerable feedback about the purpose of the work	0.774	
2	I received considerable feedback	0.699	
3	My job provides the opportunity to check the work	0.559	
4	My job gives me direct feedback	0.514	
5	My boss told me how well I did the job	0.546	
6	My coworkers tell me how well I do the job	0.637	
<i>Technology Resources</i>			
1	I have plenty of time to study the related information technology	0.495	
2	I can access whenever I want related to information technology	0.688	

3	I have some equipment (PCs, smartphones, tables PCs) to utilize the existing technology informatics	0.652	
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Table 4. The Validity and the Reliability Test of Job Demands

No.	Job Demands	Factor Loading	Cronbach Alpha
<i>Work Overload</i>			
1	I have to work very fast	0.599	0.840
2	I have a lot of work to be done	0.374	
3	I have to work very hard to get things done	0.450	
4	Time is one of the pressures in my work	0.578	
5	I have to be fast/nimble	0.716	
<i>Emotional Demands</i>			
1	My job requires a lot of my emotionally	0.724	
2	Work influences me personally	0.754	
3	My job puts me in a disappointing situation	0.669	
<i>Technology Demands</i>			
1	Supervisors expect me to use technology informatics to do my job	0.621	
2	Colleagues expect me to use technology informatics to do my job	0.489	
3	My job demands to utilize technology informatics in completing assignments	0.439	

Table 5. The Validity and the Reliability Test of Job Crafting

No.	Job Demands	Factor Loading	Cronbach Alpha
<i>Task Crafting</i>			
1	I introduced a new approach to improving work	0.432	0.917
2	I changed the scope / type of work done at work	0.430	
3	I introduce new work assignments that are more in line with expertise / interest	0.693	
4	I chose to do additional work at work	0.716	
5	I give references to work on assignments that match your expertise/interests.	0.613	
<i>Cognitive Crafting</i>			
1	I thought about how the work will achieve the goal of my life	0.625	
2	I recalling myself the importance of my work for the company's success	0.721	
3	I recalling the importance of my job for the community	0.738	
<i>Relational Crafting</i>			
1	I'm trying to get to know people well in the workplace	0.536	
2	I am attending work-related social activities	0.884	
3	I organized a special event in the workplace	0.856	
4	I choose a new employee mentor	0.787	
5	I socialize with all people at work who have the same skills or interests	0.572	

3. Methodology

Table 6. Descriptive Statistics

Variables	Mean
Work Engagement	3.95
Job Stress	4.11
Job Resources	4.01
Job Demand	4.06
Job Crafting	3.88

From Table 1, the descriptive statistical results for the variable work engagement is 3.95, which means that employees agree with the work engagement that is available at each event organizer where employees find meaning in work and feel comfortable and proud has become part of the company, also they are working to achieve the overall vision and mission of a company. For job stress variables where the average value of 4.11, it can be interpreted that employees feel excessive workload because employees at the event organizer work under very tight deadline pressures, so they feel stressed at work. For job resources with an average value of 4.01, it means that employees in the event organizer feel the existence of social support from colleagues and superiors, they can get feedback performance, autonomy, and opportunities to develop themselves, while the average value of 4.06 for the next variable is job demand means that employees feel the demands of the company to be able to finish work quickly and can trigger psychological fatigue and then for job crafting with an average value of 3.88 means employees are allowed to modify or design their work so that employees can work more effectively.

Table 6. Descriptive Statistics

Hypothesis	Estimation (β)	p-Value	Hypothesis
Job Resources → Work Engagement	0.35	0.000	H01a is rejected
Job Demands → Job Stress	0.66	0.000	H01b is rejected
Job Resources → Job Crafting	0.12	0.018	H02a is rejected
Job Demands → Job Crafting	0.75	0.000	H02b is rejected
Job Crafting → Work Engagement	0.14	0.040	H03a is rejected
Job Crafting → Job Stress	0.99	0.000	H03b is rejected

The first hypothesis test concluded that there was a significant positive impact between job resources on work engagement and a significant positive impact between job demands on job stress. This study supports previous research conducted by [12] in his research, which means the higher job resources can affect employee's work engagement and the higher job demands can increase job stress on employees. The reason is the suitability of job resources provided by the company with the desire of employees in carrying out the work so if the employees engaged with their work, the next cause is the existence of job demands on the employees of the company without considering the ability of employees that ultimately employees experience job stress in the company. Job demands can lead into job stress such as depression, anxiety, and burnout. So that this research proves that there is a significant relationship between fulfilling more challenging job demands and increasing work engagement and reducing job stress.

The second hypothesis testing that there was a significant positive impact between job resources on job crafting and a significant positive impact between job demands on job crafting. This study supports previous research in [12] in his research that there is a

positive influence between job resources on job crafting and there is a positive influence between job demands on job crafting, which means the higher job resources can increase job crafting for employees and the higher job demands it can improve job crafting for employees. It means job resources and job demands can increase job crafting for employees in several event organizers. The reason is the suitability of job resources provided by the company with the desire of employees in carrying out the work so that employees feel facilitated by the company to complete their work and to develop themselves and the next cause is the existence of company job demands on employees who indirectly trigger employees to continue to do job crafting on his job. In research of [1], it shows that the combination of high job demands and job resources can facilitate work engagement, and job crafting has the potential to change the way employees look at the meaning of their work and identity in various situations. In [1]-[4] employee job crafting is very effective because it results in increased job resources from time to time. Research in [3]-[5] shows that increased job resources mediate the relationship between employee job crafting and increased employee welfare. The research is supported by mechanisms in the context of top-down interventions.

The third hypothesis testing concluded there was a significant positive impact between job crafting on work engagement and a significant positive impact between job crafting on job stress. This study supports previous research of [12] which means that the higher the job crafting, the more it can increase work engagement on employees and then it can reduce the level of job stress on employees. This shows that job crafting can increase work engagement and job crafting can reduce the level of job stress for event organizer employees. The reason is due to the ability of employees to do job crafting in carrying out work to make employees feel more enjoy doing work so that the level of work engagement of employees also increased and the next cause is due to the ability of employees to do job crafting in carrying out work to make employees feel less burdened by existing jobs so that employee job stress will decrease if the employee can do a good job crafting. According to [1], changes made by employees namely job crafting, are considered important because it can improve and benefit the achievement of work and employees become engaged with the company. In research of [14], it states when employees feel that their company environment can provide a sense of security, tolerance, so that the level of employee job stress is low, creativity outputs will be easier to find, even ways or job crafting in work can be raised.

5. Conclusion

Based on the results of this study concluded that employees who work at the Event organizer feel involved in each of their work tasks. Therefore, it has a high level of work engagement. Although the workload and stress level in the event organizer are quite high due to deadlines and work demands, this is offset by social support from colleagues. Based on the results of the hypothesis it can be concluded that this study proves that there is a significant relationship between meeting the demands of a more challenging and increasing work engagement will reduce work stress. In addition, this study shows that the combination of high job demands and job resources can facilitate work engagement, and work craft has the potential to change the way employees see the meaning of their work and identity in various situations. This is supported by the results of other hypotheses which show that craft work can increase work involvement and work craft can reduce the level of work stress for event organizers. It can be concluded that employees who work in the event organizer feel work involvement and have the ability to modify the work in accordance with conditions that make employees enjoy their work and ultimately make these employees feel less burdened and stress levels are reduced.

Companies need to pay attention both externally and internally and improve employee skills. This can be done by paying attention to job resources, job demands, and

employees' job stress. Besides it, companies need to [24] the selection and placement, goal setting, job redesign. Companies have providing social support from colleagues and superiors, performance feedback, autonomy. Companies need to maintain and improve job resources for employees so that the workload of employees can be reduced. Support from superiors also very important to help alleviate existing job demands. They need to provide opportunities for employees to do job crafting. This can be done by giving employees the autonomy of the work

This study has limitations. first, the number of the sample is only 260 respondents during the data collection. second, the research only collect sample from respondents who work in [41] Professional Event Organizer in Jakarta area. Third the study only includes variable such as work engagement, job stress, job demands, job resources and job crafting in which there are still other variables that can be included.

In the future research, the number of respondents must increase for over 260 respondents. It is recommended for the research sample to include not only sample from Jakarta, but expanded to other areas such as Bogor, Depok, Tangerang and Bekasi. Further research can be done on other service industries that give uniqueness. Moreover, future researchers can add such as a desirability as control variables.

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