

JOB CRAFTING AND ENGAGEMENT: *Literature Review*

Raffli Guciano, Netty Merdiaty

Fakultas Psikologi Universitas Bhayangkara Jakarta Raya

raffliguciano@gmail.com, netty.merdiaty@dsn.ubharajaya.ac.id**Abstract**

Job crafting dan employee engagement adalah dua konsep penting dalam manajemen sumber daya manusia yang telah terbukti memberikan dampak positif terhadap kepuasan dan keterlibatan karyawan. Job crafting mengacu pada upaya proaktif karyawan untuk mengubah elemen-elemen pekerjaan mereka guna menciptakan lingkungan kerja yang lebih memuaskan dan bermakna. Sementara itu, employee engagement mencerminkan tingkat koneksi emosional, mental, dan fisik karyawan terhadap pekerjaan mereka dan organisasi tempat mereka bekerja. Penulisan ini bertujuan untuk menyelidiki pentingnya job crafting dan employee engagement, serta untuk mengeksplorasi tantangan dalam menerapkannya di lingkungan kerja yang modern. Selain itu, penulisan ini juga bertujuan untuk menyajikan faktor-faktor pendukung serta manfaat yang dapat diperoleh baik bagi individu maupun organisasi melalui praktik-praktik ini. Informasi yang digunakan dalam penulisan ini didasarkan pada tinjauan literatur terkini dan studi empiris yang mengungkapkan dampak job crafting dan employee engagement. Data dianalisis untuk memahami kontribusi praktik-praktik ini terhadap kepuasan kerja, keterlibatan karyawan, dan kinerja organisasi. Job crafting dapat meningkatkan kepuasan kerja dengan memberikan karyawan kontrol lebih besar atas pekerjaan mereka, sementara employee engagement menciptakan koneksi yang kuat antara individu dan organisasi. Tantangan dalam implementasi termasuk desain pekerjaan yang terlalu terstruktur dan perluasan dukungan organisasi yang memadai. Namun, dengan mempertimbangkan faktor-faktor pendukung seperti makna kerja dan efikasi diri, praktik-praktik ini dapat menghasilkan manfaat signifikan dalam meningkatkan produktivitas, kualitas kerja, dan retensi karyawan.

Keywords

Job Crafting, Employee Engagement, Sumber Daya Manusia.

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1. Introduction

Job crafting dan employee engagement merupakan dua konsep yang sangat relevan dalam manajemen sumber daya manusia modern. Job crafting merujuk pada upaya proaktif karyawan untuk mengubah tugas-tugas, hubungan interpersonal, dan persepsi mereka terhadap pekerjaan mereka sendiri. Ini bukan sekadar menyesuaikan tugas dengan kekuatan dan minat pribadi, tetapi juga menciptakan lingkungan kerja yang lebih memuaskan dan bermakna bagi individu (Jindal et al., 2023). Karyawan yang terlibat dalam job crafting cenderung memiliki tingkat kepuasan kerja yang lebih tinggi karena mereka dapat mengontrol bagaimana pekerjaan mereka berkontribusi terhadap tujuan pribadi dan profesional mereka. Mereka merasa lebih terlibat secara emosional dengan pekerjaan mereka, yang pada gilirannya meningkatkan keterlibatan mereka terhadap organisasi.

Di sisi lain, employee engagement merupakan indikator penting untuk mengukur sejauh mana karyawan terhubung dengan tujuan, nilai, dan visi organisasi tempat mereka bekerja. Karyawan yang terlibat merasa terlibat secara emosional, mental, dan fisik dengan pekerjaan mereka. Mereka merasa memiliki peran yang penting dalam mencapai tujuan organisasi dan

merasa dihargai atas kontribusi mereka. Ini tidak hanya meningkatkan produktivitas dan kualitas kerja, tetapi juga mengurangi tingkat absensi dan turnover karyawan. Employee engagement yang tinggi juga mempromosikan budaya kerja yang positif di mana kolaborasi, inovasi, dan pertumbuhan pribadi didorong dan dihargai (Jindal et al., 2023).

Dalam hukum dan regulasi, undang-undang kerja memainkan peran penting dalam memastikan bahwa hubungan antara karyawan dan organisasi berjalan dengan adil dan seimbang. Undang-undang kerja melindungi hak-hak dasar karyawan, seperti hak untuk upah yang layak, jam kerja yang wajar, cuti tahunan, dan perlindungan terhadap diskriminasi atau pelecehan di tempat kerja. Perlindungan ini menciptakan dasar yang kuat bagi karyawan untuk merasa aman dan dihargai, yang pada gilirannya mendukung keterlibatan dan keterikatan mereka terhadap organisasi tempat mereka bekerja (Pradana & Suhariadi, 2020).

Job crafting dan employee engagement diakui secara luas, ada tantangan dalam menerapkannya secara efektif di berbagai organisasi (Dan et al., 2020). Misalnya, tidak semua pekerjaan atau peran dalam suatu organisasi dapat dengan mudah disesuaikan sesuai dengan preferensi individual karyawan. Pekerjaan yang sangat terstruktur atau memerlukan sertifikasi khusus mungkin memiliki batasan dalam hal job crafting yang signifikan. Selain itu, tantangan lain termasuk kebutuhan untuk memastikan bahwa setiap perubahan yang dilakukan dalam lingkup pekerjaan tetap konsisten dengan tujuan strategis dan operasional organisasi. Penting bagi organisasi untuk mengadopsi pendekatan yang seimbang antara memberikan fleksibilitas kepada karyawan untuk melakukan job crafting yang memenuhi kebutuhan pribadi mereka dan memastikan bahwa tujuan organisasi tetap tercapai dengan efektif (Baghdadi et al., 2021). Manajemen perlu mendukung inisiatif job crafting dengan memberikan panduan, pelatihan, dan dukungan yang diperlukan kepada karyawan. Selain itu, mereka juga harus secara aktif mempromosikan budaya organisasi yang mendukung keterlibatan dan pengembangan karyawan secara menyeluruh. Job crafting dan employee engagement bukan hanya konsep teoretis dalam manajemen sumber daya manusia, tetapi juga praktek yang dapat memberikan manfaat besar baik bagi individu maupun organisasi (Jindal et al., 2023). Ketika diterapkan dengan benar dan seimbang, keduanya dapat menjadi pendorong utama kepuasan kerja, produktivitas, dan keberhasilan jangka panjang organisasi di era kerja yang semakin dinamis dan berubah-ubah ini (Tims et al., 2022).

Dalam manajemen sumber daya manusia, permasalahan yang muncul sering kali berkaitan dengan tingkat kepuasan dan keterlibatan karyawan di tempat kerja. Banyak organisasi menghadapi tantangan dalam mempertahankan karyawan yang produktif dan terlibat secara emosional dengan pekerjaan mereka. Permasalahan ini dapat dipengaruhi oleh berbagai faktor, termasuk kurangnya fleksibilitas dalam desain pekerjaan yang memungkinkan karyawan untuk menyesuaikan tugas mereka sesuai dengan kekuatan dan minat pribadi mereka. Ketika karyawan tidak merasa terlibat atau kurang terhubung dengan tujuan organisasi, hal ini dapat berdampak negatif pada motivasi, produktivitas, dan tingkat turnover (Baghdadi et al., 2021).

Tujuan utama dari memahami dan mengatasi tantangan ini adalah untuk meningkatkan kualitas pengalaman kerja karyawan serta memperkuat keterlibatan mereka terhadap organisasi. Organisasi yang mampu menciptakan lingkungan kerja yang mendukung job crafting dan employee engagement secara efektif dapat mengalami manfaat signifikan, termasuk peningkatan produktivitas, penurunan tingkat absensi, dan meningkatkan retensi karyawan. Namun, ada gap penelitian yang perlu diisi untuk lebih memahami bagaimana mengimplementasikan praktik-praktik ini dengan tepat di berbagai organisasional.

Salah satu gap utama dalam penelitian saat ini adalah kurangnya pemahaman yang mendalam tentang faktor-faktor spesifik yang mempengaruhi keberhasilan job crafting dan employee engagement di tempat kerja. Meskipun konsep-konsep ini telah dikenal dan dipelajari secara luas, ada kebutuhan untuk penelitian yang lebih mendalam tentang bagaimana perubahan tugas, hubungan interpersonal, dan persepsi pekerjaan dapat secara efektif diterapkan untuk mencapai hasil yang diinginkan. Penelitian lebih lanjut juga diperlukan untuk mengeksplorasi strategi manajemen yang paling efektif dalam mendukung dan mendorong job crafting serta employee engagement di berbagai jenis industri dan organisasi.

Urgensi untuk mengisi gap penelitian ini sangat penting mengingat perubahan yang cepat dalam dinamika kerja saat ini, termasuk kemajuan teknologi, evolusi harapan karyawan, dan persaingan global. Organisasi perlu adaptif dan responsif terhadap perubahan ini untuk tetap kompetitif dan menarik bagi talenta terbaik. Dengan memahami secara lebih mendalam bagaimana job crafting dan employee engagement dapat diterapkan secara efektif, organisasi dapat mengoptimalkan sumber daya manusia mereka, membangun budaya kerja yang positif, dan mencapai tujuan strategis mereka dengan lebih efisien.

2. Method

Penelitian ini menggunakan metode literature review untuk mengidentifikasi dan menganalisis studi-studi terdahulu yang relevan dengan topik job crafting dan employee engagement manajemen sumber daya manusia. Literature review digunakan sebagai pendekatan untuk memahami perkembangan konsep-konsep ini, faktor-faktor yang mempengaruhi, dan implikasi praktisnya dalam organisasi. Pendekatan ini memungkinkan peneliti untuk mengeksplorasi berbagai teori, temuan empiris, dan praktik terbaik yang telah dilakukan dalam bidang ini, serta untuk mengidentifikasi gap penelitian yang masih perlu diisi. Dengan demikian, literature review memberikan landasan yang kuat untuk membangun pemahaman yang lebih mendalam tentang bagaimana job crafting dan employee engagement dapat diterapkan secara efektif untuk meningkatkan kualitas pengalaman kerja karyawan dan kinerja organisasi.

Table 1. Journal and Publisher Distribution

N o	Article name	Author(s)	Journal	Publisher	Year
1	Align your job with yourself: The relationship between a job crafting intervention and work engagement, and the role of workload	Kuijpers, Evy; Kooij, Dorien T. A. M.; van Woerkom, Marianne (Kuijpers et al., 2020)	Journal of Occupational Health Psychology	APA PsycNet Direct	2020
2	Job Crafting and Work Engagement: The Mediating Role of Work Meaning	Onintze Letona-Ibañez; Silvia Martinez-Rodriguez; Nuria Ortiz-Marques; Maria Carrasco; Alejandro Amillano (Letona-Ibañez et al., 2021)	International Journal of Environmental Research and Public Health	MDPI	2021
3	Job crafting and turnover intention: The mediating role of work engagement and job satisfaction	Zhang, Taotao; Li, Bingxiang (Zhang & Li, 2020)	Social Behavior and Personality: An International Journal	Scientific Journal Publishers	2020
4	A state-of-the-art overview of job-crafting research: current trends and future research directions	Maria Tims, Melissa Twemlow, Christine Yin Man Fong (Tims et al., 2022)	Career Development International	Emerald Publishing	2022
5	Organizational Support and Adaptive Performance: The	Yoonhee Park, Doo Hun Lim, Woocheol Kim,	Sustainability	MDPI	2020

	Revolving Structural Relationships between Job Crafting, Work Engagement, and Adaptive Performance	Hana Kang (Park et al., 2020)			
6	The relationship between nurses' job crafting behaviours and their work engagement	Nadiah A. Baghdadi, Sally Mohammed Farghaly Abd-EL Aliem, Shuruq Khalid Alsayed (Baghdadi et al., 2021)	Journal of Nursing Management	Wiley Online Library	2021
7	Job Crafting, Work Engagement, Burnout: Mediating Role of Self-Efficacy	Eva Rošková, Lucia Faragová (Rošková & Faragová, 2020)	Social Psychology	SAGE Publications	2020
8	Perceived Organizational Support and Career Satisfaction among Chinese Teachers: The Mediation Effects of Job Crafting and Work Engagement during COVID-19	Mohamed Oubibi, Antony Fute, Weilong Xiao, Binghai Sun, Yueliang Zhou (Oubibi et al., 2022)	Sustainability	MDPI	2022
9	Coworker support as a double-edged sword: a moderated mediation model of job crafting, work engagement, and job performance	Yuhyung Shin, Won-Moo Hur, Wook-Hee Choi (Shin et al., 2020)	Work & Stress	Taylor & Francis Online	2020
10	Job Crafting and Job Performance: The Mediating Effect of Engagement	Ana Moreira, Tiago Encarnação, João Viseu, Maria José Sousa (Moreira et al., 2022)	Sustainability	MDPI	2022
11	Work engagement, job crafting and innovativeness in the Indian IT industry	Anupama Sharma, Ranjeet Nambudiri (Sharma & Nambudiri, 2020)	Personnel Review	Emerald Publishing	2020
12	Reverse mentoring, job crafting and work-outcomes: the mediating role of work engagement	Neha Garg, Wendy Murphy, Pankaj Singh (Garg et al., 2021)	Career Development International	Emerald Publishing	2021
13	How and When Job Crafting Relates to Employee Creativity	Wenqing Tian, Huatian Wang, Sonja Rispens (Tian et al., 2021)	Int. J. Environ. Res. Public Health	MDPI	2021
14	Longitudinal meta-analysis of job crafting shows positive association with work engagement	Donald E. Frederick, Tyler J. VanderWeele, Gabriela Topa (Frederick &	INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY	Taylor & Francis	2020

		VanderWeele, 2020)			
15	Interactions of Approach and Avoidance Job Crafting and Work Engagement	Piia Seppälä, Lotta Harju, Jari J. Hakanen (Seppälä et al., 2020)	Int. J. Environ. Res. Public Health	MDPI	2020
16	How do work engagement and work autonomy affect job crafting and performance?	Deepika Jindal, Peter Boxall, Gordon W. Cheung, Ann Hutchison (Jindal et al., 2023)	Personnel Review	Emerald Publishing	2023
17	Day-level job crafting and service-oriented task performance	Inge L. Hulshof, Evangelia Demerouti, Pascale M. Le Blanc (Hulshof et al., 2020)	Career Development International	Emerald Publishing	2020
18	Job Crafting and Performance in Firefighters: The Role of Work Meaning and Work Engagement	Cristina-Ioana Dan, Andra Cătălina Roșca, Alexandru Mateizer (Dan et al., 2020)	Front. Psychol.	Frontiers Media SA	2020
19	Work Engagement and Job Crafting as Conditions of Ambivalent Employees' Adaptation to Organizational Change	Maria Vakola, Paraskevas Petrou, Kleanthis Katsaros (Vakola et al., 2021)	J. Appl. Behav. Sci.	SAGE Publications	2020
20	Linking job crafting, innovation performance, and career satisfaction	Muhammada Rafiq, Muhammad Farrukh, Saman Attiq, Fakh Shahzad, Imran Khan (Rafiq et al., 2023)	Work	IOS Press	2023
21	Who benefits from time-spatial job crafting? The role of boundary characteristics in the relationship between time-spatial job crafting, engagement and performance	Jurgita Lazauskaite-Zabielske, Arunas Ziedelis, Ieva Urbanaviciute (Lazauskaite-Zabielske et al., 2020)	Baltic Journal of Management	Emerald Publishing Limited	2020
22	Employees' fear at work, job crafting, and work engagement on a daily basis: The case for fear of COVID-19	Leonidas A. Zampetakis (Zampetakis, 2023)	Applied Psychology	Wiley	2023
23	The Effects of Job Crafting on Job Performance among Ideological and Political Education Teachers: The	Weiwei Shang (Shang, 2022)	Sustainability	MDPI	2022

	Mediating Role of Work Meaning and Work Engagement				
24	Job crafting to innovative and extra-role behaviors: A serial mediation through fit perceptions and work engagement	Chihyung "Michael" Ok, SangGon (Edward) Lim (Lim, 2022)	International Journal of Hospitality Management	Elsevier	2022
25	Job Crafting and Intent to Leave: The Mediating Role of Meaningful Work and Engagement	Bogdan Oprea, Lucian Păduraru, Dragoș Iliescu (Oprea et al., 2022)	Journal of Career Development	SAGE Publications	2020
26	Job Crafting, Work Engagement and Sustainable for Employee Performance in Directorate of Telecommunications Directorate General of Postal and Informatics Implementation in Jakarta	Emmywati, Noneng R Sukatmadiredja, Bambang Sri Wibowo (Emmywati et al., 2020)	STIE Mahardhika Surabaya	STIE Mahardhika Surabaya	2020
27	Leader Humor and Employee Job Crafting: The Role of Employee-Perceived Organizational Support and Work Engagement	Ling Tan, Yongli Wang, Wenjing Qian, Hailing Lu (Tan et al., 2020)	Frontiers in Psychology	Frontiers Media	2020
28	The Effect of Job Crafting on Innovative Behavior Through Mediation Work Engagement	Eferanda Risqyta Pradana, Fendi Suhariadi (Pradana & Suhariadi, 2020)	Airlangga Journal of Innovation Management	Universitas Airlangga	2020
29	Examining the Mediating Effect of Job Crafting on the Relationship between Managerial Coaching and Job Engagement Among Electricians in the U.S. Skilled Trades	Jennifer H. DuPlessis, Andrea D. Ellinger, Kim F. Nimon, Sewon Kim (DuPlessis et al., 2021)	Human Resource Development International	Taylor & Francis	2021
30	Job Crafting Paths for Job Engagement: An Empirical Study Among Chinese Social Workers	Yi Meng, Yang Wang, Xizhou Tian (Meng et al., 2021)	Human Service Organizations: Management, Leadership & Governance	Taylor & Francis	2021

Table 2. Articles' Category Based on the Subject

No.	Article Name	Objectives	Findings	Recommendation
1	Align your job with yourself: The relationship between a job crafting intervention	Evaluate the relationship between job crafting intervention and	Job crafting intervention was positively related to interests crafting for high workload	Job crafting interventions can effectively enhance work engagement, particularly for

	and engagement, the role of workload.	work engagement, focusing on workload.	employees, enhancing dedication and absorption. Crafting towards strengths associated with vigor, dedication, and absorption.	employees with high workloads.
2	Job Crafting and Work Engagement: The Mediating Role of Work Meaning	Examine how work meaning mediates the relationship between job crafting and work engagement.	Work meaning mediates the relationship between job crafting and work engagement, especially for cognitive crafting. Positive relationship confirmed between job crafting and work engagement.	To enhance well-being, emphasize job crafting that increases work meaning alongside engagement.
3	Job crafting and turnover intention: The mediating role of work engagement and job satisfaction	Investigate the influence of job crafting, job satisfaction, and work engagement on turnover intention.	Job crafting, job satisfaction, and work engagement predict lower turnover intention. Work engagement and job satisfaction partially mediate the job crafting-turnover intention relationship.	Implement job crafting interventions to reduce turnover intention by enhancing engagement and satisfaction.
4	A state-of-the-art overview of job-crafting research: current trends and future research directions	Review recent trends in job crafting research and future directions.	Recent trends show a shift towards theory-testing, team-level job crafting, and social relationships. Recommendations for future research focus on broader impact and theoretical advancements.	Future research should explore team-level job crafting and social impacts for deeper organizational insights.
5	Organizational Support and Adaptive Performance: The Revolving Structural Relationships between Job Crafting, Work Engagement, and	Examine structural relationships between organizational support, job crafting, work engagement, and adaptive	Organizational support enhances adaptive performance through job crafting and work engagement. Revolving relationships exist	Foster supportive environments to enhance job crafting and work engagement, improving adaptive performance in organizations.

	Adaptive Performance	performance.	among job crafting, work engagement, and adaptive performance.	
6	The relationship between nurses' job crafting behaviours and their work engagement	Investigate the relationship between job crafting and work engagement among hospital nurses.	Job crafting significantly determines nurses' work engagement. Supporting job crafting behaviors can positively impact nurses' work engagement.	Support nurses in job crafting to enhance their work engagement and well-being.
7	Job Crafting, Work Engagement, Burnout: Mediating Role of Self-Efficacy	Verify work engagement and burnout prediction models in relation to job crafting and self-efficacy.	Crafting challenging demands and social job resources positively associated with work engagement. Self-efficacy partially mediates the relationship between job crafting strategies and work engagement.	Encourage job crafting strategies that increase self-efficacy and engagement while managing burnout risks.
8	Perceived Organizational Support and Career Satisfaction among Chinese Teachers: The Mediation Effects of Job Crafting and Work Engagement during COVID-19	Investigate how perceived organizational support influences career satisfaction through job crafting and work engagement among Chinese teachers.	Perceived organizational support positively relates to job crafting, work engagement, and career satisfaction. Job crafting and work engagement mediate the relationship between organizational support and career satisfaction.	Enhance organizational support to promote job crafting and work engagement among teachers, thereby increasing career satisfaction.
9	Coworker support as a double-edged sword: a moderated mediation model of job crafting, work engagement, and job performance	Test the mediating effect of work engagement on the relationship between job crafting and job performance, moderated by coworker support.	Work engagement fully mediates the relationship between job crafting and job performance. Coworker emotional and instrumental support moderate this relationship differently.	Foster supportive coworker relationships to maximize the positive impact of job crafting on work engagement and job performance.
10	Job Crafting and Job	Investigate	Increasing	Promote 8 job

	Performance: The Mediating Effect of Engagement	whether work engagement mediates the relationship between job crafting and job performance.	structural job resources and challenging job demands positively associated with task and citizenship performance. Work engagement partially mediates the relationship between job crafting and performance.	crafting that enhances work engagement to improve both task and citizenship performance in organizations.
11	Work engagement, job crafting and innovativeness in the Indian IT industry	Examine the effect of work engagement on job crafting and innovativeness in the Indian IT industry, moderated by perceived supervisory support (PSS) and openness-to-experience (OTE).	Significant positive relationships found between work engagement, job crafting behavior, and innovativeness. Moderation effects of PSS and OTE noted.	Enhance work engagement to foster job crafting and innovativeness in IT organizations through supportive leadership and openness to new experiences.
12	Reverse mentoring, job crafting and work-outcomes: the mediating role of work engagement	Explore how reverse mentoring and job crafting influence work engagement and subsequent work outcomes among software developers in India.	Positive relationships observed between reverse mentoring, job crafting, and work engagement. Work engagement partially mediates the relationship between job crafting and performance.	Implement reverse mentoring and job crafting programs to enhance work engagement and improve performance outcomes in technical industries.
13	How and When Job Crafting Relates to Employee Creativity: The Important Roles of Work Engagement and Perceived Work Group Status Diversity	Investigate how job crafting behaviors enhance employee creativity through work engagement, moderated by perceived work group status diversity.	Weekly job crafting positively relates to creative performance through increased work engagement. High perceived work group status diversity enhances this relationship.	Encourage job crafting to stimulate creativity, considering work group diversity, to maximize creative outcomes through heightened engagement.
14	Longitudinal meta-analysis of job crafting shows	Conduct a meta-analysis to establish the	Strong positive association found between job	Promote job crafting initiatives to sustain, and

	positive association with work engagement	association between job crafting and work engagement over time.	crafting and later work engagement.	enhance work engagement over time, supported by robust longitudinal research findings.
15	Interactions of Approach and Avoidance Job Crafting and Work Engagement: A Comparison between Employees Affected and Not Affected by Organizational Changes	Examine how approach and avoidance job crafting strategies interact with work engagement during organizational changes.	Approach job crafting positively impacts work engagement and mitigates negative effects of avoidance job crafting during organizational changes.	Encourage balanced job crafting strategies (approach and avoidance) during organizational changes to maintain high work engagement levels among affected employees.
16	How do work engagement and work autonomy affect job crafting and performance? An analysis in an Indian manufacturer	Investigate the combined effects of work engagement and work autonomy on job crafting behaviors and performance outcomes among Indian white-collar employees.	High levels of work engagement and work autonomy positively influence job crafting behaviors and subsequent task and contextual performance.	Support organizational policies that enhance work engagement and autonomy to facilitate job crafting and improve overall employee performance in manufacturing contexts.
17	Day-level job crafting and service-oriented task performance: The mediating role of meaningful work and work engagement	Examine the relationships among job crafting, meaningful work, work engagement, and service-oriented task performance in a Dutch unemployment agency.	Seeking resources and challenges positively impact service-oriented task performance through meaningful work and work engagement. Reducing demands negatively affects performance through these mediators.	Promote job crafting strategies that enhance meaningful work and work engagement to optimize service-oriented task performance in service-focused organizations.
18	Job Crafting and Performance in Firefighters: The Role of Work Meaning and Work Engagement	Investigate the role of job crafting in enhancing job performance among firefighters, mediated by work meaning and work engagement.	Job crafting positively influences job performance directly and indirectly through work meaning and work engagement.	Foster job crafting behaviors among firefighters to increase work meaning and engagement, thereby improving job performance and well-being in challenging environments.
19	Work Engagement	Explore how	High work	Promote work

	and Job Crafting as Conditions of Ambivalent Employees' Adaptation to Organizational Change	work engagement and job crafting influence adaptive performance among ambivalent employees during organizational change.	engagement or specific job crafting strategies (reducing demands, seeking resources) enhance adaptive performance in ambivalent employees during change.	engagement and targeted job crafting strategies to support adaptive responses to organizational change among employees.
20	Linking job crafting, innovation performance, and career satisfaction: The mediating role of work engagement	Investigate how job crafting contributes to innovation performance and career satisfaction through work engagement in the Pakistani manufacturing sector.	Job crafting enhances innovation performance and career satisfaction through increased work engagement. Stronger mediation effect observed for innovation performance.	Support job crafting initiatives in manufacturing organizations to enhance work engagement, thereby improving innovation performance and career satisfaction among employees.
21	Who benefits from time-spatial job crafting? The role of boundary characteristics in the relationship between time-spatial job crafting, engagement and performance	Explore the moderating role of work and life boundary characteristics in the relationship between time-spatial job crafting, work engagement, and job performance.	Work and life boundary characteristics moderate the relationship between time-spatial job crafting, work engagement, and job performance.	Time-spatial job crafting can enhance work engagement and job performance, especially when work-life boundaries are less flexible.
22	Employees' fear at work, job crafting, and work engagement on a daily basis: The case for fear of COVID-19	Investigate how fear of COVID-19 relates to daily job crafting behaviors and subsequent work engagement among public sector employees.	Fear of COVID-19 indirectly influences work engagement through seeking job resources as a coping strategy.	Encourage job crafting behaviors, specifically seeking job resources, as a coping strategy during periods of heightened fear (e.g., COVID-19 pandemic).
23	The Effects of Job Crafting on Job Performance among Ideological and Political Education Teachers: The Mediating Role of Work Meaning and Work Engagement	Examine how job crafting influences job performance, mediated by work meaning and work engagement among ideological and political education teachers.	Job crafting positively relates to job performance, mediated by increased work meaning and work engagement.	Educational managers should encourage job crafting to enhance teachers' work meaning and engagement, thereby improving performance.
24	Job crafting to	Analyze the	Job crafting	Organizations

	innovative and extra-role behaviors: A serial mediation through fit perceptions and work engagement	relationships between job crafting dimensions (e.g., increasing job resources, decreasing hindering job demands), fit perceptions, work engagement, and innovative/extra-role behaviors in hospitality settings.	dimensions enhance fit perceptions, leading to higher work engagement, innovative, and extra-role behaviors.	should promote job crafting activities that enhance fit perceptions to foster work engagement and desired employee behaviors.
25	Job Crafting and Intent to Leave: The Mediating Role of Meaningful Work and Engagement	Explore how job crafting reduces employees' intent to leave through enhancing meaningful work and work engagement.	Job crafting decreases intent to leave by enhancing meaningful work, which in turn increases work engagement.	Implement job crafting interventions as a strategy to retain employees by making their work more meaningful and engaging.
26	Job Crafting, Work Engagement, and Sustainable Employee Performance in Directorate of Telecommunications Directorate General of Postal and Informatics Implementation in Jakarta	Investigate the direct relationships between job crafting, work engagement, sustainability, and employee performance.	Job crafting, work engagement, and sustainability positively impact employee performance.	Enhance job crafting and work engagement initiatives to improve employee performance in telecommunications sectors.
27	Leader Humor and Employee Job Crafting: The Role of Employee-Perceived Organizational Support and Work Engagement	Study the influence of leader humor on job crafting behaviors mediated by perceived organizational support and work engagement.	Leader humor positively influences job crafting behaviors through perceived organizational support and work engagement.	Encourage leader humor and organizational support to stimulate job crafting behaviors and enhance work engagement among employees.
28	The Effect of Job Crafting on Innovative Behavior Through Mediation Work Engagement	Examine how job crafting promotes innovative behavior through the mediation of work engagement.	Job crafting positively influences innovative behavior, mediated by increased work engagement.	Foster job crafting practices to enhance employee engagement and stimulate innovative behaviors within organizations.
29	Examining the Mediating Effect of	Investigate how managerial	Managerial coaching positively	Incorporate managerial

	Job Crafting on the Relationship Between Managerial Coaching and Job Engagement Among Electricians in the U.S. Skilled Trades	coaching influences job engagement through job crafting among electricians in the U.S. skilled trades.	influences job engagement through job crafting behaviors.	coaching that encourages job crafting to enhance job engagement among skilled trades workers.
30	Job Crafting Paths for Job Engagement: An Empirical Study Among Chinese Social Workers	Propose and test a path model where job crafting influences job engagement through Person-Organization fit, psychological meaningfulness, psychological safety, and psychological availability among Chinese social workers.	Job crafting directly and indirectly promotes job engagement through various psychological mechanisms.	Promote job crafting strategies tailored to enhance job engagement via psychological alignment and meaningfulness among social workers.

3. Results and Discussion

Job crafting dan employee engagement adalah dua konsep penting dalam manajemen sumber daya manusia (SDM) modern yang memberikan dampak besar terhadap kepuasan dan keterlibatan karyawan. Job crafting merujuk pada upaya proaktif karyawan untuk mengubah elemen-elemen pekerjaan mereka seperti tugas-tugas, hubungan interpersonal, dan persepsi terhadap pekerjaan dengan tujuan menciptakan lingkungan kerja yang lebih memuaskan dan bermakna. Sementara itu, employee engagement menggambarkan tingkat koneksi emosional, mental, dan fisik karyawan terhadap pekerjaan, tujuan, dan nilai-nilai organisasi tempat mereka bekerja.

Job crafting tidak hanya meningkatkan kepuasan kerja tetapi juga memperkuat keterlibatan karyawan terhadap organisasi. Ketika karyawan memiliki kontrol lebih besar atas pekerjaan mereka, mereka cenderung merasa lebih bertanggung jawab terhadap hasil kerja mereka dan lebih bersemangat untuk berkontribusi secara positif. Hal ini menciptakan lingkungan di mana karyawan merasa lebih berdaya, produktif, dan puas dengan pekerjaan mereka.

Misalnya, seorang karyawan yang menggunakan job crafting mungkin mengubah fokus tugas mereka untuk lebih sesuai dengan minat dan keahlian pribadi mereka, yang pada gilirannya meningkatkan motivasi dan kualitas pekerjaan mereka. Proses ini tidak hanya memberikan manfaat bagi individu tetapi juga berkontribusi pada keseluruhan kesejahteraan organisasi dengan meningkatkan produktivitas dan retensi karyawan.

Employee engagement, di sisi lain, menciptakan fondasi keterlibatan yang kokoh dalam organisasi. Karyawan yang merasa terhubung secara emosional dengan pekerjaan mereka cenderung memiliki tingkat motivasi yang tinggi untuk memberikan kontribusi maksimal. Mereka juga lebih mungkin untuk berbagi nilai-nilai organisasi dan memperjuangkan tujuan bersama, yang esensial untuk mencapai kinerja optimal.

Studi menunjukkan bahwa employee engagement berkontribusi secara signifikan terhadap produktivitas, kualitas kerja, serta mengurangi tingkat absensi dan turnover karyawan. Keterlibatan yang tinggi tidak hanya menciptakan lingkungan kerja yang positif tetapi juga menghasilkan efek berkelanjutan dalam mencapai tujuan strategis organisasi.

Meskipun pentingnya job crafting dan employee engagement diakui secara luas, ada beberapa tantangan dalam menerapkan konsep-konsep ini di tempat kerja. Salah satu

tantangan utama adalah desain pekerjaan yang terlalu terstruktur atau membutuhkan sertifikasi khusus, yang dapat membatasi kemungkinan karyawan untuk melakukan perubahan signifikan dalam tugas-tugas mereka. Secara tradisional, beberapa pekerjaan mungkin memiliki batasan yang ketat dalam hal fleksibilitas atau kreativitas dalam tugas-tugas harian.

Manajemen perlu mempertimbangkan pendekatan yang tepat untuk mendukung inisiatif job crafting, seperti menyediakan panduan yang jelas, pelatihan untuk pengembangan keterampilan yang diperlukan, dan menciptakan lingkungan kerja yang mendukung inovasi dan eksperimen. Penting bagi organisasi untuk tetap menjaga keseimbangan antara memberikan otonomi kepada karyawan dan memastikan pencapaian tujuan organisasi.

Penelitian telah menyoroti beberapa faktor penting yang mendukung job crafting dan employee engagement. Dukungan organisasi yang kuat, termasuk pengakuan terhadap inisiatif karyawan untuk memodifikasi pekerjaan mereka, adalah kunci untuk kesuksesan praktik ini. Makna kerja yang dirasakan dan rasa efikasi diri juga berperan penting dalam memediasi hubungan antara job crafting dengan peningkatan kepuasan dan keterlibatan karyawan.

Studi-studi telah menunjukkan bahwa organisasi yang mampu mengintegrasikan job crafting dan employee engagement ke dalam budaya kerja mereka cenderung memiliki karyawan yang lebih bersemangat dan produktif. Namun, untuk memahami lebih dalam tentang efektivitas praktik ini di berbagai jenis industri dan situasi organisasional, penelitian lebih lanjut dan studi kasus diperlukan.

Dengan mengatasi tantangan dalam implementasi, organisasi dapat memanfaatkan potensi penuh dari job crafting dan employee engagement. Ini tidak hanya meningkatkan kualitas pengalaman kerja karyawan tetapi juga memperkuat keterlibatan mereka terhadap organisasi. Dalam lingkungan kerja yang dinamis dan berubah, penting untuk terus mendorong inovasi dan adaptasi untuk mencapai tujuan strategis dengan lebih efisien.

4. Conclusion

Job crafting dan employee engagement bukan sekadar konsep-konsep teoritis, tetapi memiliki dampak nyata terhadap kehidupan organisasi sehari-hari. Dengan memberikan karyawan kesempatan untuk membentuk pekerjaan mereka sendiri dan mempromosikan keterlibatan yang kuat, organisasi dapat menciptakan lingkungan kerja yang memungkinkan karyawan untuk berkembang dan berkontribusi secara optimal. Dalam era di mana keseimbangan antara kebutuhan individu dan tujuan organisasi menjadi semakin penting, memahami dan menerapkan job crafting serta employee engagement adalah langkah penting menuju keberhasilan jangka panjang bagi semua pihak yang terlibat.

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