

The Influence of Job Crafting Training on Employee Work Engagement in *General Elections Commission Purwakarta*

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ABSTRAK

Tujuan penelitian ini adalah untuk melihat pengaruh pelatihan prakarya terhadap keaktifan bekerja pegawai KPU Kabupaten Purwakarta sebelum dan sesudah diklat prakarya. Sampel dalam penelitian ini terdiri dari dua belas pegawai KPU Kabupaten Purwakarta. Penelitian ini menggunakan metode penelitian campuran. Desain yang digunakan dalam penelitian ini adalah quasi-experimental (yaitu, kelompok intervensi, N = 6, dan kelompok kontrol, N = 6). Data penelitian diperoleh dari UWES-17 (Utrecht Work Engagement Scale) [23]. Data diolah dengan uji statistik Wilcoxon dan Mann-Whitney U. Studi ini menunjukkan bahwa pelatihan prakarya meningkatkan keterikatan kerja di KPU Kabupaten Purwakarta. Penelitian ini menyarankan kepada instansi untuk memberikan pelatihan job crafting kepada seluruh pegawai KPU Kabupaten Purwakarta sebagai salah satu upaya yang dapat dilakukan untuk meningkatkan work engagement.

Kata kunci : pelatihan prakarya; keterlibatan kerja; (;)

ABSTRACT

The purpose of this study was to see the influence of job crafting training on employee work engagement in General Elections Commission districts Purwakarta before and after job crafting training. The sample in the study consisted twelve employees of General Elections Commission districts Purwakarta. The research used mixed methods research. The design used in this study is quasi-experimental (i.e., intervention group, N = 6, and a control group, N = 6). The research data were obtained from the UWES-17 (Utrecht Work Engagement Scale) [23]. The data processed with Wilcoxon and Mann-Whitney U statistic test. This study shows that job crafting training enhances work engagement in General Elections Commission district Purwakarta. This study suggests the agencies to provide job crafting training to all employees of General Elections Commission districts Purwakarta as an effort that can be to increase work engagement.

Keywords: General Elections Commission; Job Crafting; Work Engagement

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BACKGROUND

Success in achieving organizational goals related to human resources. Every organization expects its employees to be proactive, take the initiative, and be engaged in their work (Bakker, Schaufeli, Leiter, Taris, 2008) The reports of engaged employees show the highest levels of job performance (Bakker, Bal, 2010) and receive the highest performance ratings from their supervisors and clients (Bakker, Demerouti, & Ten, 2012).

Work engagement is an active state of well-being characterized by vigor, dedication, and absorption at work (Bakker & Leiter, 2010) These three aspects are interrelated in determining a person's high or low degree of work engagement. The vigor aspect is characterized by high energy levels and mental resilience when working, willingness to exert effort, and persistence when facing obstacles at work. Individuals with high levels of vigor show high energy, enthusiasm, and stamina when working. At the same time, individuals with low levels of life have low energy, confidence, and stamina when employees work.

The aspect of dedication refers to being firmly involved in the work and feeling the meaning, enthusiasm, inspiration, pride, and challenge. Individuals with high level of commitment have a strong self-involvement in their work because they often feel it is meaningful and enthusiastic. In addition, they also often feel proud of their profession and appreciate that their work is challenging and can inspire. Meanwhile, individuals with low levels of dedication have weak self-involved in their work because they do not feel that their work is meaningful, inspiring, and challenging. The individual also does not

feel enthusiastic or proud of their profession.

The last aspect is absorption, which is characterized by full concentration and preoccupation with work, where time passes quickly, and does not want to stop working. Individuals who have high level of absorption will be fully concentrated while working, feel preoccupied when they are working so that they feel that time passes so quickly when they are doing their work.. Meanwhile, individuals who have low level of absorption do not feel preoccupied at work or "drowned" in their work. They also never find it difficult to get away from work or forget everything around them, including time.

General Elections Commission district Purwakarta is a government organization which has the task of carrying out general elections for legislative and executive institutions in district Purwakarta. General Elections Commission district Purwakarta is required to work professionally, because the results of the decisions given will have an impact on public confidence in the running of the Indonesian nation's democracy. Therefore, it takes employees who are engaged in their work.

Based on interviews with six employees, they felt less enthusiastic when they were required to participate in activities organized through the zoom application. Employees perceive the actions as monotonous, so they lack interest in participating. In addition, other behaviors shown by the six employees included a lack of enthusiasm for employees when there were events or activities carried out by the General Elections Commission, working only based on profit or when the leader gave assignments, late for work, sleeping at work.

Existing phenomena indicated that employees have low work engagement. Khan (Khan & William, 1990) calls employees with insufficient attention the term disengagement. This is in line with the research of Khan (Iqbal, Khan, & Iqbal, 2012) Salanova and Schaufeli (Salanova & Schaufeli, 2008), which states that employees with low work engagement can cause problems such as often arriving late to work, being less concerned about work, tending to use their work time by doing less productive things, even leaving their job from the company.

Based on the concept of the Job Demand Resource Model (JD-R Model), it is argued that employee work engagement is formed by two factors: job demand and job resources (Bakker & Demerouti, 2007). Job demands are physical, psychological, social, and organizational aspects of work which refer to jobs that require continuous physical, cognitive and emotional effort. Examples are high work pressure, an unfavorable physical environment, or interactions with emotionally demanding clients. Meanwhile, job resources refer to functional aspects of work in achieving work demands. These aspects include job control, opportunities for development, participation in decision making, task variation, feedback, and work social support. Additionally, according to the job demands-resources (JD-R) model, personal resources are the most important predictors of work engagement (Bakker & Demerouti, 2008). Personal resources concern individuals' sense of their ability to control their environment successfully (Hobfoll, Johnson, Ennis, & Jackson, 2003).

Focusing on job demand, employees of General Elections Commission district

Purwakarta, especially in the general section, are not only required to study the laws and regulations or policies imposed by the supervisor but have other duties including, recording incoming and outgoing letters from the relevant agencies or political parties participating in the election, administration, and selection of candidates. Registrants for election participants, the appointment of members of the District Election Committee, the Voting Committee, employee attendance, financial management, and planning, monitoring, and evaluating all related activities to the election.

Based on interviews with six employees in the general section, all of them stated that superiors lack communication with their subordinates, never give appreciation and feedback on achievements or related to the performance of their associates, are never involved in decision making. This makes employees feel underappreciated. There is no actual performance appraisal and often confused with the tasks assigned by superiors.

Based on this phenomenon, it can be seen that there is an imbalance between the job demand that is owned and the job resources obtained by the employees, so it is indicated to be the cause of employees of General Elections Commission district Purwakarta having a low level of work engagement. In line with research conducted (Bekker, Schaufeli, Leiter, Taris, 2008; Iqbal, Khan, & Iqbal, 2012) based on the JD-R Model concept, which states that job resources significantly affect work engagement and performance.

In this condition, treatment is needed not only to overcome the gap between job demand and existing job resources but also increase employees' resources to mediate

the gaps that occur. One of the forms of personal resources that can be used is job crafting. Job crafting is an employee's effort to change his job (Wrzesniewski, & Dutton, 2001). Tims, Baker, and Derks (Bakker & Demerouti, 2014) through the JD-R (Job demands-resources) paradigm, describe assignment crafting as employees' proactive efforts to balance job demands and resources with their abilities and needs.

Petrou etc. (2012) categorizes job crafting in 3 dimensions: seeking resources, challenges, and reducing demand. Seeking resources, namely optimizing work resources that can include behaviors such as asking for advice from colleagues or supervisors, and improving interpersonal communication, so that employees do not feel they have limitations to actively seek or ask for input from friends or superiors on their work. With the opportunity for seeking resources, it is hoped employees of that General Elections Commission district Purwakarta can be motivated to improve their performance again if they are deemed unfavorable by their superiors or co-workers. Seeking challenges is related to the desire of employees to seek new challenges in their work, thus presenting special efforts from employees to solve them. Such behavior can include looking for a new task at work after someone has finished their job or taking on more responsibilities.

While reducing demands, this dimension leads to the behavior of employees to be able to change their work to be simpler to avoid excessive use of work time. Job crafting intervention was developed to increase employees' awareness regarding how they can adapt their jobs to their needs so that they

experience more pleasure, engagement, and meaning in their work (Van den Heuvel, Demerouti, & Peeters, 2012) Job crafting intervention will be given to employees of General Elections Commission district Purwakarta through training methods (Van den Heuvel, Demerouti, & Peeters, 2015).

The training method effectively trains employees to structure their work in crafting (Van Wingerden, Bakker, & Derks, 2016). Based on the results of these studies, the researchers assessed that the training method was the most effective method for providing job crafting interventions to employees in General Elections Commission district Purwakarta.

The job crafting interventions are based on social cognitive theory (Bandura, 1989) which suggests that interactions between people, behavior, and the environment are essential for planning behavior change interventions and underscores that people are not passive recipients of interventions. In addition, the research uses experiential learning methods. The experiential learning method is a learning process to build knowledge, skills, values, and attitudes through direct experience. Experiential learning emphasizes that expertise is essential in education and distinguishes it from other learning theories such as cognitive learning theory or behaviorism (Kolb, Boyatzis, & Mainemelis, 2001).

The researcher's job crafting interventions focus on achieving personal change at two levels, cognition and behavior. To achieve a shift in awareness, employees are encouraged to reflect on their work situation and to identify the tasks and aspects of their job that they would like to change. Changes in behavior

are reflected in training through the introduction of job crafting theory and the JD-R model (verbal persuasion and persuasive suggestions), role modeling (vicarious learning), as well as goal setting, sharing, shaping, and positive feedback (during training and reflection sessions) to create new behavior (Bandura, Adams, & Beyer, 1977)

Hence, we proposed the following two hypotheses: 1. Interventions of job crafting can increase the work engagement of employees in General Elections Commission district Purwakarta. 2. There is a significant difference in employee work engagement before and after being given job crafting interventions.

RESEARCH METHOD

2.1. Design and Participants

The research method used by the author is a mixed methods research method (Creswell, & Creswell, 2018). This Mixed Methods research uses an Explanatory Sequential Design type design included in the sequential model (sequence). At the same time, the technique used in this study is experimental (experimental research method) (Bandura, Adams, & Beyer, 1977). The researcher used a non-equivalent control group design. This research was conducted by treating the experimental group and providing a control group as a comparison. There are two design groups in this design, pre-test and post-test design (before-after).

The participants in this study were all employees in the general section of the General Elections Commission district Purwakarta. With the following

demographics: total $N = 12$; experimental group $n = 6$ and control group $n = 6$. Interventions were designed to fit the organizations' and individuals' needs by using information from the interviews held with management and potential participants before the interventions.

The job crafting intervention took the form of a seven-hour training course in which participants were informed and trained on all job crafting strategies (i.e., seeking resources, seeking challenges, and reducing demands) and included participants sharing experiential learning narratives. Through various explanations and exercises during the training, employees learned the concept of job crafting. The training concluded with the development of an action plan. The action plan consists of specific crafting actions that the participants formulated and undertook for one week after the training.

2.2. Measures

Work engagement was assessed using the seventeen-item version of the Utrecht Work Engagement Scale (UWES-17), which as a whole is included in the profitable item (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). This measuring tool is in the form of a questionnaire consisting of 3 aspects, vigor, dedication, and absorption, and is an original Indonesian translation that has been published through the official.

RESULT AND DISCUSSION

1. Research Result

Table 1. Means and standard deviations of the experiment and control group.

	Experiment	Control
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	M	SD	M	SD
Work engagement				
Pre-test	33,83	4,02	35,33	3,56
Post-test	72,00	10,94	34,83	2,79

Based on the table shows the experimental group work engagement results in the form of the participant's mean value of work engagement pre-test of 33.83 (SD = 4.02) and post-test of 72.00 (SD = 10.94). Meanwhile, the work engagement owned by the control group was obtained in the form of a mean value of work engagement pre-test of 35.33 (SD = 3.56) and post-test of 34.83 (SD = 2.79).

Table 2. Post-test of the experiment and control group with Mann – Whitney U test.

Variable	Z	ES	p-value	Description
Pre-test experiment-control	- 0.726	-	0.485 (p>0.05)	Not Significant
Post-test experiment-control	- 2.892	1.18	0.002 (p<0.05)	Significant

The table showed that the significance value between the experimental group and the control group is 0.485, which is greater than 0.05, which means that there is no difference between the pre-test scores of employee engagement in the experimental group and the control group. Meanwhile, the post-test significance value of the experimental group and the control group was 0.002, which was smaller than 0.05, which means that there was a difference between the post-test work engagement scores of employees in the experimental group and the control group. This shows that the group that received job crafting training (experimental group) showed

higher results than the group that did not receive job crafting training (control group). The results above also show that the effect size (ES) of job crafting training given to employee work engagement is 1.18, which is included in the significant effect.

Table 3. Pre-test – post-test work engagement of the experiment and control group with Wilcoxon-test.

Variable	Z	ES	p-value	Description
Pre-test – Post-test				
Work engagement experiment	- 2.201	0.89	0.028 (p<0.05)	Significant
Work engagement control	- 0.826	0.33	0.414 (p>0.05)	Not Significant

The table showed significance between the experimental group's pre-test and the experimental group's post-test of 0.028 is smaller than 0.05, which means there is a significant difference between the experimental group's employee engagement scores before and after being given job crafting training. This shows that job crafting training affects increasing employee work engagement. The calculation of effect size (ES) results shows that the job crafting training given to employee work engagement in the experimental group is 0.89, which is included in the significant effect. Meanwhile, the significance value between the pre-test – post-test control group is 0.414, which is greater than 0.05, which means that there is no significant difference between the work engagement

scores of the control group employees who were not given job crafting training

Table 4. Pre-test – post-test evaluation of job crafting training learning level.

Variable	Z	ES	p-value	Description
Pre-test- Post-test Job Crafting	2.26 4	0.9 2	0.024 ($p < 0.05$)	Significa nce

The table showed significance between the experimental group's pre-test and the experimental group's post-test of 0.024 is smaller than 0.05, which means that there is a significant difference between the scores of the practical group employees before and after being given job crafting training. This shows that job crafting training is able to significantly increase employee job crafting knowledge. The result of the effect size (ES) calculation shows that the job crafting training given to the experimental group is 0.92, which is included in the significant effect.

2. Discussion

The present study examined the influence of job crafting training in enhancing work engagement. All in all, the results indicate job crafting training can increase work engagement. Our findings aligned with the hypothesis that job crafting training positively relates to work engagement. There is a significant difference in employee engagement in General Elections Commission district Purwakarta before and after the job crafting intervention (hypothesis 1 and two, respectively). These results are consistent with previous studies (Harju, Hakanen, & Schaufeli, 2016).

4.1. Limitations and suggestions for further research

This study has its limitations, and these should be acknowledged. First, we feel that using self-report questionnaires to observe phenomena such as work engagement and job crafting is justified, as such psychological states are subjective and may thus not be accessible to other raters.

Second, The next researcher can put job crafting interventions up to the behavioral level target to evaluate the effectiveness of job crafting training in increasing job involvement.

Third, further researchers can increase the number of respondents to get more representative results regarding the effectiveness of job crafting to increase employee engagement.

Finally, it should be noted that these results are from employee of General Elections Commission district Purwakarta, so it is not generalizable across the district and occupational groups.

AUTHORS' CONTRIBUTIONS

All authors conceived of the study, developed the study design, and collected data. TNP, MR, and ISRK conducted the literature search, analyzed, and interpreted data, and prepared the first draft. All authors reviewed the manuscript. All authors read and approved the final manuscript.

ACKNOWLEDGMENTS

Praise and gratitude to the presence of Allah SWT for His blessings, grace, and guidance, the researcher was able to complete this research. The researcher would like to thank all the principals and

employees of General Elections Commission district Purwakarta. They have participated and contributed to this research so it can be completed properly.

BIOGRAPHY

Thesa Nur Adi Pratama was born in Bandung, 23 June 1995. He graduated from undergraduate psychology programme at Jenderal Achmad Yani University Bandung in 2017. In 2022, he finished his Master's degree at Maranatha Christian University Bandung majored in Industrial and Organizational Psychology. After graduation he work on private company as Recruitment and Human Resources Development Coordinator.

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C.M. Indah Soca R. Kuntari work as a Lecturer at the Faculty of Psychology Maranatha Christian University, focusing on Industrial and Organizational Psychology since 1999. As psychologist, she help several public and private company to maintain employees wellbeing. She started her own private consulting company in 2014, focusing on Psychology and Human Resources

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