# THE MEDIATING ROLE OF JOB CRAFTING ON THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON WORK ENGAGEMENT

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**ABSTRACT:** Showing potential will be easier if employees feel attached to the organization, therefore support from the organization is needed. The Job Demand-Resources (JD-R) theory is the theory most often used to explain work engagement. This study aims to analyze the mediating role of job crafting on perceived organizational support for work engagement. This study was carried out at the Klungkung District Agriculture Office. The total population and sample used were 147 employees, using the saturated sample method where all of the population was sampled. Data collection was obtained by distributing questionnaires. In this study, the inferential statistics used were Structural Equation Modeling (SEM) analysis based on Partial Least Square (PLS). The results show that perceived organizational support has a positive effect on job crafting and work engagement, job crafting has a positive effect on work engagement and can mediate partially (complementary partial mediation) on the effect of perceived organizational support on work engagement. The results of the study can be concluded that the stronger the perceived organizational support, the higher the job crafting which results in increased work engagement. Superiors at the Agriculture Office are expected to provide equal opportunities and opportunities to every employee so that employees feel that there is justice which will make employees develop their abilities by doing job crafting and increasing a sense of attachment to the organization.

**KEYWORDS :** *work engagement, job crafting, perceived organizational support*

## I.　　　　INTRODUCTION

Human resources are an important supporting factor for achieving goals in an organization. The potential possessed by human resources in an organization is an asset and functions very well as non-material capital, which can be realized into real potential both physically and non-physically. Demonstrating potential in the organization will be easier if employees feel attached to the organization. High employee work engagement or work engagement in the organization will make performance better. Work engagement does have an important role in an organization (Qin et al., 2021). Employees who have work engagement will have more enthusiasm, focus, and energy to complete tasks (Park et al., 2020). Work engagement is explained as a person's mental state which is characterized by vigor, dedication and absorption at work. Employees with higher work engagement show higher enthusiasm about their work and tend to invest more time and enthusiasm for higher work productivity (Haldorai et al., 2020).

The Klungkung Regency Agriculture Office is a government-owned agency or organization. Based on the results of interviews with the Secretary of the Agriculture Office, there are work engagement problems among employees. Preliminary studies were conducted to find out the phenomenon of work engagement by distributing questionnaires to 10 employees, the results obtained the lowest score (3.30 out of an average of 3.72) on work engagement, including employees feeling less enthusiastic at work, less enthusiastic at work even find it not difficult to break away from work. This indicates that there is a work engagement problem. Work engagement can be predicted using the JD-R model (Bakker, 2011; Bakker & Demerouti, 2007; Demerouti et al., 2001). Research reveals that the JD-R model can be applied to all work environments (Bakker & Demerouti, 2014). According to Bakker & Demerouti (2007), each job can be modeled using two different job characteristics: job demands and job resources. The JD-R model shows that the combination of high job demands and low resources results in a high level of stress, which leads to both physical and psychological stress. The combination of high demands and high resources leads to high levels of motivation, engagement and work engagement (Rodriguez-Muñoz et al., 2012).

Placements that are not suitable (demands) will have a psychological impact on employees, that the effort that can be done to deal with this is to apply job crafting (Stephani, 2018). Job crafting is a process of changing the way/design of work performed by employees both physically and psychologically (Wrzesniewski

& Dutton, 2001). According to Tims et al., (2012), job crafting has 4 (four) dimensions. The dimensions of job crafting are increasing structural job resources (increasing resources), decreasing hindering job demands (reducing job demands), increasing social job resources (increasing social relations), and increasing challenging job demands (increasing abilities in challenging situations). Park et al., (2020) states that there is a positive and significant relationship between perceived organizational support and job crafting. Employees with high POS tend to devote their time and energy to developing knowledge and skills (Zhang & Whenzao, 2021). Perceived Organizational Support (POS) is an example of job resources (Tan et al., 2020).

POS refers to employee perceptions regarding the extent to which the organization values contribution, provides support, and cares about the welfare of its employees (Rhoades & Eisenberger, 2002). Employees who think that the organizational support they receive is high, then these employees will integrate membership as members of the organization into their identity and then develop relationships and more positive perceptions of the organization. POS is considered as a guarantee that assistance will be available from the organization when it is needed to carry out one's job effectively and when facing very stressful situations (Rhoades & Eisenberger, 2002). According to Rhoades and Eisenberger (2002), three dimensions of organizational action are perceived as increasing POS, namely the principle of fairness, organizational rewards and job conditions and supervisory support.

## II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

**Job Demands Resources Theory**

Bakker and Demerouti are figures who developed a model regarding job demands and job support in The Job Demands Resources Model (JD-R Model). In recent years, the number of studies on the JD-R Model has increased so this model has developed into a theory (Bakker and Demerouti, 2014). Several studies use this theory as a conceptual framework, analyzing problems or basic interventions in organizations (Schaufeli, 2017). The JD-R theory assumes that the psychosocial characteristics of each job can be divided into two groups, namely job demands and job resources (Bakker and Demerouti, 2007).

Job demand refers to the physical, psychological, social, or organizational aspects of work that require sustained physical and/or psychological (cognitive and emotional) effort and skills. Job resources refer to the physical, psychological, social, or organizational aspects of a good job that function in achieving work goals, reduce job demands, and can stimulate personal growth, learning, and development (Demerouti et al., 2001). The JD-R theory suggests that the combination of high demands and low resources results in high levels of stress, which is both physical and psychological. The combination of high demands and high resources leads to high levels of motivation, engagement and work engagement (Rodriguez-Muñoz et al., 2012).

**Hypothesis**

1. **The Effect of Perceived Organizational Support on Work Engagement**

The relationship between perceived organizational support and work engagement can be found in several empirical studies. Recent research by Oubibi et al., (2022) on teachers in China during Covid-19, in their research showing that perceived organizational support is positively related to work engagement. Perceived organizational support felt by teachers will strengthen the high engagement with their jobs. School organizational support by ensuring the availability of resources, job security, reducing workload, and reward systems will strengthen job satisfaction thereby increasing teacher work engagement.

Organizations that provide opportunities, take into account value, and are willing to provide assistance will make employees feel that the work they do is full of meaning and pride. Teachers who feel satisfied and engaged will help schools to achieve their organizational goals so that students are taught effectively. This is in line with other studies, namely research by Canboy et al., (2021) who also found that perceived organizational support is positively related to work engagement in three organizations in France.

The effect of perceived organizational support on work engagement was specifically investigated by Tan et al., (2020) at a consulting firm in Central China with the results of the analysis stating that perceived organizational support is positively related to work engagement. The positive influence between the two variables is strengthened by research by Li et al., (2022), Alshaabani et al., (2021), and Du et al., (2021) which states that perceived organizational support positively influences work engagement. The hypothesis in this study was then built based on the above descriptions as follows:

$H_1$: Perceived organizational support has a positive and significant effect on work engagement.

2. **The Effect of Perceived Organizational Support on Job Crafting**

The relationship between perceived organizational support and job crafting can be found in several empirical studies. The results of Zhang and Wenzhao's research (2021) on 541 full-time workers in North China, stated that perceived organizational support had a positive and significant effect on job crafting. Workers with high POS tend to devote their time and energy to developing knowledge and skills. The more employees invest time and effort, the more embedded they will be in the organization. POS is an important organizational factor that facilitates employees to adapt their jobs and POS creates conditions that facilitate job crafting.

Workers who are given the opportunity if there is an opportunity, are given attention, care about their welfare, and are given assistance when they need special assistance when they need help, then workers will try to develop themselves professionally, are not affected emotionally, and are willing to do additional tasks. The positive influence between the two variables is reinforced by the research of Ebrahimi and Fathi (2021), Cheng and Yi (2018), Sen and Ruchi (2017), Uçar et al., (2022), states that perceived organizational support has a positive and significant effect on job crafting. The hypothesis in this study was then built based on the above descriptions as follows:

$H_2$: Perceived organizational support has a positive and significant effect on job crafting.

### 3. The Effect of Job Crafting on Work Engagement

The relationship between job crafting and work engagement can be found in several empirical studies. The results of Letona-Ibañez et al., (2021) research on 814 private organization workers in Spain stated that there was a positive and significant relationship between job crafting and work engagement. Workers who decide to make changes in their work, whether it is related to tasks, resources, peer interactions, or perceptions, this does not directly contribute to higher levels of engagement or commitment. Workers who ensure that they use their full capacity and develop their abilities at work will feel challenged, get carried away at work, and find it difficult to detach themselves from work.

Octavia et al., (2021) in their research on 56 Bank Jatim respondents, stated that job crafting has an effect on work engagement. Employees who take the opportunity to learn new things at work will be able to continue working for a very long time and persistently even if things are not going well. The positive influence between the two variables is strengthened by research by Park et al., (2020) and Moreira et al., (2022) which stated that job crafting has a positive and significant effect on work engagement. The hypothesis in this study was then built based on the above descriptions as follows:

$H_3$: Job crafting has a positive and significant effect on work engagement.

### 4. The Role of Job Crafting in Mediating the Effect of Perceived Organizational Support on Work Engagement

The effect of perceived organizational support on work engagement occurs directly or indirectly. The results of research by Park et al., (2020) on 300 workers in South Korea emphasized that there is a mediating effect of job crafting on perceived organizational support on work engagement. Developing job crafting will optimize work environment aspects and be beneficial for employee work engagement. Workers who feel that their organization supports their work and well-being, their perception of organizational support increases their willingness to find more resources and change the cognitive boundaries of their work thereby increasing workers' enthusiasm for work.

Job crafting behavior inspires employees to be more dedicated to their work with increased attention and energy. The results of Oubibi et al., (2022) on 3147 teachers in China, stated that there is a mediating effect of job crafting in perceived organizational support on employee work engagement so the role of job crafting is needed to increase employee creativity. Teachers who are involved in carrying out job crafting feel more attached to their work than those who do not do job crafting. Octavia et al., (2021) in their research on 56 respondents from Bank Jatim, stated that there was an effect of perceived organizational support on work engagement through job crafting. Positive treatment at work can also create positive emotions for employees to carry out positive voluntary behavior (job crafting) for the organization. The hypothesis in this study was then built based on the above descriptions as follows:

$H_4$: Job crafting mediates the effect of perceived organizational support on work engagement.

Based on the literature review and hypothesis development, the conceptual framework in this study is as below:
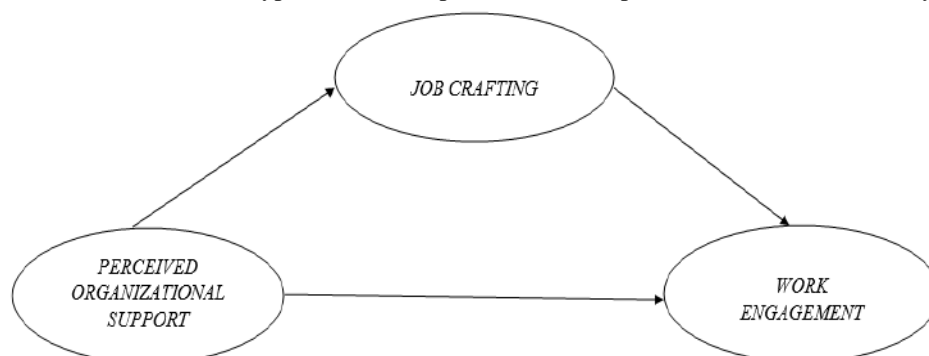


Source: *Primary data processed (2023)*
Figure 1. Conceptual Framework

## III.     RESEARCH METHODS

This research is associative causality research, namely research that is used to determine the causal relationship between one variable and another variable. This study uses a quantitative approach because the data used is in the form of numbers. The scope of the research includes the subjects in this study, namely employees of the Klungkung District Agriculture Service. The subject criteria were chosen with the consideration that the Klungkung Regency Agriculture Office had achieved the best ranking of all offices in Klungkung Regency in the implementation of work culture development. The population of this study was all employees of the Klungkung District Agriculture Office, totaling 147 people. This study uses the saturated sampling method, namely the technique of determining the sample by taking all members of the population as a sample. Data collection methods used in this study were questionnaires and interviews. The instrument used in this study uses a 5-point Likert scale. Before the research instrument is given to the respondent, it is tested first to find out whether the measuring instrument can measure what you want to study by looking at its validity and reliability, then it will be given to the research subject. After the necessary data is collected, data analysis is carried out using the SEM (Structural Equation Modeling) analysis method.

## IV.     RESULTS AND DISCUSSIONS

### A.    Outer Model

#### 1.    Convergent Validity

Evaluation of a measurement model based on outer loading is considered valid if it has a loading factor value above 0.50 and or a t-statistic value above 1.96, which means that the model has convergent validity. The test results show that all indicators of the dimensions of the work engagement variable, perceived organizational support and job crafting have an outer loading value of more than 0.50. It can be concluded that all indicators are valid, meaning that the reflective indicator with the latent variable score has a good correlation.

#### 2.    Discriminant Validity

Evaluation of the measurement model based on cross-loading is used to assess whether the construct has good discriminant validity. Discriminant validity is considered valid if the cross loading of each indicator on the variable concerned has the greatest value compared to the cross-loading of other latent variables. The results of the cross loading of the three variables show that the cross loading values obtained from each latent variable have a higher value compared to the other latent variables. So, it can be concluded that the latent variable has fulfilled discriminant validity.

Discriminant validity in this study can also be seen from the root square of the average variance extracted (RSAVE) value for each construct with a correlation between one construct and another construct. This can be seen from the value of the square root of AVE which is printed in bold has a greater value than the correlation between constructs. The results of the discriminant validity test show that the RSAVE value for each variable has a higher value than the correlation between variables. This can give the conclusion that all variables in this study have fulfilled discriminant validity.

#### 3.    Composite Reliability

The reliability of a construct can be measured by looking at the value of composite reliability and Cronbach's alpha. The value of composite reliability and Cronbach's alpha is good if it has a value > 0.70. The following are the results of the instrument reliability research presented in Table 1.

**Table 1. Construct Reliability Test Results**

| | *Cronbach's Alpha* | *Composite Reliability* |
|---|---|---|
| **Absorption** | 0.921 | 0.939 |
| **Decreasing hindering job demands** | 0.929 | 0.944 |
| **Dedication** | 0.926 | 0.944 |
| **Fairness** | 0.753 | 0.890 |
| **Increasing challenging job demands** | 0.813 | 0.877 |
| **Increasing social job resources** | 0.918 | 0.938 |
| **Increasing structural job resources** | 0.893 | 0.922 |
| **Job Crafting (M)** | 0.960 | 0.964 |
| **Organizational rewards and job condition** | 0.862 | 0.906 |
| **Perceived Organizational Support (X)** | 0.917 | 0.933 |
| **Supervisory support** | 0.859 | 0.934 |
| **Vigor** | 0.953 | 0.963 |
| **Work Engagement (Y)** | 0.972 | 0.974 |

Source: *Primary data processed (2023)*

Table 1 shows that the value of composite reliability and Cronbach's alpha in all constructs has a value of more than 0.70. Thus, in this research model, each research construct meets good reliability.

**B. Inner Model**

Structural models are evaluated using Q-square predictive relevance to measure how well the observed values are generated by the model and its parameter estimates. To calculate the Q-square value of predictive relevance, the R-square value of job crafting and work engagement is required, which is presented in Table 2.

**Table 2. R-Square**

| Construct | R Square |
|---|---|
| Job Crafting (M) | 0.656 |
| Work Engagement (Y) | 0.472 |

Source: *Primary data processed (2023)*

A model is considered to have a relevant predictive value if the Q-square value is greater than 0. Based on Table 2, the predictive relevance value (Q2) is calculated as follows.

$$Q2 = 1 - (1 - R1^2)(1 - R2^2)$$
$$= 1 - (1 - 0.656^2)(1 - 0.472^2)$$
$$= 1 - (1 - 0.430)(1 - 0.222)$$
$$= 1 - (0.570)(0.778)$$
$$= 1 - 0.443$$
$$= 0.557$$

The Q-Square value (Q2) obtained is 0.557. The value is greater than 0 (> 0). This shows that 55.7 percent of the variation in work engagement can be explained by job crafting variables and perceived organizational support, while 44.3 percent is explained by other variables outside the model.

**C. Hypothesis Testing**

Hypothesis testing is done by testing the two values, namely the p-value is smaller than the alpha value of 5% (<0.05) and the t-statistic value must have a value greater than 1.96 (<1.96). The results of calculating the significance of each relationship between variables are presented in Table 3.

**Table 3. Direct Effect Test**

| Direct Effect | Path Coefficient | T Statistics | P Values | Information |
|---|---|---|---|---|
| *Job Crafting* (M) -> *Work Engagement* (Y) | 0.419 | 4.464 | 0.000 | Significant |
| *Perceived Organizational Support* (X) -> *Job Crafting* (M) | 0.810 | 17.708 | 0.000 | Significant |
| *Perceived Organizational Support* (X) -> *Work Engagement* (Y) | 0.303 | 3.482 | 0.001 | Significant |

Source: *Primary data processed (2023)*

Based on Table 3, it is known that the results of the direct influence between variables are as follows:
1. The effect of perceived organizational support on work engagement

Based on the test results, the path coefficient value is 0.303 with a t-statistic value of 3.482 and a p-value of 0.000. This means that H1 is accepted and there is a positive and significant influence between perceived organizational support and work engagement. The higher the perceived organizational support, the higher the work engagement.

2. The effect of perceived organizational support on job crafting

Based on the test results, the path coefficient value is 0.810 with a t-statistic value of 17.708 and a p-value of 0.001. This means that H2 is accepted and there is a positive and significant influence between perceived organizational support and job crafting. The higher the perceived organizational support, the higher the job crafting.

3.        The effect of job crafting on work engagement

Based on the test results, the path coefficient value is 0.419 with a t-statistic value of 4.464 and a p-value of 0.000. This means that H3 is accepted and there is a positive and significant influence between job crafting and work engagement. The higher the job crafting, the higher the work engagement.

Testing the mediating role of job crafting on the effect of perceived organizational support on work engagement was also tested. Testing the indirect effect of variables as follows.

**Table 4. Indirect Effect Test**

| Indirect Effect | Path Coefficient | T Statistics | P Values | Information |
|---|---|---|---|---|
| Perceived Organizational Support (X) -> Job Crafting (M) -> Work Engagement (Y) | 0.324 | 4.189 | 0.000 | Significant |

Source: *Primary data processed (2023)*

The results of the analysis of the effect of perceived organizational support on work engagement through job crafting show a path coefficient value of 0.324 with a t-statistic of 4.189 and a p-value of 0.000. This shows that job crafting is able to mediate the effect of perceived organizational support on work engagement, so H4 is accepted.

The effect of mediation in this study refers to the mediation test proposed by Hair et al., (2017: 238). An explanation regarding the effect of mediation is presented in Figure 2.
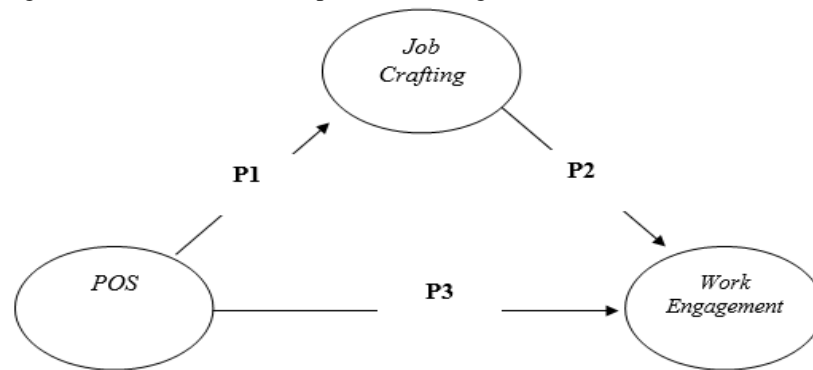


Source: *Primary data processed (2023)*
**Figure 2. Mediation Determination Model Framework**

Information:
P1 = Direct effect X to M
P2 = Direct effect M to Y
P3 = Direct effect X to Y

Based on the results of the analysis, it can be seen that the direct effect between variables is as follows.

1) Perceived organizational support has a positive and significant effect on work engagement (path coefficient of 0.303 and p-value of 0.000).

2) Perceived organizational support has a positive and significant effect on job crafting (the path coefficient is 0.810 and the p-value is 0.001).

3) Job crafting has a positive and significant effect on work engagement (path coefficient of 0.419 and p-value of 0.000).

4) The mediating role of job crafting on the effect of perceived organizational support on work engagement, based on the results of the investigation of the three influences (a, b, and c) show positive and significant effects of P1, P2, and P3, then the type of mediating variable in the model is complementary partial mediation. This shows that job crafting mediates partially complementary the effect of perceived organizational support on work engagement. The stronger the employee's perceived organizational support, the higher the employee's perceived job crafting which results in increased employee work engagement.

## D. *Results and Discussions*
### 1. **The Effect of Perceived Organizational Support on Work Engagement**

The results of the analysis show that perceived organizational support has a positive and significant effect on work engagement. Perceived organizational support indicators can increase the work engagement of Klungkung Regency Agriculture Office employees. It can be assumed that when employees have high perceptions of organizational support, the sense of attachment to their work will be even higher. Organizations that provide opportunities, take into account value, and are willing to assist will make employees feel that the

work they do is full of meaning and pride. This is supported by several previous studies which concluded that perceived organizational support has a positive and significant effect on work engagement.

Recent research by Oubibi et al., (2022) on teachers in China during Covid-19, in their research showing that perceived organizational support is positively related to work engagement. Perceived organizational support felt by teachers will strengthen the high engagement with their jobs. The effect of perceived organizational support on work engagement was specifically investigated by Tan et al., (2020) at a consulting firm in Central China with the results of the analysis stating that perceived organizational support is positively related to work engagement. The positive influence between the two variables is strengthened by research by Li et al., (2022), Alshaabani et al., (2021), and Du et al., (2021) which states that perceived organizational support positively influences work engagement.

**2.          The Effect of Perceived Organizational Support on Job Crafting**

The results of the analysis show that perceived organizational support has a positive and significant effect on job crafting. Perceived organizational support indicators can increase the job crafting of Klungkung Regency Agriculture Office employees. It can be assumed that when employees have a high perception of organizational support, they will easily develop skills in job crafting. Employees who are given opportunities if there are opportunities, are given attention, care about their welfare, and are given assistance when they need special assistance when they need help, then employees will try to develop themselves professionally, are not affected emotionally, and are willing to do additional tasks. This is supported by several previous studies which concluded that perceived organizational support has a positive and significant effect on job crafting.

The results of Zhang and Wenzhao's research (2021) on 541 full-time workers in North China, stated that perceived organizational support had a positive and significant effect on job crafting. Workers with high POS tend to devote their time and energy to developing knowledge and skills. The more employees invest time and effort, the more embedded they will be in the organization. POS is an important organizational factor that facilitates employees to adapt to their jobs and POS creates conditions that facilitate job crafting. The positive influence between the two variables is reinforced by the research of Ebrahimi and Fathi (2021), Cheng and Yi (2018), Sen and Ruchi (2017), Uçar et al., (2022), states that perceived organizational support has a positive and significant effect on job crafting.

**3.          The Effect of Job Crafting on Work Engagement**

The results of the analysis show that job crafting has a positive and significant effect on work engagement. Job crafting indicators are able to increase the work engagement of Klungkung Regency Agriculture Office employees. It can be assumed that when employees develop skills through job crafting, this will increase work engagement. Employees who decide to make changes in their jobs, whether it is related to tasks, resources, peer interactions, or perceptions, this does not directly contribute to higher levels of engagement or commitment. Employees who ensure that they use their full capacity and develop their abilities at work will feel challenged, carried away at work, and find it difficult to detach themselves from work.

This is supported by several previous studies which concluded that job crafting has a positive and significant effect on work engagement. The results of Letona-Ibañez et al., (2021) in 814 private organization workers in Spain stated that there was a positive and significant relationship between job crafting and work engagement. Octavia et al., (2021) in their research on 56 Bank Jatim respondents, stated that job crafting affects work engagement. Employees who take the opportunity to learn new things at work will be able to continue working for a very long time and persistently even if things are not going well. The positive influence between the two variables is strengthened by research by Park et al., (2020) and Moreira et al., (2022) in his research stated that job crafting has a positive and significant effect on work engagement.

**4.          The Role of Job Crafting in Mediating the Effect of Perceived Organizational Support on Work Engagement**

The results of the analysis show that job crafting can mediate partially (complementary partial mediation) the effect of perceived organizational support on work engagement. This can explain that when the perceived organizational support is stronger for Klungkung Regency Agriculture Office employees, the higher the job crafting carried out by employees, which will increase work engagement. Developing job crafting will optimize work environment aspects and be beneficial for employee work engagement. Employees who feel that their organization supports their work and well-being, their perception of organizational support increases their willingness to find more resources and change the cognitive boundaries of their work thereby increasing worker enthusiasm for work. Job crafting behavior inspires employees to be more dedicated to their work with increased attention and energy.

The results of this study are in line with previous research from Oubibi et al., (2022) on 3147 teachers in China, who stated that there is a mediating effect of job crafting in perceived organizational support on employee work engagement so that the role of job crafting is needed to increase employee creativity. Teachers who are involved in carrying out job crafting feel more attached to their work than those who do not do job crafting. Octavia et al., (2021) in their research on 56 respondents from Bank Jatim, stated that there was an effect of perceived organizational support on work engagement through job crafting. Positive treatment at work can also create positive emotions for employees to carry out positive voluntary behavior (job crafting) for the organization.

## I.  CONCLUSION

Based on the analysis and discussion, perceived organizational support has a positive and significant effect on work engagement. This means that the stronger the perceived organizational support, the higher the work engagement. Perceived organizational support has a positive and significant effect on job crafting. This means that the stronger the perceived organizational support, the higher the job crafting. Job crafting has a positive and significant effect on work engagement. This means that the stronger the job crafting, the higher the work engagement. Job crafting mediates partially (complementary partial mediation) on the effect of perceived organizational support on work engagement. This means that the stronger the perceived organizational support, the higher the job crafting which results in increased work engagement.

The results showed that the perception of organizational support felt by the Agriculture Service employees was very good, the job crafting carried out was able to mediate the effect of perceived organizational support on work engagement. The superiors of the Department of Agriculture are expected to provide equal opportunities and opportunities to every employee so that employees feel that there is justice which motivates employees to do job crafting and increases a sense of attachment to the organization.

Future researchers are expected to be able to develop research by using or adding other variables besides the variables already used in this study to be able to find out other antecedents of employee work engagement. Future research can also conduct research with more subjects with a wider range of research to be able to find out a more detailed description of work engagement owned by employees, especially employees of the Klungkung District Agriculture Service.

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