

Job Crafting and Self-Awareness and Their Influence on Employee Engagement in the Employee of Pt Powerkerto Wahyu Keprabon Purwokerto Indonesia



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ABSTRACT: In reality, many startup companies are unable to survive and even wither away before they can grow. This is accompanied by individuals' inability to face common problems within the company. The objective of this study is to examine the influence of job crafting and self-awareness on employee engagement in the workers of PT. (Ltd.) Powerkerto Wahyu Keprabon Purwokerto Indonesia. This study uses a quantitative correlational method. The population consists of 85 employees of PT Powerkerto Wahyu Keprabon Purwokerto Indonesia. Data collection was carried out using employee engagement scales, job crafting scales, and self-awareness scales. The validity of the measurement tools in this study was assessed using content validity. Data analysis was performed using multiple linear regression analysis with the assistance of SPSS version 25.0. The results of this study indicate that there is a significant influence of job crafting and self-awareness with a score of $F = 19.142$, $p = 0.013$, and $R\text{-square} = 0.318$. This means that job crafting and self-awareness contribute effectively by 31.8% to employee engagement. The remaining 68.2% is contributed by other factors that were not examined in this study. The conclusion of this study is that there is an influence of job crafting on employee engagement, as well as an influence of self-awareness on employee engagement in employees of PT. Powerkerto Wahyu Keprabon Purwokerto Indonesia. 2% is contributed by other factors that were not examined in this study. The conclusion of this study is that there is an influence of job crafting on employee engagement, as well as an influence of self-awareness on employee engagement in employees of PT. Powerkerto Wahyu Keprabon Purwokerto Indonesia. 2% is contributed by other factors that were not examined in this study. The conclusion of this study is that there is an influence of job crafting on employee engagement, as well as an influence of self-awareness on employee engagement in employees of PT. Powerkerto Wahyu Keprabon Purwokerto Indonesia.

KEYWORDS: Employee Engagement, Job Crafting, Self-awareness

I. INTRODUCTION

Technology and information are developing very fast, and this is of course no exception in a company that must always be at the forefront of change. Technology has revolutionized the way consumers obtain information, with the internet being the most commonly used form of technology to access information (Fauzi et al., 2022). Along with developments, challenges, and increasingly intense business competition to gain market share, companies must be able to use their own resources effectively and efficiently in order to have a competitive advantage. Every business organization is expected to have a competitive marketing strategy, including a marketing strategy that uses digital marketing (Diana et al., 2023).

Digital marketing is one of the many types of marketing that is popular among the public. Society is starting to switch gradually from traditional marketing models to modern marketing, namely digital marketing. The public can communicate and make transactions at any time in digital marketing. Based on a survey conducted (Pradiani, 2017) there are 132.7 million Indonesians who are recorded as connected to the internet, where the internet now has a big role in influencing consumer purchasing decisions.

In today's modern times, the term startup company is often found. This business entity, known as a start-up, is a type of business that is currently developing in Indonesia. A start-up company is a company founded by one or more people with the aim of developing a unique product or service that meets market needs (Jaya et al., 2017). These types of companies consistently use online systems to describe or even market its products and services while having a very high growth potential.

Companies need adequate human resources to be able to achieve production achievements. Therefore, companies are required to be able to optimize the performance of their employees in order to get the best output. This is the key to the company's success in achieving excellence in global business competition (Dagher, Chapa & Junaid, 2015). However, in reality many start-up companies are unable to survive and even wither and die before developing. This is offset by the inability of individuals to deal with common problems within the company. Efforts to overcome these problems are needed as a step to find a solution.

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Based on the results of efforts to solve the problem, it is hoped that it will be able to produce alternative solutions in the problem solving process, as well as specific, effective and accurate long-term solutions (Ryandono, 2019). Therefore, changes in the quality of employees in terms of employee engagement in work must be carried out. The company's success in creating employee engagement with their work is closely related to employees at start-up digital marketing companies because employees are expected to increase innovation and support strategies so that the company can continue to run in the long term.

Creating emotional attachment between employees and the company or organization is one way to improve the quality of work. Holbeche (2012) mentioned Organizational interaction has a major impact on employee engagement. Employee engagement is characterized by feelings of commitment, enthusiasm and energy aimed at a higher level, exceeding expectations and taking high initiative to support the organization in achieving its goals. Optional employee engagement is generally referred to as employee engagement.

Employee engagement is often referred to as work engagement or job engagement which is defined by (Kahn, 1990) that where organizational members exert their efforts in their work tasks, making them actively manifest themselves physically, cognitively, and feel emotionally connected during their performance. Bakker et al., (2007) states that there are 3 main factors that affect employee engagement, namely Job Resource, this factor relates to the physical, social, and organizational aspects of individual work. Salience of Job Resources, this factor relates to how important or useful the job resources are owned by the individual. Personal Resources, refers to the characteristics possessed by employees such as personality, nature, and age.

The purpose of this study is to examine the effect of job crafting and self-awareness on employee engagement among PT Powerkerto Wahyu Keprabon Purwokerto Indonesia employees. The subjects in this study were 85 employees of PT Powerkerto Wahyu Keprabon Purwokerto Indonesia. Data collection uses the employee engagement scale, job crafting scale, and self-awareness scale. This research was continued with a literature review of theoretical and empirical studies in the field. In addition, research methods have been developed in the research and methods section. This study also presents research findings and implications of the research conducted. The research ends with the main points and suggestions for further research.

The purpose of this research is to find out: (1) the effect of job crafting on employee engagement among employees at PT Powerkerto Wahyu Keprabon Purwokerto Indonesia, (2) the effect of self-awareness on employee engagement among employees at PT Powerkerto Wahyu Keprabon Purwokerto Indonesia, (3) the effect of job crafting and self-awareness on employee engagement among employees at PT Powerkerto Wahyu Keprabon Purwokerto Indonesia.

II. LITERATURE REVIEW

Employee Engagement

Employee engagement comes from the psychology literature, research on self-applied to the roles they play. Individuals who are involved have an unyielding spirit, work with focus and have enthusiasm and contribute to work to the fullest in line with a successful organization in the long term (Jose, G. & Mampilly, 2014). Employee engagement is a term that was first introduced by William A. Kahn of Boston University in 1990. Kahn conducted research on the employees of 2 organizations, namely an architectural firm and a summer training counselor. Using the initial basis that a person will involve himself physically (physically), cognitively (cognitively), and emotionally (emotionally), Kahn found that involvement can be measured through three psychological dimensions, namely a sense of meaning (meaningfulness), a sense of security (safety), and availability (Kahn, 1990). Based on the several meanings that have been described, employee engagement is a form of positive employee behavior in their work, having high enthusiasm for their work, fully contributing and being committed to their work to achieve organizational goals. Schaufeli and Bakker (2004) said that employee engagement is influenced by several aspects, namely: 1) Vigor, 2) Dedication, 3) Absorption.

Job Crafting

Tims et al. (2012) Job crafting is a change effort made by employees to balance the demands and resources of work with the abilities that exist in each individual and their every need. According to (Hooff, 2016) job crafting is something to be able to organize work. If employees have the will to change the characteristics of the job, the changes will make the experience better and the individual has control over his work. Job crafting is the process of creating a suitable and good work environment by involving employees Tims et al. (2012). Both are very important, there are two reasons, namely, the characteristics contained in employees have special features so that they can characterize work with different concepts from the chosen career.

Job crafting, namely increasing employee performance so that it is effective by setting work limits and making jobs that are tailored to individual skills and abilities (Nur, 2017). Wrzesniewski and Dutton (2001) explained about job crafting, namely mental processing of forms of employee productivity that are more actively used in the interpretation of the physical, emotional, cognitive, and rational scope derived from the balance between work and preferences, skills and individual abilities. Job crafting according (Bakker, A.B., & Daniels, 2013) explained more simply, according to both of them job crafting is an effort used to change the boundaries of each individual's work, the relationships and meaning of each individual's work are used to ensure the needs and comfort of employees.

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Employee contributions are in the form of organizational effectiveness resulting from employees who have initiatives for job changes. One of the interesting things about job crafting is that the changes that occur are not from the employee's mindset but from the employee's work habits that change for the better. Then the availability of positive support from supervisors for employees can make big changes for the company. Tims et al. (2012) explains that the JD-R model is the basis for the Job Crafting aspect, namely: 1) Increasing Job Resource, 2) Increasing Social Job Resource, 3) Increasing Challenging Job Demands, 4) Decreasing Hindering Job Demands.

Self-awareness

Goleman (2007) say self-awareness is a form of concern for the inner condition of oneself continuously. Dimensions of self-awareness according to Goleman (2007) divided into several dimensions such as: self-awareness (self-awareness); self-control (self-regulation); motivation; empathy (empathy); as well as social skills (social skills). Self-awareness enters into a humanistic approach, namely an approach that prioritizes concern for human existence. Humans are considered as God's creation, capable of directing all individual life. This frees individuals to make decisions and do what they think based on what individuals feel and what they believe (Zulfikar, 2017).

Steins et al. (2003) define self-awareness as an individual's ability to sort out emotions by using the individual skills they have, individuals have emotions and are aware of the effects they feel on the behavior of the people around them. Sihalo (2019) defines individual self-awareness as being able to feel the feelings that come out of him and understand and know the feelings that are being felt. Solso (2008) explained that self-awareness is a flow that is carried out in order to have reciprocity in mental life in line with life goals, emotions, and a cognitive process that follows.

Therefore, self-awareness is how a person can understand himself, so that they can decide and determine which behavior according to them is good for themselves and their environment. According to (Goleman, 2001) self-awareness has several aspects, namely: 1) Emotional self-awareness, 2) Accurate self-assessment, 3) Self-confidence.

a. Framework of Thinking

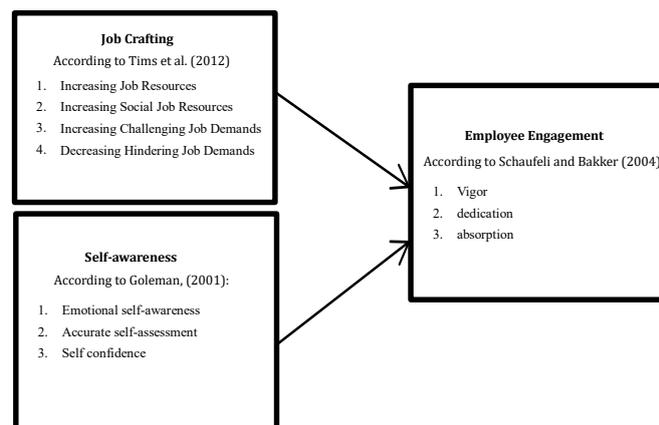


Figure 1: Framework of Thinking

III. METHOD

This research uses quantitative methods. The subjects in this study were 85 employees of PT Powerkerto Wahyu Keprabon Purwokerto Indonesia. The data collection method used is the employee engagement scale, the job crafting scale, and the self-awareness scale. The preparation of the employee engagement scale was compiled by researchers by modifying the scale used by (Titien, 2016) based on the employee engagement aspect of (Schaufeli et al., 2002) which consists of 3 aspects namely vigor, dedication and absorption. The preparation of the job crafting scale was compiled by researchers by modifying the scale used by (Inez, 2021) based on the variable aspects of job crafting from theory (Tims et al., 2012) the four aspects that underlie this variable are increasing the Level of Job Resources (Increasing Job Resources), increasing Social Resources at Work (Increasing Social Job Resources), increasing Challenges to Job Demands (Increasing Challenging Job Demands), reducing Job Demands that Hamper Performance Employees (Decreasing Hindering Job Demands).

The preparation of the self-awareness scale was prepared by researchers by modifying the scale used by (Fhatmawati, 2020) made based on the aspects put forward by (Goleman, 2001) namely, Emotional self-awareness, Accurate self-assessment, and Self-confidence. Subjects responded to all items based on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). In this study, the employee engagement questionnaire had an alpha reliability of 0.898, the job crafting scale had an alpha reliability of 0.805, while the self-awareness questionnaire had an alpha reliability of 0.833. The data analysis technique used multiple linear regression tests with the help of the SPSS version 25.0 application.

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IV. RESULTS

Description of research demographic data can provide information about research subjects on the variables studied. Detailed demographic data is described in the table below:

Table 1 : Demographic Data

No	Demographics	Amount	Percentage
1	Gender		
	Man	34	40%
	Woman	51	60%
2	Division		
	marketing	2	2.35%
	Stream/developer valuation	9	10.59%
	Acquisition Sales	31	36.47%
	Sales Leads	13	15.29%
3	Age		
	support	30	35.29%
	29 - 33	6	7.06%
	24 - 28	38	44.71%
4	Last education		
	19 - 23	41	48.23%
	S1	60	70.59%
	D3	15	17.65%
	SMA/SMK	10	11.76%

Based on the demographic data obtained in this study, in terms of gender, it showed that of the 85 respondents, the majority were female, namely 51 respondents with a percentage of 60%, while 34 respondents were male with a presentation of 40%. Judging by division, the number of employee respondents at PT Powerkerto Wahyu Keprabon Purwokerto Indonesia was dominated by the Sales Acquisition division with 31 respondents with a presentation of 36.47%. Judging by age, the number of respondents to employees of PT Powerkerto Wahyu Keprabon Purwokerto Indonesia was dominated by those aged 22 years with 21 respondents with a presentation of 24.70%.

Table 2. Mean and Standard Deviation of Main Variable Scores

Main Variables	M	SD
Employee Engagement	100.31	12,063
Job Crafting	53,29	5,926
Self-awareness	76,22	7,834

The description of the data can provide an overview of the information about the condition of the research respondents at the time the research was conducted. The subjects of this study were categorized according to the normal distribution model, by collecting subjects into 5 categories (Azwar, 2012). Based on the table above, it can be seen that the employee engagement variable has a Mean = 100.31 and St. Deviation = 12.063, the job crafting variable has a Mean = 53.29 and St. Deviation = 5.926, the self-awareness variable has a Mean = 76.22 and St. Deviation = 7.834.

Table 3. Model Summary for Employee Engagement

Model	R	R Square	Adjusted Square	R std. Error of the Estimate
1	.564a	.318	.302	10081

Based on this table, it is known that the correlation between job crafting and self-awareness on employee engagement has an R calculated value of 0.564. Based on the value seen from the level of correlation and the strength of the relationship, a correlation value of 0.564 is sufficient. This means that the relationship between job crafting and self-awareness towards employee engagement is neither strong nor weak.

Based on the results of the analysis also obtained the results of the determination coefficient R-square of 0.318. The R-square value means that in this study job crafting and self-awareness made an effective contribution of 31.8% to employee engagement, while 68.2% was contributed by other factors, outside of the factors studied.

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Table 4. Coefficient Value for Employee Engagement

Variables	β	t	p.s
Job Crafting	1.123	6023	.000
Self-awareness	.533	3,362	001

Based on the table, it can be concluded that the job crafting variable has a value for employee engagement $\beta = 1.123$, while $t = 6.023$, then it has a probability value of $\text{sig.}(p) = 0.000$ ($p < 0.05$) so the hypothesis has a significant effect. Based on the t-test, the first hypothesis is accepted, namely, there is a significant effect between job crafting on employee engagement.

The self-awareness variable for employee engagement scores $\beta = 0.533$ while $t = 3.362$, then it has a probability value of $\text{sig.}(p) = 0.001$ ($p < 0.05$) so the hypothesis has a significant effect. Based on the t test, the first hypothesis is accepted, namely there is a significant influence between self-awareness on employee engagement.

V. DISCUSSION

This study aims to examine the effect of job crafting and self-awareness on employee engagement among PT Powerkerto Wahyu Keprabon Purwokerto Indonesia employees. In this study there are also three hypotheses, namely the first is that there is an influence between job crafting on employee engagement at PT Powerkerto Wahyu Keprabon Purwokerto Indonesia employees (H1), the second is that there is an influence between self-awareness on employee engagement at PT Powerkerto Wahyu Keprabon Purwokerto Indonesia employees (H2) and thirdly, there is an influence between job crafting and self-awareness on employee engagement among employees of PT Powerkerto Wahtu Keprabon Purwokerto Indonesia (H3).

Effect of Job Crafting on Employee Engagement

Based on the results of the regression test, it was stated that there was a significant effect exerted by job crafting on employee engagement at PT Powerkerto Wahyu Keprabon Purwokerto Indonesia by 30.4%. This is because job crafting is the dominating factor capable of influencing employee engagement. In addition, in previous studies there was indeed a relationship between job crafting and employee engagement.

This research supports research conducted by (Albana, 2019) which shows that there is a positive correlation between job crafting and employee engagement with an original sample value of 0.765 and a statistical value of 21.630 which is greater than the t-table of 1.96, which was calculated using SmartPLS. Based on descriptive analysis using the three-box method, the employee engagement indicator obtained an average score of 4.38. The highest indicator value is the vigor indicator which also gets a high average value of 4.45.

It can be seen that employees carry out their duties enthusiastically. The next indicator is dedication with an average value of 4.36. The score on the dedication indicator is also relatively high. This can be seen when employees perceive their work as challenging, so they will try to complete their work assignments properly and with full dedication. The last indicator is absorption with an average value of 4.35 and is also included in the high category. Employees in this case will feel happy and comfortable with their work and not feel burdened (Albana, 2019).

The Effect of Self-awareness on Employee Engagement

Based on the results of the regression test, it was stated that there was a significant influence exerted by self-awareness on employee engagement among PT Powerkerto Wahyu Keprabon Purwokerto Indonesia employees with an effective contribution of 34.6%. This is because self-awareness is the dominating factor capable of influencing employee engagement. In addition, in previous studies there was indeed a relationship between job crafting and employee engagement.

The research in question is research conducted by (Rachman et al., 2021) which shows that there is a positive correlation between job crafting and employee engagement of 0.256 and the results of the statistics show a value of 2.819 ($t \geq 1.96$). calculated using SmartPLS. Self-awareness has a significant effect on employee engagement, this shows that the formation of employee engagement is determined by employee self-awareness, so it can be said that the higher the employee self-awareness of their work, the higher the employee engagement with the company (Rachman et al., 2021).

Effect of Job Crafting and Self-awareness on Employee Engagement

Based on the results of the regression test, it was stated that there was a significant influence exerted by job crafting and self-awareness on employee engagement among PT Powerkerto Wahyu Keprabon Purwokerto Indonesia employees. This is because job crafting and self-awareness have been studied and have proven that there is a relationship provided by job crafting and self-awareness to employee engagement. The difference in the effective contribution of each variable is also the focus of the researchers. Whereas job crafting itself has a smaller role in employee engagement. Meanwhile, self-awareness can provide a greater influence when compared to job crafting in employee engagement. However, in this case, both job crafting and self-awareness have a

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significant impact on employee engagement. The higher the employee's skills at work (job crafting), the more employees will be involved in their work (employee engagement).

Likewise with employee self-awareness which is increasingly positive, employees are able to interpret their work, then employee engagement in work (employee engagement) will be even better. So that it can increase employee productivity at work, and employee involvement is a form of contribution that comes from self-awareness (Clarissa & Edalmen, 2022). Effective contribution of 31.8%. Job crafting has a smaller role in influencing employee engagement, namely 30.4%. Meanwhile, self-awareness itself plays a dominant role in influencing employee engagement, namely 34.6%. According to (Bakker et al., 2007) states that there are 3 main factors that affect employee engagement, one of which is Personal Resources, referring to the characteristics possessed by employees such as personality, nature, and age.

Human resources is an aspect of self that generally refers to one's capacity to feel satisfied and confident in managing circumstances and influencing the environment according to one's abilities and desires. Based on the explanation above, it can be concluded that the factors that influence employee engagement are: job resources, Saliency of Job Resources and personal resources. Job Crafting is one of the factors of personal resources. One of the ways to form employee engagement is employee self-awareness (Rachman et al., 2021). Self-awareness refers to an individual's readiness to deal with problems that occur around him or within him such as memory, thoughts, feelings, and physical states. Self-awareness can be seen from the ability to know and care about yourself for what you do and understand the environment around you (Solso, 2008).

VI. CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that there is a significant influence between job crafting and self-awareness on Employee Engagement among PT Powerkerto Wahyu Keprabon Purwokerto Indonesia employees by providing an effective contribution of 31.8%. The effect of job crafting on employee engagement is 30.4%, and self-awareness on employee engagement provides an effective contribution of 34.6%. This shows that job crafting and self-awareness can influence increased employee engagement among PT Powerkerto Wahyu Keprabon Purwokerto Indonesia employees.

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