

Impact of Job Crafting to Work Engagement: Mediating Role of Person-Job Fit and Job Resources on The Tour Guide

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Abstract

This research was conducted to examine the effect of job crafting to work engagement with person-job fit and job resources as mediating variables. The population of this study is a tour guide in Jogjakarta, Indonesia with a sample of 125 people. This research was carried out in early January 2020. We used convenience sampling as the sampling technique. A 5-level Likert scale is used to measure respondents' attitudes. Smart PLS (Partial Least Square) for windows processed the results were obtained with. Research showed that job resources act as a full mediation between the relationship between job crafting and work engagement. And person-job fit variable also has a fully mediating role in the relationship between job crafting and work engagement. The conclusion of this study is that the job resources owned by employees will balance the needs of workers and show a mediating effect so that employees can increase their involvement in work. Likewise, person job fit refers to the relationship between employee characteristics and job characteristics, which is a variable that can increase the job involvement of tour guides. Various practical implications are described in this paper.

Keywords: Person-job Fit, Tour Guide, Job Resources, Job Crafting, Work Engagement

INTRODUCTION

Schaufeli *et al.* (2002) stated that work engagement is defined as a positive mental condition, providing job-related satisfaction which is defined as vigor, dedication, and absorption. Employees will do everything they can without any coercion because they are already immersed in the work they are doing. Work engagement can be shaped well by many factors, one of which is employee job crafting. Job crafting is a modification of tasks or job characteristics on one's initiative (Roczniews-

ka and Bakker, 2016). We believe that more job crafting employees are more tied to their jobs than employees with low job crafting. Job crafting has a positive influence on work engagement (Tims, Bakker and Derks, 2014).

Employees can be tied to the company and their work because they feel comfortable at work, and it's can be obtained if there is a match between themselves and the work they are doing or so-called person-job fit. Kristof-Brown, Zimmerman and Johnson (2005), states that person-job fit refers to the relationship between employee cha-

racteristics and job characteristics. When employees have suitability with their job, they will work to the best of their ability. Person-job fit is a condition that describes an employee's suitability or ability with job demands, individual needs, and what the job can provide to employees (Cable and DeRue, 2002). Chen, Yen and Tsai (2014) states that person-job fit has a positive effect on work engagement.

However, we found a difference from the results of research conducted by Cifre *et al.* (2013) that person-job fit does not have a significant effect on work engagement. And we found that there is a positive effect of job crafting on a person-job fit (Chen, Yen and Tsai, 2014). This result is different from Tims, Derks and Bakker (2016) that job crafting does not affect person-job fit. We believe that these findings allow modification of some of the above studies, such as making work engagement as the dependent variable, job crafting an independent variable, and person-job fit as a mediating variable.

Van den Heuvel, Demerouti and Peeters (2015) stated that job crafting affects job resources. Job resources are important for employees because they provide flexibility and provide opportunities to develop their skills. Whereas at work, employees who have work engagement need sufficient resources when they work. A profession as a tour guide requires high job crafting. When doing work as a guide for tourists who are enthusiastic about their tour and demand satisfaction from their tour, the role of a tour guide is very meaningful in the next tour visit to an area. Jogjakarta, Indonesia is a province that has natural and cultural potential that is interesting to visit. Based on data from the Central Statistics Agency for the Special Region of Yogyakarta, the number of visits by both local and foreign tourists exceeds 4 million visits in 2019 (BPS DIY, 2019). This shows Jogjakarta as

a tourist destination favored by both local and foreign tourists. Natural potential in the form of beautiful beaches and cultural heritage such as the Yogyakarta Palace has become a world tourist attraction. Jogjakarta is also unique as a city of education in Indonesia so that it is a special attraction in addition to its unique culture.

People keep visiting other than because of the tourism potential as well as the good service from the tour guide. Tour guides have to make any modifications to their work and must be able to do creative services. Their job demands will have a good collaboration with their skills. They must also be able to resolve complaints from tourists. This study aims to analyze effect of job crafting on work engagement and examine the role of job resources and the mediation role of person-job fit on the effect of job crafting on work engagement on tour guides in Jogjakarta, Indonesia.

LITERATURE REVIEW

Work engagement

Work engagement refers to a positive and satisfying psychological state (Harju, Hakanen and Schaufeli, 2016). This definition is in line with Wingerden, Derks and Bakker (2018), who argues work engagement is a positive work-related activity characterized by vigor, dedication & absorption. Bakker, Demerouti and Sanz-Verger (2014) added with workers who have high engagement and involvement with their work indicate that these workers have quite sensible personal innovation compared to alternative employees. Previous analysis has shown that there's an associate influence between person-job work and work engagement. The study was conducted by Chen, Yen and Tsai (2014) on twenty-five hotels in Taiwan expressed that person-job work contains a positive result on work engagement.

Person-job fit

Person-job fit could be a condition that describes the existence of a match between associate workers' abilities with job demands, individual needs, and what the duty will give to employees (Cable and DeRue, 2002). Meanwhile, Newton et. al. in Julia et. al. (2015) argue that the person-job fit involves the suitability of individuals and requirements that are directly involving a selected job. The suitability of the individual with the duty can profit the individual as a result of the individual can work to the simplest of his ability and will feel happy and happy as a result of the works by his / her field of work. once workers have interaction in job crafting, they expertise that means in their work, that will increase their job work (Bakker, Tims and Derks, 2012). Tims and Bakker (2010) in Chen, Yen and Tsai (2014) additionally show that job crafting will increase someone's job fit. Kira et al., (2010) in Chen, Yen and Tsai (2014) found that job crafting job collaboration incorporates a positive result on workers' property workability. Research from Chen, Yen and Tsai (2014) that job crafting will increase person-job work and in turn will increase their job involvement. In different words, someone's job work mediates the result of job crafting on job involvement.

Job Resources

Bakker, Demerouti and Sanz-Vergel (2014) defines job resources like physical, psychological, social, or structural aspects of labor that not solely have the potential to cut back the negative effects of job demands and facilitate to attain work goals, however additionally stimulate personal growth & learning and develop a positive state of labor engagement. Job resources accommodate 3 components, namely talent variety, autonomy & organic process opportunities which will increase work engagement as a result of these factors each in and of itself and extrinsically will encourage

employees. Schaufeli and Bakker (2004) state that work engagement is influenced by job resources. Job resources are capital for employees to be able to build job modifications and creativity. Besides, job crafting has the potential to extend work engagement from job resources closely held by staff Job resources become a sort of help after they face job demands and obstacles. Job resources are physical, social, psychological, or organizational aspects of labor which will cut back job demands concerning the psychological sacrifices provided by employees. Job resources additionally influence achieving goals. staff who are engaged in their work pays additional attention to the job, however, it additionally depends on the number of obtainable job resources.

Job crafting

Redesigning work has long been seen as a top-down approach, which is outlined because the actions that organizations go for improve employee motivation and structure performance (Tims & Bakker in Roczniowska & Bakker, 2016). However, it's progressively recognized that employees may additionally amend sure aspects of their job so the work higher fits their talents and preferences (Wrzesniewski and Dutton, 2001). This perspective changes workers from staff who are reactive to the work that has been created by the organization to become additional active in coming up with the reality of their work, creating workers chargeable for their work (Tims & Bakker in Roczniowska & Bakker, 2016). This customization is named job crafting.

Wrzesniewski & Dutton (2001) outline job crafting because the physical and psychological feature changes that people build in their work to align work with their preferences, motives, and interests. Chen, Yen and Tsai (2014) that is, each job crafting is completely relating to work engagement, this shows that the bigger the

worth of job crafting, the upper the extent of employee work involvement is additionally high.

Hypothesis Studies

The current study uses the literature review as a basis to formulate the following hypotheses:

H1: Job crafting affects work engagement

H2a: Job crafting affects job resources

H2b: Job resources affect work engagement

H2c: Job resources mediate the effect of job crafting on work engagement

H3a: Job crafting affects person-job fit

H3b: Person-job fit affects work engagement

H3c: Person job fit mediates the effect of job crafting work engagement

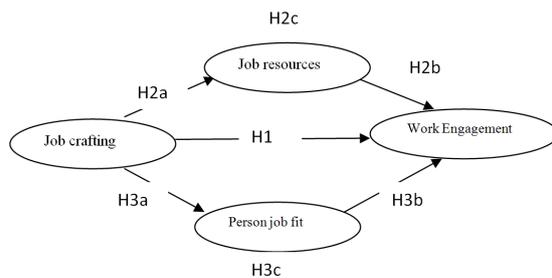


Figure 1. Study Framework.

METHOD

Sample

Data from the Yogyakarta Special Region Tourism Office in 2019 shows that there are more than 500 tour guides in Jogjakarta. This study distributed 250 questionnaires to travel agents in Jogjakarta by email and 125 questionnaires can be processed during November 2019-January 2020.

Measurement

The main source of this research was developed with a questionnaire, measured using a 5 Likert scale, with a range from strongly disagree (1) to strongly agree (5). Work engagement is a positive and satis-

fyng state related to thinking in work as measured by vigor, dedication, and absorption (Schaufeli *et al.*, 2002), consisting of 9 items. Job crafting is defined as physical and cognitive changes made by individuals in their work to align work with their preferences, motives, and interests (Wrzesniewski & Dutton, 2001), measured by task crafting, relational crafting, and cognitive crafting with 9 statement items. Job resources are physical, psychological & social aspects that are functional in achieving work goals, reducing work demands related to physiological and psychological costs, and stimulating personal growth and development (Bakker, Demerouti and Sanz-Vergel, 2014), measured by social support, autonomy, quality of relationships with superiors. and performance feedback with a 10 item statement. Meanwhile, a person-job fit is a condition that describes the existence of a match between an employee's ability with job demands, individual needs, and what the job can provide to employees (Cable and DeRue, 2002), measured by need supply fit and demand ability fit measured by 6 statements. The data analysis tool uses variance-based Structural Equation Modeling with tools such as SmartPLS version 3.2.8.

RESULTS AND DISCUSSION

Demographic data

Demographic data in table 1 shows that most respondents in this study have a young age of 20-30 years as much as 52%. Most of the respondents were male as much as 82% with good education, namely 77% from higher education.

Validity Test

The validity of the instruments of work engagement, job crafting, job resources, and person-job fit variables in table 2-5 shows that all pass the validity test marked with a loading factor of > 0.7 (Ghozali and

Table 1. Demographic Data

Demographic		Amount	%
Age (years)	20 - 30	64	0,52
	31 - 40	41	0,33
	41 - 50	19	0,15%
Sex	Male	102	0,82
	Female	23	0,18
Education	Bachelor	77	0,62
	High school	48	0,38

Table 2. Validity Test

Variable	Item	Loading factor
Work engagement	I feel full energy at work	0,823
	I feel strong when I work	0,877
	I feel like working when I wake up in the morning	0,855
	I am enthusiastic about the work that I have	0,914
	My work inspires me	0,751
	I am proud of the work I do	0,839
	I feel good when I work intensely	0,830
	I was dissolved in the work I had	0,856
Job crafting	I get carried away while working	0,758
	I propose a new way to improve performance	0,866
	I change the scope of the job assignment	0,887
	I have a choice of work assignment according to my work expertise	0,886
	I try to get to know other people well	0,924
	I make friends with colleagues who share the same interest	0,858
	I attended a job evaluation	0,885
	I think that my job provides a purpose in life	0,913
Job Resources	I think that my job has a positive impact on my life	0,849
	I thought about how important my job is to the company	0,840
	I got help from my co-workers	0,820
	I have freedom at work	0,872
	My boss shared an important issue regarding the company	0,802
	I can discuss work problems with superiors	0,887
	I get compliments from my superiors for doing well	0,728
	I received sufficient information about the work	0,895
Person job fit	The attributes I look for in work are fulfilled	0,820
	My current job gives me everything I want	0,872
	There is a match between what the job offers and what you want	0,802
	The job demands are comparable to my skills	0,887
	My skills match the job requirements	0,728
	The education I have is by my job	0,895

Latan, 2015).

Reliability Test

Table 6 below shows the results of the reliability test against 4 instruments show reliable results because each instrument has a Cronbach’s alpha & composite reliability value of more than 0.60 and an AVE of more than 0.50 (Ghozali and Latan, 2015). Thus, the interpretation of the correlation coefficient shows a strong relationship with the coefficient interval > 0.60.

Hypothesis testing

The results of the research in Figure 2 and Table 4 show t-values 2.045 > 1.96 and p-values 0.007 < 0.050, this shows that job crafting variables have a positive and significant effect on work management (H1 accepted). The results of this study indicate an at-value of 3.279 > 1.96 and a p-value of 0.001, this indicates that the job crafting variable has a positive and significant effect on job resources (H2a is accepted). The results of this study show 5,748 > 1.96 and p-values of 0,000 < 0.050, this indicates that the job resources variable has a positive and significant effect on work management (H2b is accepted). The results of this study indicate that the t-values are 4.569 > 1.96 and p-values 0.000, this shows that

the job crafting variable has a positive and significant effect on the person-job fit (H3a is accepted). The results showed that there was an effect of person-job fit on work engagement with t-values 7,636 > 1, 96, and p-values 0,000 < 0, 050, this indicates that the person-job fit variable has a significant effect on work engagement (H3b is accepted).

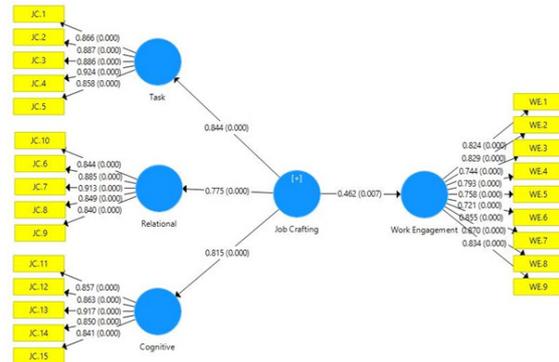


Figure 2. The empirical direct effect model

The table 4 shows the results of the reliability test on all instruments showing reliable results because each instrument has a Cronbach’s alpha & composite reliability value of more than 0.60 and an AVE of more than 0.50.

Based on table 5, it can be seen that all independent variables have a significant influence on the dependent variable except

Table 3. Reliability Test

Variable	Cronbach’s alpha	Composite reliability	AVE
Work engagement	0,933	0,944	0,651
Job crafting	0,928	0,937	0,501
Person-job fit	0,852	0,890	0,576
Job resources	0,926	0,938	0,605

Table 4. Path coefficients direct effect

Direct effect	O	Mean	STDEV	T values	P Values
Job crafting -> Work engagement	0,462	0,503	0,226	2,045	0,007
Job crafting -> Job resources	0,516	0,519	0,157	3,279	0,001
Job resources -> Work engagement	0,587	0,611	0,102	5,748	0,000
Job crafting -> Person-job fit	0,642	0,654	0,145	4,569	0,000
Person-job fit -> Work engagement	0,699	0,684	0,088	7,636	0,000

Table 5. Path Coefficient Indirect effect

Path	O	Mean	STDEV	T values	P Values
Person-job fit -> Work engagement	0,592	0,599	0,174	3,409	0,001
Job resources -> Work engagement	0,413	0,397	0,163	2,527	0,015
Job crafting -> Work engagement	-0,163	-0,166	0,240	0,677	0,485
Job crafting -> Person-job fit	0,665	0,662	0,129	5,171	0,000
Job crafting -> Job resources	0,519	0,507	0,163	3,183	0,001

the job crafting variable on work engagement. This shows the role of job fit mediation on the effect of job crafting on work engagement (H2c accepted). It is proven that job resources can mediate the effect of job crafting on work engagement partially (H3c accepted).

CONCLUSION

The results showed that job crafting that is outlined as dynamic the boundaries and conditions of labor tasks and work relationships and also the that means of work needs corporations to search out out what percentage skills their employees have, and might be applied to their jobs or in things outside of his job. Job crafting can have a giant influence on workers to become additional involved with their company. Also, therefore that workers will bond with the company, they have comfort in working, and this can be obtained if there's a match between themselves and also the work they do. Person job match refers to the link between worker characteristics and job characteristics (Kristof-Brown, Zimmerman and Johnson, 2005). Chen, Yen and Tsai (2014) stated that job crafting will increase person-job fit, and successively increases their job involvement. In different words, a persons' job match mediates the impact of job crafting on job engagement. This analysis shows that job crafting includes a positive and vital impact on job resources. Job resources owned by employees can balance the wants of the task (Demerouti, Bakker and Gevers, 2015) and show the impact of

mediation so workers will increase their involvement in work. The world of business enterprise requires human resources who will modify numerous aspects of labor and match the skills possessed by workers so employees (tour guides) are more and more involved. much organizations equivalent to business enterprise agents should build efforts therefore that workers recruited have adequate talents and skills and still make coaching efforts to enhance worker skills with a decent approach between superiors and subordinates.

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