

## **Analysis Of Job Crafting and Organizational Support on Employee's Innovative Work Behavior with Work Engagement as An Intervening Variable**

**Nurlaila Dahlan<sup>1</sup>, Ria Mardiana<sup>2</sup>, Andi Reni<sup>3</sup>**

<sup>1</sup>Magister Manajemen, Universitas Hasanuddin

<sup>2,3</sup>Fakultas Ekonomi dan Bisnis, Universitas Hasanuddin

### **Abstract**

Employees play a significant part in determining the fate of a company. Employees are anticipated to retain innovative actions for the effectiveness and sustainability of a company. One of the factors that can impact Employees innovative work behavior is through job crafting, which refers to the tone- initiated changes made by workers to balance job demands and coffers. This, in turn, affects the position of organizational or company success in achieving its pretensions. Organizational support plays a pivotal part in enhancing Employees provocation to develop their capabilities. Employees innovative behavior can also be enhanced through work engagement, which is a concept where employees have a high commitment and enthusiasm for their work. This study aims to examine the influence of job crafting and organizational support on Employees innovative behavior with work engagement as the interceding variable. The exploration system used is quantitative descriptive system. The repliers in this study were 77 workers of PT. Infomedia Nusantara. Data collection ways used questionnaires, and data analysis ways used Partial Least Forecourt (SmartPLs). The results of the study showed that organizational support had a significant positive effect on work engagement as a mediator. Job crafting was proven to have a significant and positive effect on workers' innovative behavior. Job crafting also had a positive and significant effect on work engagement as a mediator. Work engagement as a mediator had a positive and significant effect on innovative behavior.

**Keywords:** *job crafting, organizational support, work engagement, innovative behavior*

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✉ Corresponding author : Nurlaila Dahlan

Email Address : [nurlailadahlan@gmail.com](mailto:nurlailadahlan@gmail.com) ( Makassar )

## **INTRODUCTION**

In an increasingly complex era of global competition, every organization is required to quickly adapt and enhance its own advantages in order to remain competitive in the business world of intense and sophisticated competition. Organizations need to encourage and develop employees' innovative work behavior as one of the keys to success. Employees who exhibit innovative work behavior can come up with fresh concepts, come up with original solutions, and implement constructive changes in the workplace. Innovative behavior from employees is needed by every company. Employees with innovative behavior can create or combine those

creative ideas into something new and have the courage to develop those ideas within the company.

There are several factors that can influence employees' innovative work behavior, one of which involves work customization. Employees can self-initiate change by "crafting" their jobs to balance resource needs and workload (M. Tims, 2012). The intrinsic desire of workers to derive positive meaning from their work and forge a positive identity within their organization forms the basis of job crafting (J. E. Dutton, 2010). Organizational support plays a crucial role in enhancing employees' motivation to develop their competencies through job crafting, where employees will maximize their job performance, resulting in a favorable effect on the business or organization (S.Mansour & Nogues, 2022).

Through a variety of tangible and intangible employee experiences in the everyday interchange activities within the firm, perceived organizational support is established, which can inspire employees to produce innovation. According to (S. Robbin, 2008) Employee perception of how much their employer values and cares about their contributions is known as organizational support. Employees innovative behavior can also be enhanced through work engagement. According to (Mubarak & Noor, 2018), work engagement refers to good and positive performance outcomes by physically and emotionally engaging employees with the company.

The results of a brief interview conducted with several employees of PT. Infomedia Nusantara, located in Makassar City, indicate that employees feel bored and lack new ideas, which limits their ability to behave innovatively. Similarly, the lack of recognition or rewards provided by the company and the lack of organizational support make employees feel unacknowledged or dissatisfied with their work. Consequently, employees are not motivated to exert their full efforts in their work.

## RESEARCH METHODS

This research was conducted at the office of PT. Infomedia Nusantara, Jl. A.P. Pettarani No.03, Mannuruki, Tamalate District, Makassar City, South Sulawesi. The research method used was a quantitative descriptive method. Data collection was done using questionnaires, and data analysis was performed using Partial Least Squares (SmartPLS).

The population of this research consists of employees of PT. Infomedia Nusantara, specifically those assigned to the Human Resource Services division in the Makassar region, totaling 95 individuals. Data collection was conducted through a survey administered to the entire population. The survey involved distributing questionnaires directly to the respondents. From the conducted survey, 77 questionnaires were completed and returned.

In this research, a Likert scale of 1 to 5 was used to assess 36 statement items from 4 variables. The Job crafting variable utilized 9 statements from 4 indicators proposed by (M. Tims, 2012): increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands. The Organizational support variable employed 9 statements from 3 indicators proposed by (Rhoades, 2002) The Work engagement variable used 9 statements from 3 indicators proposed by (Schaufeli, Bakker, & Salanova, 2006).

Lastly, the Innovative behavior variable involved 9 statements from 4 indicators proposed by (J.De.Jong & Hartog, 2010).

## RESULT

### Causal Testing Results

**Tabel 5.** Direct Effect (Path Coeficient)

| Variabel                                      | Original sample (O) | T statistic s | Keterangan  | P values |
|---|---------------------|---------------|-------------|----------|
| Job Crafting -> Innovative Behavior           | 0.185               | 2.274         | $\geq 1,96$ | 0.023    |
| Job Crafting -> Work Engagement               | 0.235               | 2.279         | $\geq 1,96$ | 0.023    |
| Organizational Support -> Innovative Behavior | 0.379               | 3.028         | $\geq 1,96$ | 0.002    |
| Organizational Support -> Work Engagement     | 0.462               | 4.439         | $\geq 1,96$ | 0.000    |
| Work Engagement -> Innovative Behavior        | 0.401               | 3.145         | $\geq 1,96$ | 0.002    |

Source: Data processed using SmartPLS 4.0, 2023

The t-statistic values for the relationship between job crafting and employee innovation are displayed in Table 5 and are statistically significant at  $2.274 > 1.96$ . The predicted coefficient is positive at 0.185. This suggests that the inventive behavior of employees is significantly and favorably impacted by job crafting. The statistically significant t-statistic value for the impact of job crafting on work engagement is  $2.279 > 1.96$ . The estimated coefficient is positive at 0.235. This implies that job designing significantly and favorably affects work engagement.

The t-statistic result of  $3.028 > 1.96$ , which denotes statistical significance, shows that organizational support has an impact on employee innovation behavior. The positive estimate of the coefficient is 0.379. This demonstrates that assistance from the organization has a large and advantageous impact on the innovative behavior of employees.  $4.439 > 1.96$  is the statistically significant t-statistic value for the impact of organizational support on work engagement. A positive estimate of the coefficient is 0.462. This illustrates that support from the corporation significantly and favorably affects employee engagement. the t-statistic value for the impact of employee innovation on job engagement is  $3.145 > 1.96$ , suggesting statistical significance. The predicted coefficient is a positive 0.401. This demonstrates that employee innovation behavior is positively and significantly impacted by work engagement.

**Indirect Effect****Tabel 6.** Indirect Effect

| Variabel  | Original sample | Sample mean | Standard deviation | T statistics | P values |
|---|-----------------|-------------|--------------------|--------------|----------|
| Job Crafting (X1) -> Work Engagement (Z) -> Innovative Work Behaviour (Y)           | 0,094           | 0,102       | 0,058              | 1,634        | 0,102    |
| Organizational Support (X2) -> Work Engagement (Z) -> Innovative Work Behaviour (Y) | 0,185           | 0,193       | 0,077              | 2,398        | 0,017    |

Source: Data processed using SmartPLS 4.0, 2023

Based on the statistical calculations, the results from Table 6 indicate a positive but non-significant outcome. With an original sample value of 0.094 and a P-value of 1.634 > 0.05, this calculation suggests that work engagement does not have a significant effect as a mediator between job crafting and innovative behavior. The results indicate a positive and significant outcome. With an original sample value of 0.185 and a P-value of 0.017 < 0.05, this calculation suggests that work engagement has a significant effect as a mediator between organizational support and employees' innovative behavior.

**DISCUSSION**

The findings of this study relate to the congruence of theory with the research, opinions and previous studies, as well as the patterns of behavior needed to address these issues. The following are the five main parts to be discussed in the analysis of the research findings:

1. The influence of job crafting on work engagement:

Hypothesis test results indicate that workplace design has a significant positive impact on employment engagement, as shown by t-statistic (2.279) > t-table (1.96), p-value (0.023) < 0.05, the original sample was 0.235. Therefore, hypothesis 1 is accepted. This confirms that employees with a higher degree of job crafting are more involved in their work.

2. The influence of job crafting on innovative behavior:

The results of the second hypothesis test show that job crafting has a significant positive impact on employees' innovation behavior, as shown by t-statistic (2.274) > t-table (1.96), p-value (0.023) < 0.05, original sample is 0.185. Therefore, hypothesis 2 is

accepted. This confirms that advanced job crafting leads to innovative employee behavior and contributes to job stability and performance improvement.

3. The influence of organizational support on work engagement:

The result of the third hypothesis test is that organizational support has a significant positive impact on work engagement, as determined by t-statistic ( $4.439 > t\text{-table}$  (1.96)), p-value ( $0.000 < 0.05$ ), the original sample was 0.462. Therefore, hypothesis 3 is accepted. This confirms that a high level of organizational support increases employee engagement and leads to improved performance.

4. The influence of organizational support on innovative behavior:

The results of the fourth hypothesis test indicate that organizational support has a significant positive impact on innovative behavior, as determined by t-statistic ( $3.028 > t\text{-table}$  (1.96)), p-value ( $0.002 < 0.05$ ), the original sample was 0.379. Therefore, hypothesis 4 is accepted. This confirms that the high level of organizational support enables employees to implement new ideas and recommend solutions to the challenges they face.

5. The influence of work engagement on innovative behavior:

Testing the fifth hypothesis, results show that work engagement has a significant positive impact on innovative behavior, as determined by t-statistic ( $3.145 > t\text{-table}$  (1.96)), p-value ( $0.002 < 0.05$ ), original sample is 0.401. Therefore, hypothesis 5 is accepted. This confirms that a high level of work engagement influences innovative behavior of employees and that engaged employees exhibit more innovative behavior at work.

6. The influence of job crafting on innovative behavior through work engagement

Based on the results of the sixth hypothesis test, it is shown that job crafting has a positive but insignificant effect on innovative behavior through work engagement. This is evidenced by the t-statistic value ( $1.634 < t\text{-table}$  (1.96)), p-value ( $0.102 > 0.05$ ), and original sample value (0.094). Therefore, hypothesis 6 is not accepted. This means that work engagement is unable to mediate the relationship between job crafting and innovative behavior.

7. The influence of organizational support on innovative behavior through work engagement

Based on the results of the seventh hypothesis test, it is shown that organizational support has a positive and significant effect on innovative behavior through work engagement. This is evidenced by the t-statistic value ( $2.398 > t\text{-table}$  (1.96)), p-value ( $0.017 < 0.05$ ), and original sample value (0.185). Therefore, hypothesis 7 is accepted. This means that work engagement is able to mediate the relationship between organizational support and innovative behavior.

## CONCLUSIONS

Based on our analysis, job crafting has a significant positive impact on innovation behavior. Job crafting also has a big positive impact on work engagement. Organizational support has a large positive impact on employee engagement, which in turn has a large positive effect on employee innovation behavior. Work engagement has been shown to mediate the relationship between work design and organizational support for innovative behavior. Based on these findings, the following recommendations can be suggested for PT. Infomedia Nusantara:

- a. The company should strive to maintain and even enhance job crafting and organizational support. This can be done by providing opportunities for employees to have autonomy and flexibility in their work and by fostering a supportive organizational culture.
- b. The company should actively engage employees in decision-making processes and keep them informed about company developments. This can contribute to a sense of belonging and involvement, which in turn enhances work engagement.
- c. Encourage employees to take initiative and align their work with their abilities and needs. This can be achieved by promoting a culture of innovation, providing training and development opportunities, and recognizing and rewarding innovative behavior.

By implementing these recommendations, PT. Infomedia Nusantara can create a work environment that fosters job crafting, organizational support, and work engagement, ultimately leading to increased innovative behavior among employees.

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