The Role of Job Crafting and Work-Life Balance in Employee Engagement

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A R T I C L E   I N F O

A B S T R A C T

Employee engagement is a crucial factor in ensuring organizational success. It involves employees being able to be themselves at work and putting in extra effort to help their company thrive. To achieve this, it is essential to identify the factors that can predict employee engagement. Therefore, this research aims to examine the role of job crafting and work-life balance in employee engagement. The study's statistical population consisted of employees from the University of Sistan and Baluchestan. A sample of 119 individuals was selected using Convenience Sampling. The research tools were the Job Crafting Questionnaire, the Work-Life Balance Questionnaire, and the Employee Engagement Questionnaire. The results showed that there is a significant and direct correlation between job crafting and work-life balance with employee engagement (P<0.001). Based on the results of Structural Equation Modeling the task job crafting, flexibility on work schedule and workplace support had positive and significant effects on employee engagement

Introduction

Employee engagement is the act of embodying one's true self while performing tasks that foster connections at work and with others, demonstrating full presence and dedication. It is the opposite of burnout and involves a positive mindset characterised by vigor, dedication, and absorption in one's work. Engaged employees will go above and beyond to help their company succeed, showing emotional and intellectual commitment to the organization's values and success through a mutually beneficial relationship with their employer (Witemeyer et al., 2013). Employee engagement comprises nine categories: PsyCap, job fit, internal communication, commitment, motivation, personality, employee satisfaction, retention, and performance (Kurniawati & Raharja, 2022). Employee engagement is linked to job satisfaction and employee performance, leading to increased productivity and effectiveness in the workplace. This positive relationship between employee engagement and job performance can increase organizational success by fostering a more positive work environment. (Astuti & Suwandi, 2022). Job characteristics like autonomy, variety, and feedback, which can stimulate creativity and problem-solving, influence employee engagement. Engaged employees who feel recognized and supported by their organization are more likely to exhibit innovative work behavior and drive performance outcomes (Arshad & Ming, 2024). The study by Nehra (2023) demonstrates a comprehensive association between job

crafting and employee engagement. Job crafting positively influences several elements of employee engagement, including work engagement, employability, and performance (Ahuja & Chaturvedi, 2017).

Job Crafting involves employees changing their job tasks and the dynamics of their roles to better align their interests, motivations, and passion with their work (Peng, 2018). Job crafting comprises three dimensions: task crafting, relational crafting, and cognitive crafting (Iida et al., 2021). Task crafting involves changing the boundaries of the job tasks, relational crafting focuses on changing the relational boundaries, and cognitive crafting entails altering the cognitive task boundaries (Sakuraya et al., 2022). job crafting allows employees to leverage their strongest abilities and is crucial for fostering workplace emotional well-being and its associated benefits, including heightened organizational commitment, citizenship behaviours, and enhanced performance (Kamaeswari & Mohideen, 2016).

One index that can improve performance and contribute to employee engagement is work-life balance (Majumder & Biswas, 2023). Work-life balance is the equilibrium between career and personal life, with varying definitions and perspectives on how it should be achieved and measured. It is about finding satisfaction and harmony between work and home life and minimizing conflicts and stress (Blumberga & Berga, 2022). A good work-life balance can reduce stress, increase job satisfaction, and boost employee engagement and productivity. Employees who feel supported by their employer in achieving work-life balance are more likely to be highly engaged and productive in their roles (Sharma & Nidhi, 2023). A study conducted by Vernia and Senen (2022) found that employees who are content with their work-life balance are more likely to be engaged in their jobs, leading to higher productivity, motivation, and overall job performance. Additionally, it has been proven that maintaining a healthy work-life balance can significantly enhance employee engagement, resulting in a more committed workforce with higher loyalty, ultimately leading to lower turnover rates (Mariyanti et al., 2022).

Employee engagement is a crucial factor in ensuring organizational success. It involves employees being their true selves at work and putting in extra effort to help their company thrive. To achieve this, it is essential to identify the factors that predict employee engagement. Job crafting and work-life balance are two such factors that involve employees modifying their job tasks and lead to higher levels of engagement. Therefore, this research aims to examine the role of job crafting and work-life balance in employee engagement.Method

Sample and Sampling Method

The study's statistical population included the University of Sistan and Baluchestan employees. The sample size was determined based on the recommendations of *Tabachnick & Fidell (2001)* (considering the subscales of the research, with a minimum of 80 samples). Convenience sampling methods were utilized. Questionnaires were distributed to volunteer staff in printed form, and 119 questionnaires were collected.

Tools Used

Job crafting questionnaire

The job crafting questionnaire created by Slemp and Vella-Brodrick (2013) was used to assess job crafting. It comprises 13 items that measure task, relational, and cognitive job crafting on a five-point Likert scale ranging from rarely (1) to very often (5). In Nazari et al. (2018) study, the questionnaire's content, face, and criterion validity were deemed appropriate, and its Cronbach's alpha coefficient was 0.81.

Work-life balance questionnaire

The work-life balance questionnaire was developed by Wong and Ko (2009). It consists of 26 questions that are categorized into seven components: (1) enough time off from work; (2) workplace support on

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work-life balance; (3) allegiance to work; (4) flexibility on work schedule; (5) life orientation; (6) voluntary reduction of contracted hours to cater for personal needs; and (7) upkeep the work and career. The questionnaire uses a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to measure work-life balance. In a study by Ahmadi Maghvan (2020), the questionnaire's validity and reliability were evaluated. The Cronbach's alpha coefficient for this questionnaire was 0.76.

Employee engagement questionnaire

Sutton (2014) designed an employee engagement questionnaire to assess the level of employee participation in an organization across four dimensions: employees' basic needs, employee support management, teamwork, and employee growth and development. The questionnaire contains 12 questions and uses a 5-point Likert scale to score each option from very low (1) to very high (5). Bagharpour & Karnia Shafaroud (2019) confirmed the face and content validity of the scale through a study involving university professors. The study also reported a Cronbach's alpha value above 0.90 for all dimensions, indicating the scale's high validity.

Procedure

For the current study, the University of Sistan and Baluchestan employees were provided with necessary explanations, and the volunteers were given three questionnaires on job crafting, work-life balance, and employee engagement. Once the individuals completed the test and the questionnaires were corrected, the data was prepared for analysis. In the descriptive and inferential statistics section to analyze the data mean, standard deviation, and Pearson correlation coefficient using IBM-SPSS 26, and to evaluate the Structural Equation Modeling of job crafting and work-life balance on employee engagement Smart PLS 3 was run.

Results

Table 1- Results of the Mean and SD.

Variables	Mean	Std. Deviation
1. Task job crafting	14.33	2.90
2. Cognitive job crafting	17.92	3.72
3. Relational job crafting	15.57	2.73
4. Job crafting	47.83	7.59
5. Enough time off from work	13.47	3.49
6. Allegiance to work	6.72	1.76
7. Workplace support	12.89	2.94
8. Flexibility on work schedule	6.04	1.60
9. Life orientation	18.55	3.43
10. Upkeep the work and career	12.05	2.78
11. Voluntary reduction of contracted hours	16.16	2.70
12. Work-life balance	85.91	11.84
13. Employee engagement	35.97	8.46

Table 1 shows the mean and standard deviation of variable studies in employees. To determine the significance of the correlation between the scores of the research scales, Pearson's correlation coefficient was used, and the results are presented in Table No. 2. It is important to note that before conducting the Pearson correlation coefficient test, the normality of the data was checked by using the Kolmogorov-Smirnov test, and the data was found to be normal.

Table 2- Pearson Correlation between Research Scales.

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Task job crafting	1												
2. Cognitive job crafting	.44**	1											
3. Relational job crafting	.45**	.54**	1										
4. Job crafting	.76**	.85**	.80**	1									
5. Enough time off from work	.13	.04	.06	.09	1								
6. Allegiance to work	.17	.29**	.26**	.30**	.35**	1							
7. Workplace support	.23*	.14	.18*	.22*	.48**	.45**	1						
8. Flexibility on work schedule	.11	.11	.05	.12	.40**	.30**	.36**	1					
9. Life orientation	.23*	.10	.12	.18*	.50**	.32**	.43**	.31**	1				
10. Upkeep the work and career	.22*	.26**	.14	.27**	.19*	.38**	.19*	.34**	.30**	1			
11. Voluntary reduction of contracted hours	.20*	.07	.09	.15	.13	.00	.06	-.05	.20*	.22*	1		
12. Work-life balance	.30**	.21*	.20*	.29**	.74**	.59**	.69**	.55**	.75**	.58**	.38**	1	
13. Employee engagement	.34**	.26**	.27**	.36**	.42**	.41**	.57**	.47**	.31**	.20*	-.07	.51**	1

**p<0.01, *p<0.05

Based on the findings in Table 2, it has been determined that employee engagement was significantly positively correlated with task job crafting (r=0.34, p<0.01), cognitive job crafting (r=0.26, p<0.01), relational job crafting (r=0.27, p<0.01), job crafting (r=0.36, p<0.01), enough time off from work (r=0.42, p<0.01), allegiance to work (r=0.41, p<0.01), workplace support (r=0.57, p<0.01), flexibility on work schedule (r=0.47, p<0.01), life orientation (r=0.31, p<0.01), upkeep the work and career (r=0.20, p<0.05), work-life balance (r=0.51, p<0.01).

To investigate the potential impact of job crafting and work-life balance on employee engagement, structural equation modeling was conducted. The data in Table 3 show the relationship between the variables in the model, the confirmed path analysis pattern, the t value for each path, and the significance value. Significance values below 0.05 indicate a significant relationship that should be included in the model measurement. Path coefficients (PC) with a value higher than 1.96 demonstrate the effectiveness and significance of the relationship. In this study, one model was presented to explore the impact of the variables.

Table 3- The Results of Structural Equation Modeling of the Influence of Job Crafting and Work-Life Balance on Employee Engagement.

The conceptual model relationships	Mean	SD	T	P value
enough time off from work -> Employee engagement	0.13	0.08	1.65	0.099
flexibility on work schedule -> Employee engagement	0.24	0.08	2.83	0.005
life orientation -> Employee engagement	-0.02	0.08	0.30	0.762
task job crafting -> Employee engagement	0.18	0.08	2.32	0.020
allegiance to work -> Employee engagement	0.09	0.08	1.05	0.292
cognitive job crafting -> Employee engagement	0.05	0.08	0.70	0.481
relational job crafting_ -> Employee engagement	0.07	0.09	0.76	0.445
upkeep the work and career -> Employee engagement	-0.03	0.09	0.39	0.693
voluntary reduction of contracted hours -> Employee engagement	-0.13	0.08	1.67	0.094
workplace support -> Employee engagement	0.34	0.09	3.70	0.000

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Based on the results of Table 3 and Figure 1, the task job crafting had a positive (PC=2.32) significant effect on employee engagement. flexibility on work schedule (PC=2.83) and workplace support (PC=3.70) had positive and significant effect on employee engagement. As shown in Table 3 and Figure 1, the scores of family functioning and its subscales had a greater influence on job security in comparison to job satisfaction in female teachers.
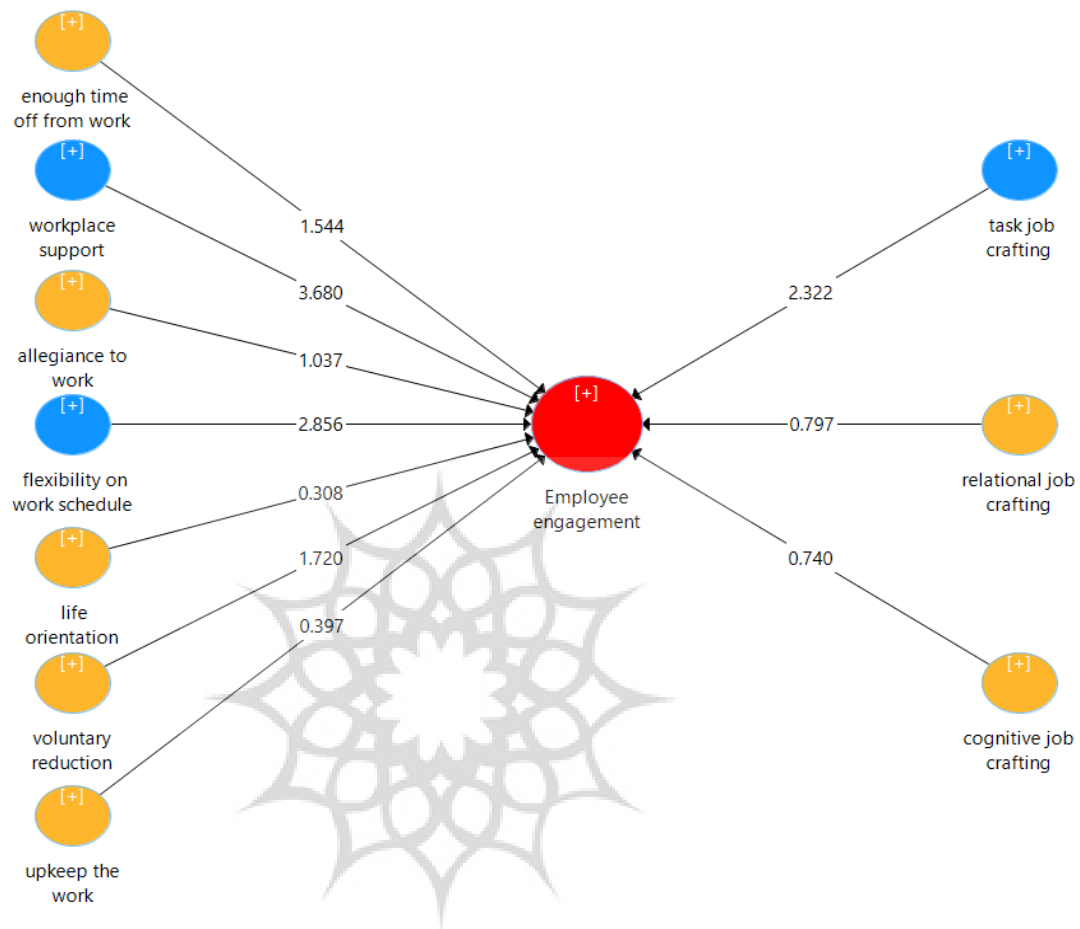

Figure 1 Pathway Coefficients of the Role of Job Crafting and Work-Life Balance in Employee Engagement.

Conclusion

The success of an organization is largely influenced by the level of engagement of its employees. Two important factors that contribute to this engagement are job crafting and maintaining a healthy work-life balance. Employees can increase their sense of ownership over their work, leading to higher levels of engagement. Additionally, maintaining a healthy balance between work and personal life can help employees feel more satisfied and motivated in their jobs, ultimately contributing to the success of the organization. Therefore this study aimed to investigate the role of job crafting and work-life balance on employee engagement. The findings revealed a significant positive correlation between employee engagement, work-life balance, and job crafting. Additionally, it was observed that work-life balance and job crafting can effectively predict employee engagement.

One of the common problems and damage in the workplace is burnout, which is often associated with an imbalance between work and personal life. This imbalance can significantly impact the quality of work performance. Recent research by Siregar et al. (2022) has shown that individuals who prioritize achieving a work-life balance tend to have higher levels of work engagement. Similarly, a study conducted by

Jamillah et al. (2023) found a direct and significant correlation between work-life balance and employee engagement, indicating that improving work-life balance can lead to increased employee engagement.

Recent research has explored the relationship between job crafting and employee engagement. In today's fast-paced world, job modernization and crafting can help to reduce the burden of work on employees. By job crafting, the workload on employees can be decreased, which can significantly increase employee engagement. The research has concluded that job crafting plays a crucial role in enhancing employee engagement. The study conducted by Mushtaq & Mehmood (2023) also supports the recent findings, as it demonstrates that job crafting has a positive impact on empowering employees and increasing their engagement.

The study's findings are consistent with the research conducted by Siregar et al. (2022), Abdullah & Shafee (2020), Sheyindemi et al. (2023), and Jamillah et al. (2023). The significance of a healthy work-life balance and job crafting cannot be overstated when it comes to boosting employee engagement. It is the responsibility of management to involve skilled professionals in job crafting initiatives and seek guidance from consultants and psychologists to enable their employees to attain a more optimal level of work-life balance. By doing so, employers can create a work environment that fosters employee satisfaction and cultivates a culture of productivity and positivity.

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