

THE EFFECT OF JOB CRAFTING AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE ENGAGEMENT AND ITS IMPLICATION FOR INDIVIDUAL READINESS TO CHANGE

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Abstract.

This quantitative study explores the effects of job crafting and transformational leadership on work engagement and its implication for individual readiness to change. Utilizing Structural Equation Model (SEM) and Smart PLS 4.0, data were collected through a questionnaire using non-random sampling from 190 employees working at BUMN Banks in DKI Jakarta. The results showed Job Crafting and Transformational Leadership significantly affected Employee Engagement and Individual Readiness to Change. Implications for those involved in organizational development and strategies to cultivate an adaptive workforce and figure out an ideal leader are discussed.

Keywords: Job Crafting, Transformational Leadership, Employee Engagement, Readiness to Change

INTRODUCTION

Job crafting is currently highly demanded in the banking sector, where proactive strategies are needed for individuals to modify perceived job characteristics and boundaries from a bottom-up approach, aiming to enhance positive work experiences for individuals (Im et al., 2018; Wrzesniewski & Dutton, 2001). Job crafting facilitates changes by modifying tasks to meet job demands based on personal abilities and needs (Tims et al., 2022).

Applying Transformational Leadership is crucial, where leaders can provide guidance and inspiration to their employees, thereby enhancing employee creativity (Leithwood & Jantzi, 2019). In agreement, Herawati & Wardhani (2021) emphasize the significant role of effective leadership, which is perceived positively by employees in fostering their commitment. Transformational leadership can be summarized by six fundamental behaviors: articulating a vision, providing appropriate role models, promoting goal

acceptance, developing high-performance expectations, providing individual support, and stimulating intellectual growth among staff (Suryanto et al., 2019; Rizka et al., 2022; Beveren et al., 2017).

Employees who have a sense of engagement or attachment to the organization are key triggers for improving employee performance, as they strive to contribute their best efforts to ensure their work results support the expected goals (Holt et al., 2007). Employee readiness for change typically begins with resistance to that change (Soumyaja et al., 2011). Strategies for change are needed, involving actions that provide opportunities for organizations to address workplace threats such as layoffs or workforce reductions (Weiner, 2009).

Understanding Readiness To Change in the banking industry is crucial due to external pressures for constant innovation and competitiveness, which are key to organizational success (Voelker et al., 2011). The ability to continuously compete in a market provides long-term advantages for sustainability (Drzensky et al., 2018). Allen et al. (2017) highlight that a major factor contributing to unsuccessful readiness to change implementations is employees' lack of readiness triggered by uncertainty during organizational changes, where employees' perceptions of these changes are not effectively managed (Allen et al., 2018). Facing these changes, the level of Individual Readiness to Change (IRTC) influences the success of change implementation (Ridlwan et al., 2021). The importance lies in designing effective and sustainable change strategies (Armenakis & Bedeian, 1999). In response to globalization, large-scale changes are often viewed as strategies to maintain competitive advantage. Anticipating these global changes requires employee readiness to change, which can be understood as a psychologically and behaviorally prepared condition to take action (Diwanti et al., 2021).

Research on the variables of individual readiness to change, job crafting, employee engagement, and transformational leadership has been conducted previously. Job crafting has been found to influence individual readiness to change (Bakker & Leiter, 2016; Malik & Garg, 2020; Dewi et al., 2021). The relationship between Work Engagement and individual readiness to change has shown positive impacts on individual readiness to change (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004; Wang et al., 2017). Transformational leadership also significantly influences individual readiness to change (Ritz et al., 2012; Shin et al., 2015; Radian & Mangundjaya, 2019).

However, most previous studies have primarily focused on the relationship between individual readiness in job crafting (Lyons, 2008; Sethi et al., 2023; Riasnugrahani et al., 2019), while few have explored whether individuals who engage in job crafting have positive or negative attitudes toward organizational or company changes. Additionally, the relationship between transformational leadership and individual readiness to change can vary, either positively or

negatively. Therefore, further research is needed to explore the relationships among the aforementioned variables (Henricks et al., 2020; Yeap et al., 2020; Faupel & Süß, 2019; Hariadi & Muafi, 2022).

LITERATURE REVIEW

Job Crafting

Job crafting, as defined by Wrzesniewski & Dutton (2001), is a proactive process where employees redefine the boundaries of their job roles mentally to encompass physical, emotional, cognitive, and relational aspects. It describes how employees take initiative to understand their work environment and context, followed by actions or behaviors based on their preferences, values, and personal abilities, rather than simply following organizational prescriptions (Wang et al., 2018).

Wang et al. (2018) conceptualize job crafting within the theoretical framework of the job demands-resources (JD-R) model. Increasing Social Job Resources involves optimizing social resources or relationships built within the scope of work. Increasing Challenging Job Demands refers to the presence of challenges that prompt specific efforts from employees to address them. Decreasing Hindering Job Demands allows employees to proactively reduce job demands when they feel the workload is excessive.

Transformational Leadership

Transformational leadership is characterized by its visionary aspects, with two primary visionary factors: being expert and analytical, and visionary and futuristic, which influence organizational performance (Hautala, 2005). Other essential leadership competencies include strategic thinking, relationship building, execution, and people development (Neuhauser, 2007). While the behaviors of transformational leaders may not directly impact organizational members' behaviors, they influence employee trust and satisfaction (Masood et al., 2006). Being transformational requires qualities that elevate morally, as leaders must adhere to community conceptions, social norms, and broader cultural beliefs (Bass & Steidlmeier, 1999).

Dessler (2020) describes transformational leadership as a process where leaders and followers develop integrated levels of morality and motivation. Transformational leaders can inspire, use values, beliefs, and meet the desires of their followers (Sinaga et al., 2021). Transformational leaders can successfully shift organizational status quo by practicing appropriate behaviors at each stage of the transformation process (Latta & Clotey, 2020). When old ways are no longer suitable, leaders must formulate a new vision of the future with strategic focus and motivation (Afriyanli & Sabandi, 2020; Singh & Krishnan, 2007).

According to Robbins (2019) in Khan et al. (2022), dimensions and indicators of transformational leadership include: Idealized Influence, providing vision and mission, gaining respect and trust from subordinates. Inspirational Motivation, effectively communicating high expectations to subordinates. Intellectual Stimulation, enhancing creativity and innovation among subordinates, improving rationality, and careful problem-solving. Individualized Consideration, treating each subordinate as an individual with unique needs, abilities, and aspirations. Coaching and providing advice.

Employee Engagement

Employee engagement is described as employees' ability to collaborate and effectively fulfill their responsibilities both within and outside the organization, ensuring customer satisfaction (Rothmann & Rothmann Jr, 2010; Slåtten & Mehmetoglu, 2011). It is characterized by individuals' full dedication to their roles, going beyond assigned tasks to take ownership and promote organizational interests (Kahn, 1992; Macey & Schneider, 2008; Robinson et al., 2004). This commitment drives positive changes within organizations, impacting morale, loyalty, commitment, absenteeism, and productivity (Buckingham & Coffman, 2010; Cohen, 1991). Employee engagement is described as personal involvement, involving physical, cognitive, and emotional engagement in their roles (Kahn, 1992; Bedarkar & Pandita, 2014). Moreover, employee engagement also focuses on engagement from the perspective of employee behavior, including performance, involvement, and citizenship behaviors (Newman & Harrison, 2008).

According to Robert and Davenport in Srimulyani et al. (2016), engagement is seen as a positive aspect where employees who feel engaged with their work (Maslach & Goldberg, 2021). Schaufeli & Wilmar (2018) divide the dimensions of Work Engagement into 3 dimensions: Vigour, which refers to the enthusiasm shown by individuals in performing their work. Dedication, which refers to individuals' involvement in their work and experiencing a sense of meaningful enthusiasm and pride. Absorption, which refers to the concentration and seriousness in work, enjoying the work so much that time passes quickly when working. Employee engagement has been described by various researchers emphasizing the holistic experience of employees fully immersed in their work (Chowdhury, 2019a).

Individual Readiness to Change

Armenakis et al. (Armenakis et al., 1993), individual readiness for change refers to an individual's beliefs, behaviors, and intentions regarding the necessary changes, which are related to their own perceptions. This concept encompasses cognitive behaviors, manifested as either resistance or support for change efforts

(Smollan, 2006). It is important to emphasize that employee readiness acts as a cognitive precursor to behavior, representing the organization members' willingness to accept change (Mangundjaya & Farahzehan, 2019).

Individual readiness for change is defined by the extent to which a person shows acceptance and cognitive and emotional efforts in implementing plans to bring about change in current conditions (Holt, Armenakis, & Harris, 2007). This mindset can be observed to varying degrees through three dimensions: a) willingness to offer support for change, b) acknowledging potential associated costs, and c) a sense of duty or responsibility to support change efforts (Herscovitch & Meyer, 2002). The importance of readiness in change is crucial because insufficient readiness can lead to outright rejection of proposed changes (Abdel-Ghany, 2014). This rejection indicates how organizational members perceive and believe in the climate of change and its potential outcomes, whether positive or negative (Bouckennooghe et al., 2009).

According to Holt et al. (2007), Readiness for Organizational Change in facing organizational change involves employees' beliefs that: Appropriateness, meaning the implemented changes must align with the company's needs. Based on Holt et al.'s theory (2007), individual readiness for organizational change encompasses four aspects: appropriateness, management support, change efficacy, and personal benefit. Readiness for change can also be described as the mental, psychological, and physical preparedness of individuals to engage in organizational development activities (Uli et al., 2019).

Figure 1. The Relationship Between Variables

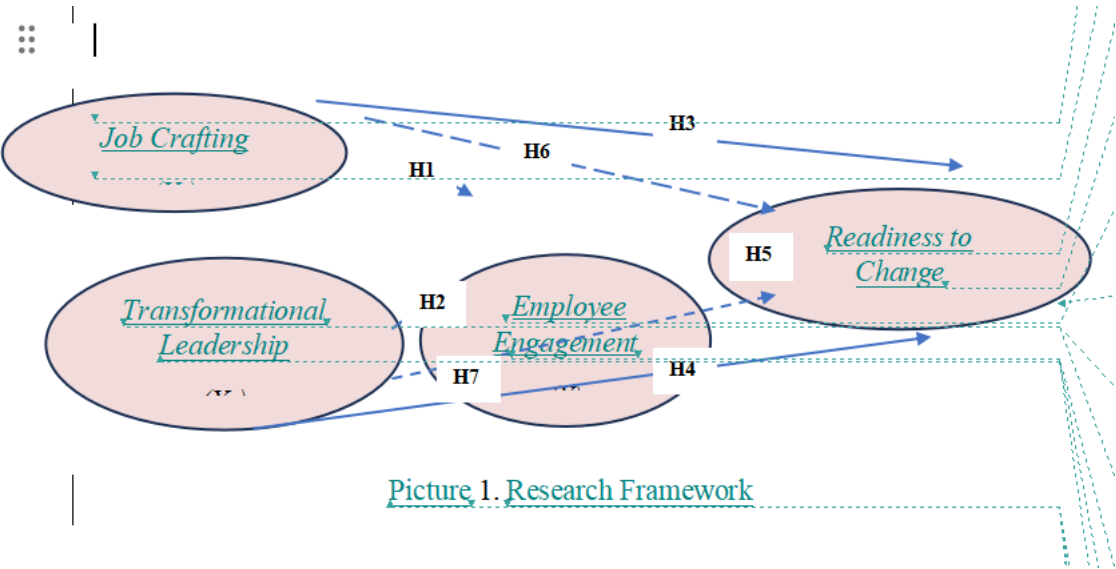


Table 1. The Relationship between Variables

No.	Job Crafting (X1)	Transformational Leadership (X2)	Employee Engagement (Y)	Readiness to Change (Z)
1	<i>Develop skills at work</i>	<i>Leaders provide a clear and directed vision and mission</i>	<i>Passionate about work</i>	<i>This change makes the job easy</i>
2	<i>Using skills at work</i>	<i>Leaders gain the respect and trust of subordinates</i>	<i>Work completed on time</i>	<i>Improve overall company efficiency</i>
3	<i>Determine your own actions</i>	<i>Leaders provide motivation</i>	<i>Feel positive when going to work</i>	<i>Encouragement by leadership</i>
4	<i>Regulating emotions at work</i>	<i>Leaders inspire subordinates to achieve goals that result in important progress for the organization</i>	<i>High enthusiasm for work</i>	<i>Information by management regarding changes</i>
5	<i>Trying to make sure that you don't make too many decisions</i>	<i>Leaders can increase creativity and innovation in subordinates</i>	<i>Work is one of the things that inspires life</i>	<i>Implementation of changes</i>
6	<i>Organize my work well,</i>	<i>Leaders have rational thinking</i>	<i>Proud of work</i>	<i>After the changes are applied</i>
7	<i>Ask your boss to evaluate your work</i>	<i>Leaders can solve problems well and carefully.</i>	<i>Satisfied with what was done</i>	<i>Loss of working status after a change</i>
8	<i>Accept colleagues' opinions</i>	<i>Leaders treat each subordinate as an individual with different needs, abilities, and aspirations</i>	<i>Doing a good job</i>	<i>The future of work in times of change</i>
9	<i>Ask for advice on the work being done</i>	<i>Leaders can train and provide advice to subordinates</i>	<i>Concentrate on work</i>	

10	<i>Want to try new things</i>			
11	<i>Make a to-do list</i>			
12	<i>Make the job more challenging by examining the basic relationships between aspects of the job</i>			

RESEARCH METHOD

Sampling

Population in this study consists of employees working in state-owned banks (BUMN) in the DKI Jakarta area. The determination of the sample size in this study uses a non-random sampling method. The sample for this study includes employees working in state-owned banks in the DKI Jakarta area. According to research by Hair (2014), determining a representative sample size depends on multiplying the number of indicators by 5. Therefore, the sample size in this study is $5 \times 38 = 190$ samples. The sampling technique employed is non-random sampling, which involves selecting data based on specific considerations (Sugiyono, 2018). The criteria used in this study include employees who have been working in state-owned banks in the DKI Jakarta area for more than 1 year. Data collection will take place over three months, from October 2023 to December 2023. The data collection technique involves distributing a preliminary questionnaire (pretest) to 30 respondents.

Respondents of the study are employees working in State-Owned Banks (BUMN) in the DKI Jakarta area. Out of 190 respondents, 56.8% are male and 43.2% are female, with the majority aged between 20-25 years (44.2%), holding a Bachelor's degree (60.5%), having worked for 1-5 years (73.2%), residing in DKI Jakarta (57.4%), employed as permanent staff (72.6%), and working in the Sales & Marketing division (32.1%).

Data Collection

In this study, the measurement of the variables is adopted from previous available research. The variable Job Crafting is measured using 12 questions adopted from Wang et al. (2018). Subsequently, the variable Transformational Leadership is measured using 9 questions adopted from Khan et al. (2022). The

variable Work Engagement is measured using 9 questions adapted from Schaufeli & Wilmar (2018). The variable Individual Readiness to Change is measured using 8 questions adopted from Holt et al. (2007). These variables will be measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The total measurement comprises 38 questions, detailed in the appendix. Data collection for this research is conducted through a survey method by distributing questionnaires online via the Google Form application.

Findings

The results of the validity and reliability tests for the pretest using SPSS with 30 respondents indicated that all questionnaire items were valid overall. Further validity and reliability tests using SmartPLS were conducted based on the reflective measurement model, following the recommendations of Hair, Hult, Ringle, & Sarstedt (2017). In SmartPLS 3.0, the required loading factor threshold is ≥ 0.70 . The construct validity measurements in this study were acceptable, as all indicator variables for each construct had loading factor values above 0.70

Discriminant Validity tests were confirmed valid because the square root of the Average Variance Extracted (AVE) of each latent variable was higher than its correlation with other latent variables (Fornell-Larcker Criterion). Additionally, the indicators had higher correlations with their own latent variables compared to other latent variables (Cross Loading), and the Heterotrait-Monotrait Ratio (HTMT) was < 0.90 (Henseler, Ringle, & Sinkovics, 2009).

Composite Reliability (CR) and Average Variance Extracted (AVE) calculations met the required criteria overall. According to Hair et al. (2017), the thresholds are $CR > 0.70$ and $AVE > 0.50$. The CR and AVE calculations for each variable were as follows: Job Crafting (X1) (CR=0.955; AVE=0.639), Transformational Leadership (X2) (CR=0.950; AVE=0.657), Work Engagement (Y) (CR=0.941; AVE=0.665), and Readiness to Change (Z) (CR=0.939; AVE=0.659)

The results of the Fornell-Larcker Criterion test confirm validity, as each construct's square root of AVE (Average Variance Extracted) is higher than its correlations with other constructs. For example, for the Job Crafting (X1) variable, the value of 0.799 is greater than its correlations with other constructs: 0.578 with Transformational Leadership (X2), 0.815 with Work Engagement (Y), and 0.733 with Readiness to Change (Z). Similarly, this pattern holds for other latent variables, where the square root of AVE is greater than their correlations with other constructs. The Discriminant Validity requirement is thus fulfilled in this model, as detailed in the results of the Fornell-Larcker Criterion test.

Furthermore, the HTMT (Heterotrait-Monotrait Ratio) values must be less than 0.9 to ensure discriminant validity between reflective constructs

(Henseler et al., 2015). The HTMT table shows that all HTMT values are < 0.9 , confirming discriminant validity based on HTMT calculations.

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Structural equation analysis was conducted to determine the R-squared (R^2) values for each equation. R^2 values indicate how much variance in the dependent variable is explained by the independent variables. The analysis reveals that the Work Engagement (Y) variable is jointly influenced by Job Crafting (X1) and Transformational Leadership (X2) with an R^2 value of 0.619. This means that 61.9% of the variance in Work Engagement (Y) is explained by Job Crafting (X1) and Transformational Leadership (X2), while the remaining 38.1% is explained by other variables not included in this study.

Additionally, the Readiness to Change (Z) variable is jointly influenced by Job Crafting (X1), Transformational Leadership (X2), and Work Engagement (Y) with an R^2 value of 0.697. This indicates that 69.7% of the variance in Readiness to Change (Z) is explained by Job Crafting (X1), Transformational Leadership (X2), and Work Engagement (Y), while the remaining 30.3% is explained by other variables.

Figure 2. T-Value Diagram

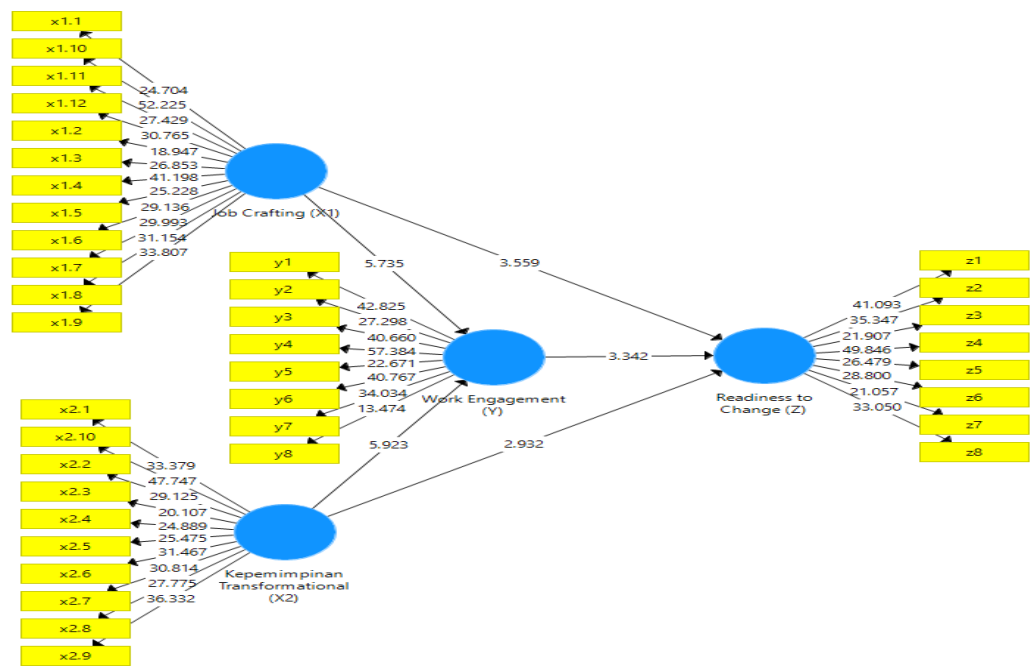


Table 2. Hypotheses

Hypotheses	Statements	T-Value	Description
H1	Job Crafting (X1) has a positive effect on Work Engagement (Y).	5,735	The data supports the hypothesis
H2	Transformational Leadership (X2) has a positive effect on Work Engagement (Y).	5,923	The data supports the hypothesis
H3	Positive influence of Job Crafting (X1) on Readiness to Change (Z).	3,559	The data supports the hypothesis
H4	Positive influence of Transformational Leadership (X2) on Readiness to Change (Z)	2,932	The data supports the hypothesis
H5	Positive influence of Work Engagement (Y) on Readiness to Chang	3,342	The data supports the hypothesis

H6	Work Engagement (Y) mediates the positive influence of Job Crafting (X1) on Readiness to Change (Z).	2,849	The data supports the hypothesis
H7	Work Engagement (Y) mediates the positive influence of Transformational Leadership (X2) on Readiness to Change (Z).	2,788	The data supports the hypothesis

Based on the hypothesis testing table above, it is known that 7 hypotheses have T-Values above 1.96, indicating that the data supports the research hypotheses that were constructed.

CONCLUSION

Most of the hypotheses in this study have been supported. Job crafting, transformational leadership, and work engagement directly influence individual readiness to change. Additionally, work engagement mediates the effects of job crafting and transformational leadership on individual readiness to change, indicating that higher work engagement strengthens the relationships between job crafting and transformational leadership with individual readiness to change. Thus, higher levels of work engagement among employees enhance the positive impact of job crafting and transformational leadership on individual readiness to change.

This study provides several managerial implications. Firstly, transformational leadership can be applied in the banking industry, which faces intense competition in improving organizational performance. Customers prefer banks with better performance and lower risks, intensifying competition among banks in offering products and services to attract consumers/customers. Achieving corporate goals in this competitive environment requires leadership styles such as transformational leadership. By implementing clear goals in daily work, skillfully valuing and motivating employees to achieve company goals, and observing employees' attitudes towards ongoing changes. Secondly, this research can provide input for the banking industry, given its strategic importance and competitiveness. Banks need to continuously adapt to changes, and employees must be prepared for these changes, reflecting individual readiness to change. Change is essential for sustaining competitiveness or even survival in the increasingly competitive banking industry, which poses significant challenges in adapting to change.

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