

## **The Effect of Job Crafting, Proactive Personality and Work Engagement Matter on Employee's Intention to Stay in Indonesia**

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### **Abstract**

*Globalization of business can have a profound impact on the decision-making processes. The globalization has affected economic and social activities, which in turn was transmitted to disruptions to the economy as a whole, including disruptions to the labor market and a decline in workers' income levels throughout the region. The employment policy is then thought to have an impact on the intention to stay. The purpose of this study is to find empirical evidence of the influence of factors behind intention to stay (desire not to change jobs) among employees in service companies and industry in Indonesia. Data were collected from employees from various types of industries and operating scales online using the Google form. There were 251 employees from various local, national, and international level institutions. Data were analyzed using a quantitative approach utilize path analysis. The study concludes that job crafting and proactive personality significantly influence work engagement and intention to stay of employees in service companies and industry in Indonesia. This research has implications that leaders are recommended to carry out monitoring evaluations to obtain complete information about employee behavior by considering personal and organizational internal and external factors.*

**Keywords:** *job crafting, proactive personality.*

### **Introduction**

Globalization of business can have a profound impact on the decision-making processes (Harvey et al., 2009). The globalization has affected economic and social activities, which in turn was transmitted to disruptions to the economy as a whole, including disruptions to the labor market and a decline in workers' income levels throughout the region (Buana, 2017). Disruption of economic activity due to regional lockdown policies to contain the spread of the virus caused many companies to close their businesses and go bankrupt which resulted in a reduction in the number of workers and layoffs on a large scale, especially in the sectors that were most affected. hit by a pandemic. Throughout 2020, the number of workers in countries in the Asia and Pacific region has decreased (Wijoyo & Musnaini, 2020) and regional lockdown policies and social restrictions followed by provisions for reducing business operating hours resulted in loss of employee working

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hours and the number of jobs (Hasan & Azis, 2018). Jobs in that condition are in constant flux because of the everchanging nature of the products and services provided to customers. This could result in employee behavior, disengagement, turnover intention, and performance in general (Vermooten et al., 2019).

Job crafting and proactive personality enable employees to identify new business opportunities or develop relevant skills to start a business (Tims & Bakker, 2010). Employees who have a higher proactive personality and job crafting show their jobs and job participation better, further increase team performance (Zhang, F., & Parker, 2019). Providing opportunities for job crafting and nurturing proactive personality of employees aligned with their strengths, values and interests will be able to help employees find meaning and purpose of work, which in turn can increase engagement in work (Tims, Derks, 2016). However, empirical studies for any of those variables namely, job crafting, proactive personality, work engagement, and intention to stay are still rare in the literature (Zhang & Parker, 2019). Besides, they have not been verified comprehensively yet in Indonesian and covid-19 context. This research was intended to confirm the role of job crafting and proactive personality in driving employee's work engagement and intention to stay at industrial and service companies in Indonesia at post pandemic Covid-19 era. Further, it was directed to provide an alternative model in managing human resources.

## Literature Review

### The Roles of Job Crafting on Intention to Stay

Job crafting is a form of proactive work behavior that involves employees actively changing their job characteristics (perceptions), including behavior aimed at increasing challenges and reducing job demands, as well as those directed at increasing structural and social job resources (Vermooten et al., 2019). Job crafting is related to intention to stay and work engagement with an interest in entrepreneurship as a moderator (Tims & Bakker, 2010). Job crafting can be done in four forms, namely (1) increasing structural job resources, such as autonomy, variety, and learning opportunities; (2) increasing social work resources, such as social support, coaching, supervision, and feedback; (3) increasingly challenging job demands, such as proactive involvement in new projects; and (4) reduced barriers to job demands, for example by reducing the number of emotional interactions or cognitive tasks (Bakker et al., 2012).

The job characteristics included in the operationalization of this job craft were identified to be applicable to almost every job today (Morgeson & Humphrey, 2006). Tims & Bakker (2010) found that job crafting can be facilitated by work and individual characteristics and can enable employees to adapt their work to personal knowledge, skills and abilities on the one hand, and preferences and needs on the other.

### The Roles of Proactive Personality on Intention to Stay

Employees with a proactive personality are those who augment individual personality and enhance their ability to assess jobs and job requests proactively to produce productive results. Unpredictable economic turmoil and increasingly fierce competition make employees give their best to win the competition and maintain (Upadhyay & Era, 2021). Proactive employees are change-oriented, self-directed, and future-focused. They work actively to change their work situation in a positive way to better cope with their work or to advance their career. Their active behavior increases the efficiency and productivity of the organization and to increase job satisfaction, work commitment and involvement with the organization. Proactivity satisfies individual needs such as satisfaction levels, self-development, and efficiency. Being proactive means anticipating future events, stopping problems, and seizing opportunities. Proactive employees are an important asset for the organization and they determine the individual's unique behavior and thinking (Upadhyay & Era, 2021).

Every organization must be able to develop and implement resource management practices and intervene to influence organizational performance. All humans have a unique personality characterized by a distinct set of personality traits. Proactive personality represents an invaluable personal resource among employees. A proactive personality is thought to have a relatively stable tendency to be able to influence environmental changes (Vermooten et al., 2019). Proactive personality reflects an individual's tendency to intentionally and directly influence changes in the environment (Crant, 2000).

Proactive individuals are able to identify opportunities for change and growth and act on these opportunities, show initiative, and persist until meaningful change occurs (Crant, 2000). Changes that can be made such as improving the current situation or creating something new. All of this was done on our own initiative to have an impact on the environment around us. Meanwhile, individuals who are not proactive (passive) show the opposite pattern. These individuals are unable to identify let alone seize opportunities to change and will experience failure.

Empirical evidence from previous research shows that proactive personality is a unidimensional construct that is positively related to various outcomes, both individual and organizational (Kiani et al., 2021). Employees with a proactive personality are very active and adaptable. They participate better than those with some of the other personality traits. They are interested in taking advantage of opportunities, taking initiative, and sticking around until change is achieved. Proactive individuals are always actively looking for better job opportunities and improving themselves in their current job role. They participate and involve themselves in career advancement and enriching activities in the workplace (Upadhyay & Era, 2021).

According to Vakola et al., (2004), proactive personality traits not only help in predicting job performance but also in the intensity of job happiness and the level of organizational commitment. Research also proves that isolative personality does not have much impact on organizational commitment, but situations trigger its role (Mischel & Shoda, 1998). Joo & Lim (2009) in their research stated that a proactive personality helps in building reciprocal relationships and creating a healthy work environment which ultimately increases work engagement.

#### The Roles of Work Engagement on Intention to Stay

Work Engagement is very important in the business world and indeed has an important role in an organization (Ariyanti, Awaliya, et al., 2022). Work Engagement refers to a positive and effective high-energy state combined with a high level of dedication and a strong focus on work (Salas-Vallina & Alegre, 2021), satisfying, and energized state of mind that employees experience when they are fully absorbed in their work.

Employees will feel proud and feel that their work is full of meaning when they are able to complete software or website creation, this effort is a feature of the dedication dimension in work engagement. Employees work with full concentration so that employees do not feel they are working overtime when coding in front of their monitor screens, this effort is one of the characteristics of the absorption dimension in work engagement (Ariyanti, Awaliya, et al., 2022).

Work engagement can create strong bonds between individuals and organizations so that they want to remain loyal to the organization. An employee who has high work engagement will produce positive results in his work. Work engagement can influence individual behavior at work, and this can be seen in their performance in the organization (Ariyanti, Awaliya, et al., 2022). Several factors need to be considered by business people to be able to maximize their work engagement. The previous theory stated that job crafting can increase employee work engagement (Bakker & Albrecht, 2018; Sakuraya et al., 2017).

The intention to remain in the organization and rightly so is aware of their decision after careful consideration, the intention to remain in a working relationship with the employer (Johari, 2009). It also shows their interests and needs to be fulfilled by employers. The high tenure of an employee and the continuous employment relationship reflect the organization's success in building a strong intention to stay among employees. Intention to stay is an important pillar for organizations that helps in efficient and effective organizational work (Gupta et al., 2013). The emotional connection between an employee and their organization, or even an employee identifying with their organization, directly and significantly influences an employee's intention to stay. Employees who have a strong intention to stay are more likely to commit to their jobs, are more productive, and more likely to contribute to the success of their organization (Zhang & Li, 2020).

Employee intention to stay refers to the employee's willingness and commitment to continue working for their current employer for a certain period of time. It reflects employees' desire to maintain their working relationship with their organization and their intention to remain with the organization in the future (Lyons, 2003). When an organization provides employees with opportunities to develop themselves and enhance their professional abilities, employees build an emotional connection with, and become committed to, their organization. This feeling then becomes the employee's intention to stay in his job (Naim & Lenkla, 2016).

(Obeng et al., 2020) define employee intention to quit as an individual's predicted probability that they will soon leave their organization permanently. The unintended, undesired, and voluntary reductions that firms face when assessed employees leave other jobs are a more significant problem than the reported incidence of organizational layoffs. People want to know that their participation in the organization is valued. To keep employees in the company, they want to feel part of the organization (Rashid & Rokade, 2019).

(Umamaheswari & Krishnan, 2015) who studied ceramic manufacturing employees found only four factors related to intention to stay (retention): work-life balance & policy, organizational commitment, supervisor support, and training & development. These four factors are included in non-monetary factors. It is very important for any organization to take proactive steps to influence employees' intention to stay (Milliman et al., 2018).

Organizations do not want high turnover rates because it imposes the additional costs of recruiting, hiring and then retraining new employees, while limited and valuable resources can be spent elsewhere by the organization. The need to build new knowledge, skills and relationships with new employees can also hinder an organization's internal operations and client interactions. Therefore, to increase employee intention to stay, it is important for organizations to better understand the various needs of their employees and create effective HR programs (Ateneo et al., 2018). It was revealed that work engagement and intention to stay have a strong relationship (Redditt et al., 2019; Yahaya et al., 2010).

## **Research Methodology**

### **Research Design**

This study used a cross-sectional design with a quantitative approach. The research population includes all employees from all levels of management and owners in industrial and service companies in Indonesia. The research sample was taken using quota sampling by taking the number following the rule of thumb. If the population size is not known, the minimum sample taken was 200 which was considered conservative enough (Iacobucci, 2010). The sample of this research was 251 using snow ball sampling consisting of employees from all levels from Java and outside Java who worked both in industrial and service companies.

Table 1. Respondents' Occupation

Description	Frequency	Percent	Valid Percent
Staff (Lower Manager)	173	68,9	68,9
Manager / Division Manager / Sub-Division Manager (Middle Manager)	42	16,7	16,7
CEO / Director / Vice Director (Top Level Manager)	25	10,0	10,0
Owner	11	4,4	4,4
Total	251	100,0	100,0

#### Data Collection

Data collection techniques were carried out using documentation, questionnaires, and interviews. Documentation is used to extract data about the types of companies that exist and the relevant literature. The questionnaire was used to collect data related to demographic variables and core variables (people's personality, work behavior, people-job suitability, work involvement, and people's entrepreneurial intentions) which were developed online using the google form. Meanwhile, interviews were conducted with managers from each type of company (services and industry) to collect qualitative data related to the core research variables both before Covid and after Covid-19 hit.

The research questionnaire contains an introduction, 12 demographic data items, and 51 main variable items. Items for demographic data use nominal measurements, while items for core variables use ordinal scales. A 7-gradation Likert scale ranging from strongly disagree (1) – strongly agree (7) is used in measuring all core variables (Lam et al., 2002; Salas-Vallina & Alegre, 2021). Job crafting used for this study was measured by an instrument developed by Bakker et al. (2012) with a total of 21 statements. One of the statements from this job crafting variable is "I'm trying to develop my skills". The proactive personality variable is measured by adopting an instrument that has been developed by (Vermooten et al., 2019) with a total of 6 items of statements. One statement of this proactive personality variable is "If I see something I don't like, I fix it."

Intention to stay (Milliman et al., 2018) is measured using 3 items with five alternatives which include tendency to leave measured by an index of three items, such as "If you were completely free to choose, would you prefer to continue working?". Work engagement (Salas-Vallina & Alegre, 2021) was measured using the nine-item version of the Utrecht Work Engagement Scale (Ariyanti, Awaliya, et al., 2022). The measure uses a seven-point Likert scale ranging from never (0) to always/every day (6). Although engagement was originally theorized to consist of three sub-dimensions (strength, dedication, and absorption), the overall engagement score was used for this study. One example of an item used is "At work, I feel full of energy/enthusiasm".

#### Data Analysis

Research instrument can be declared to have high validity if the instrument can function properly as a relevant measuring instrument. Consequently, validity and reliability test were conducted to measure the instrument's accuracy and consistency. Juliandi et al. (2015) argues that the significance value of the correlation coefficient might be taken into account when determining the item's validity. While Cronbach's alpha should be equipped with a confidence interval to justify the reliability of the research instrument (Bonett & Wright, 2015).

Table 2. Validity and Reliability Test

Description	JCTOT (21 items)	PPTOT (6 items)	WETOT (9 items)	ISTOT (3 items)
Number of Items	21	6	9	3
Validity	0.711-0.893	0.850-0.935	0.783-0.969	0.894-0.939
Reliability	0.984	0.962	0.987	0.917

The table above describes the results of the validity test using total correlation items. Based on the item correlation score with the total for each variable, it can be concluded that all items are valid because its empirical correlation is between 0.711 – 0.985 higher than the  $r$  table ( $r_{0.05} = 0.361$ ). Based on the Cronbach Alpha value which ranges from 0.917 – 0.991 which is higher than 0.7 (Cohen et al., 2018; Hair et al., 2019) so it can be concluded that the instrument used to measure research variables is a reliable instrument. Based on the validity and reliability tests, it can be concluded that the research instrument used to collect data is a valid and reliable instrument.

Descriptive analysis is used to see the trend of variable frequency distribution by determining the level of achievement of respondents in each variable. With descriptive statistics, the average value (mean), maximum value, minimum value and standard deviation will be known (Ghozali, 2011; Sugiyono, 2012). Testing the research model and hypotheses were begun with classical assumptions test followed by a multi-step regression analysis.

## Results

Table 3 represents the gender proportion of respondents were women (136 = 54.2%), while the number of male respondents was 115 (45.8%) people. Besides, the majority of respondents worked in the service industries (220 = 87.65%) with offline working model (150 = 59.76%). Only a few of the respondents hold less than bachelor degree (6 = 2.39%). Respectively the number of respondents hold bachelor degree was 94 (37.45%), master degree was 84 (33.47%), and doctoral degree was 36 (14.34%). Distribution of work experience of employees participated in this study respectively were 200 persons (79.68%) had more than 10 years work experience, and 51 persons (20.32%) had less than 10 years work experience.

Tabel 3. Demographics

Description		Industry Type			Type of Job				Total
		Service Industry	Manufacturing Industry	Mixed	Offline	Work From Home	Online in Outside of Home	Hybrid /Blended / Mixed	
Sex	Male	95	10	10	71	3	3	38	115
	Female	125	6	5	79	4	6	47	136
Education	≤ Senior High	5	3	1	7	0	1	1	8

	Diplo ma	1	1	1	3	0	0	0	3
	Bachel or	94	8	9	78	5	4	24	111
	Master	84	3	2	52	1	3	33	89
	Doctor	36	1	2	10	1	1	27	39
Experie nce	≤ 1 Year	2	0	0	1	1	0	0	2
	1 - 2 Years	6	0	1	3	1	1	2	7
	3 - 5 Years	9	1	3	5	0	1	7	13
	6 - 10 Years	26	2	1	16	1	0	12	29
	> 10 Years	177	13	10	125	4	7	64	200

Table 4 shows the skewness has a negative score indicating that there is a tendency for all data to be grouped at a score below the average. Meanwhile, the lowest skewness score is the Work Engagement which represents that this variable tends to have more values below the average value compared to other variables. Proactive personality shows the lowest items' mean score meaning that employees work in mid-actively to change their work situation in a positive way to better cope with their work or to advance their career. Consequently, their behaviors will not significantly increase the efficiency and productivity of the organization and to increase job satisfaction, work commitment and involvement with the organization (Upadhyay & Era, 2021). While employees' work engagement has the highest item's mean score. The score means that employees show positive and effective high-energy state combined with a high level of dedication and a strong focus on work satisfying, and energized state of mind that employees experience (Salas-Vallina & Alegre, 2021; Vermooten et al., 2019).

Table 4. Descriptive Statistics

Variable	Ideal Score		Empirical Score			
	Item's Mean	Total's Mean	Item's Mean	Total's Mean	Std. Deviation	Skewness
Job Crafting	3.5	84	5.114	107.40	31.088	-0.827
Proactive Personality	3.5	24	4.894	29.363	9.3029	-0.633
Work Engagement	3.5	36	5.366	48.29	13.848	-1.015
Intention to Stay	3.5	12	4.967	14.90	5.358	-0.518

Table 5. Regression Job Crafting and Proactive Personality on Intention to Stay and Work Engagement

Model		Demographics are uncontrolled		Demographics are controlled	
		Unstandardized Coefficients	Sig.	Unstandardized Coefficients	Sig.
		B		B	
Dependent Variable: Work Engagement (Model I)	(Constant)	6.668	0.000	9.156	0.101
	Job Crafting	0.307	0.000	0.309	0.000
	Proactive Personality	0.293	0.000	0.303	0.000
	Anova	F= 324.6469	0.000	F= 50.4123	0.000
Dependent Variable: Intention to Stay (Model II)	(Constant)	13.504	0.000	7.181	0.083
	Job Crafting	-0.008	0.626	-0.009	0.627
	Proactive Personality	0.078	0.171	0.078	0.186
	Anova	F= 1.3308	0.266	F= 0.5384	0.899
Dependent Variable: Intention to Stay (Model III)	(Constant)	13.641	0.000	7.341	0.078
	Job Crafting	-0.002	0.928	-0.003	0.892
	Proactive Personality	0.084	0.152	-0.017	0.717
	Work Engagement	-0.020	0.660	0.083	0.172
	Anova	F= 0.949	0.418	F= 0.508	0.928

Whether demographic variables (sex, age, education, nature of work, experience, location, type of job, position, industry type, number of employees, and operation area) are controlled or uncontrolled, job crafting and proactive personality significantly influence work engagement. In contrast, job crafting and proactive personality does not influence intention to stay. Employees will enjoy participating better for their institutions when they are becoming more creative and having more proactive personality. Nevertheless, employees' creativity and proactive personality at any individual or organizational conditions will have no significant effect on the employees' intention to stay in their organizations. Job crafting contribute higher in influencing work engagement ( $b = 0.307$ ;  $sig. = 0.00$ ) compared to proactive personality ( $b = 0.293$ ;  $sig. = 0.00$ ). While job crafting, proactive personality, and work engagement simultaneously do not significantly influence intention to stay with or without controlling the demographic variables.

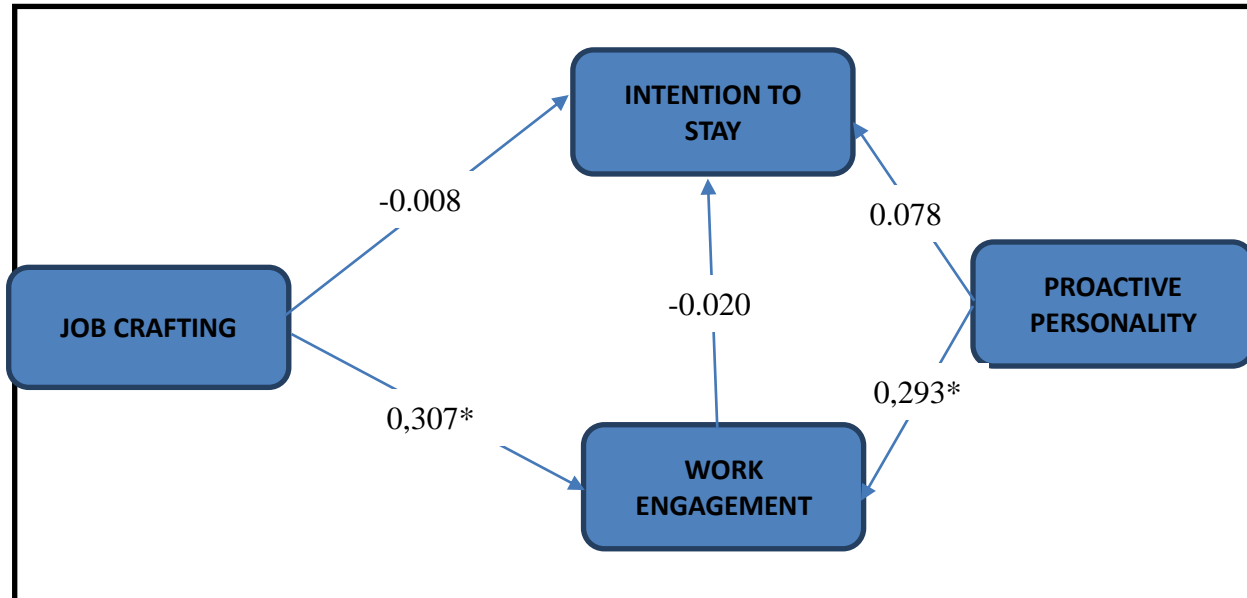
Exploring between regression models of the impact of job crafting and proactive personality on intention to stay in one side (Model II) and the impact of job crafting, proactive personality, and work engagement on intention to stay as another side (Model III), it is found that adding the work engagement on the Model II has decreased the significant values of F representing the impact of job crafting and proactive personality on intention to stay from 0.266 to 0.418 (demographics are uncontrolled) and 0.899 to 0.928 (demographics are controlled).



## Discussion and Implication

Based on the results of the hypothesis testing in the previous section, a summary table of the test results can be made as follows.

Figure 1: The Relationship Empirical Model



\*: Significance at 0.000

Based on the results of hypothesis testing, it can be concluded that the effect of proactive personality on the intention to stay of employees in service companies and industry in Indonesia is rejected. This refusal contradicts the results of previous research (Upadhyay & Era, 2021). This difference is suspected because there is no direct effect of proactive personality on intention to stay. Future research can consider the possibility of an intermediate or moderating variable between the two variables.

While the second hypothesis related to the effect of work engagement on the intention to stay of employees in service companies and industry in Indonesia, is accepted and supports previous research (Upadhyay & Era, 2021; Vakola et al., 2004). The implication of this finding is to obtain conditions where employees feel comfortable/loyal to continue working for the company/institution and there is no intention to move to find another job. This can be created by providing opportunities for employees/employees to be involved and feel enthusiastic, happy, and take pride in carrying out the tasks that have been given.

The findings imply that the data cannot support the hypothesis which states that there is an effect of job crafting on the intention to stay of employees in service companies and industry in Indonesia. The results of this study contradict the results of previous studies (Tims & Bakker, 2010). Conversely job crafting has a significant positive effect on person-job fit, work engagement, and work meaningfulness of employees in service companies and industry in Indonesia and supports previous research (Ariyanti, Yanuar, et al., 2022).

The research results are unable to prove that there is a simultaneous effect of job crafting, proactive personality and work engagement on the intention to stay of employees in service companies and industry in Indonesia (Crant, 2000; Upadhyay & Era, 2021; Vermooten et al., 2019). Comparing the regression results of Model I and Model III, the significant increase impact of job crafting and proactive personality on intention to stay can be assumed that work engagement may be treated as a mediation, control, or

moderating variable in the relationship between both independent variables to intention to stay.

## Conclusion And Recommendation

Job crafting and proactive personality has a positive and significant effect on work engagement. Employee's job involvement was in line with job crafting and proactive personality. The higher job crafting and proactive personality, the higher job involvement was. Proactive behavior and personality support job involvement of employees in service companies and industry in Indonesia in the pandemic Covid-19 era. Nevertheless, job crafting and proactive personality has no positive and significant effect on intention to stay as it was predicted. Likewise, job crafting, proactive personality, and work engagement has no positive and significant effect on intention to stay. It is assumed external factors such as safety was be the first employee highest consideration to stay or leave the organization in the pandemic Covid-19 era.

Based on the results and discussion, this study provides six recommendations. Firstly, job crafting is the variable that has the highest distribution rate indicating that employees' perceptions related to the ability and desire to work well for the benefit of the organization require attention with the highest priority compared to other variables. This attention can be manifested in the form of facilitating training and education activities, family gatherings, and providing opportunities for employees to be involved in decision making. Secondly, the employee's effort to carry out the task seriously and with full concentration for a long time was lower so that the companies may provide training based on problems and desired outcomes and can also provide supporting facilities so that employees are able to work seriously with full concentration while on duty.

Thirdly, employees perceived that desire to stay at work for a long time was interpreted negatively for the company. The leaders need to think about efforts to maintain comfortable work by providing recognition and evaluation of performance in a proportional and professional manner. Further, this study finds that employees' feelings of being deeply involved in their work have the lowest score compared to other items in the work engagement variable was low. Formation of a solid work team, service provision, and better recognition may be proposed as an alternative for leaders in increasing employee involvement in work.

Last but not least, comparing between regression models, it is assumed that Work Engagement may be treated as a mediation, control, or moderating variable in the relationship between both independent variables to intention to stay. It is also recommended for further research to test the Ajzen behavioral theory model by proposing a new model, for example by including the role of motivation theory and contingency theory in the Ajzen model so that a complete picture of the factors influencing a person's behavior in an organization is obtained.

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