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The Effect of Job Crafting and Meaningful Work on Employee Work Engagement at PT Arteria Daya Mulia (ARIDA)

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Abstract: *This research seeks to examine the impact of job crafting and meaningful work on employee engagement at PT Arteria Daya Mulia (ARIDA) located in Cirebon. The research utilizes a quantitative method featuring a causal-associative framework. The population for the study comprised 1,440 employees from the production department, and a sample of 94 respondents was selected using Slovin formula and simple random sampling. Data were gathered through a survey employing a Likert scale and assessed using IBM SPSS with validity assessment, reliability assessment, classical assumption evaluations, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination. The findings show that job crafting positively and significantly influences work engagement. Meaningful work also positively and considerably influences work engagement. At the same time, job crafting and meaningful work exert a positive and significant impact on work engagement, evidenced by a coefficient of determination of 85.8%, which suggests that majority of the variance in work engagement can be attributed to these two variables, with the remainder being affected by additional factors not covered in this research. These results indicate that boosting proactive behavior in approaches for improving employee work engagement.*

INTRODUCTION

The manufacturing industry in Indonesia continues to experience increasingly intense competition, requiring companies to improve productivity, operational efficiency, and product quality. To address these challenges, company needs to leverage advanced technology and production system while also ensuring that their employees exhibit a strong level of work engagement. Employees who demonstrate high levels of work engagement usually show increased enthusiasm, dedication, and commitment in fulfilling their duties, which in turn enhances overall company performance.

As stated by Schaufeli et al. (2002), work engagement is a constructive psychological

condition marked by vigor, dedication, and absorption. Employees with strong work engagement exhibit greater energy, enthusiasm, and complete involvement in their tasks, allowing them to perform well and enhance organizational achievement. On the other hand, low work engagement can diminish motivation, productivity, and overall work quality.

Recent empirical research has validated that work engagement is essential for enhancing employee performance and organizational efficiency. Zanabazar et al. (2024) discovered that employees exhibiting higher work engagement usually display enhanced intrinsic motivation, increased job satisfaction, and a deeper commitment to their organizations, as they view their work as significant and worthwhile. Similarly, Pal and Bodhi (2026) described that employees who are deeply engaged are more inclined to dedicate their physical, emotional, and cognitive resources to fulfilling their job duties, allowing them to sustain peak performance even in difficult work environments. These results suggest that enhancing work engagement is a crucial tactic for organizations aiming to boost employee performance, dedication, and enduring organizational viability.

One factor that has been widely recognized as influencing work engagement is job crafting. Wrzesniewski and Dutton (2001) characterize job crafting as the proactive initiatives taken by employees to alter various elements of their work, such as tasks, workplace relationships, and perceptions of their jobs, to more closely match their skills, interests, and individual goals. By engaging in job crafting, employees are able to optimize available job resources, adapt to changing work demands, and strengthen their work engagement through proactive modifications of their work (Holman et al., 2024).

Recent empirical findings further reinforce the significant impact of job crafting on boosting employee work engagement. Violinda et al. (2023) discovered that workers who participate in job crafting are more apt to see their work as meaningful, leading to a rise in their engagement levels at work. This result suggests that workers who actively adjust their job responsibilities and workplace relationships can more effectively foster positive work experiences, leading to increased enthusiasm, commitment, and engagement in their tasks. Consequently, job crafting is seen as a valuable approach for promoting work engagement in diverse organizational settings, such as manufacturing firms.

Another important factor is meaningful work, which refers to employees' belief that their tasks have importance, relevance, and make a beneficial impact on themselves and others (Steger et al., 2012). Employees who view their jobs as significantly typically exhibit enhanced intrinsic motivation, greater organizational commitment, and higher levels of work engagement. Previous research has indicated a positive connection between meaningful work and work engagement at work (Van Wingerden & Poell, 2019). Zanabazar et al. (2024) have also demonstrated that employees who perceive their work as meaningful are more likely to become psychologically engaged because they understand the value and purpose of their work within the organization.

Dhanpat et al. (2025) elaborated that significant work fosters enhanced intrinsic motivation, psychological well-being, and organizational commitment among employees, all of which positively influence work engagement. Workers who feel their efforts generate worth for themselves and others tend to be more passionate, committed, and eager to go beyond their official job duties. As a result, developing impactful work experiences has emerged as a crucial organizational approach for sustaining elevated employee work engagement.

The connection among job crafting, meaningful work, and work engagement can be understood through the Job Demands-Resources (JD-R) Model suggested by Bakker and Demerouti (2017). The model indicates that employee work engagement increases when they

have adequate job and personal resources. In this context, job crafting signifies an active approach to improving job resources, while meaningful work serves as a personal asset that boosts employees' internal motivation. Consequently, both variables are expected to contribute positively to employees' work engagement.

Recent empirical evidence additionally reinforces the relevance of the JD-R Model in elucidating employee work engagement. Junça-Silva et al. (2022) discovered that workers who take the initiative to shape their roles are more inclined to find their work meaningful, which in turn boosts their engagement and performance. In a similar vein, Holman et al. (2024) verified that enhancements in job attributes via job crafting bolster job resources, which in turn motivates employees to enhance their engagement in work. These results strengthen the importance of the JD-R Model as the theoretical basis for elucidating the connections between job crafting, meaningful work, and work engagement in this research.

PT Arteria Daya Mulia (ARIDA) Cirebon is a manufacturing company specializing in the production of fishing nets, multifilament and monofilament nylon yarns, and ropes for both domestic and international markets. As a labor-intensive manufacturing company implementing integrated production processes and strictly quality standards, the company relies significantly on workers who are deeply involved in their tasks to uphold production quality, operational efficiency, and competitiveness.

Previous studies have provided empirical findings related to the connections between job crafting, meaningful work, and work engagement. Junça-Silva et al. (2022) discovered that employees who take the initiative in job crafting tend to view their work as meaningful, leading to increased work engagement and improved overall job performance. Additionally, Violinda et al. (2023) found that job crafting positively and significantly influences work engagement, with meaningful work acting as a crucial mechanism that enhances this connection. Similarly, Holman et al. (2024) showed that workers who proactively reshape their tasks can improve job resources and adjust to evolving work requirements, leading to increased work engagement. These results consistently show that job crafting and meaningful work are both vital in promoting employee work engagement.

Nonetheless, earlier research has mainly concentrated on service organizations, educational entities, or knowledge-driven work settings. Moreover, numerous studies have investigated meaningful work primarily as a mediating factor instead of as an independent factor influencing work engagement. Consequently, there is a scarcity of empirical evidence exploring the direct effects of job crafting and meaningful work on work engagement within labor-intensive manufacturing companies, especially in the fishing gear manufacturing sector. This gap underscores the necessity for additional research in various organizational settings.

This study enhances the current literature by investigating the concurrent direct impacts of job crafting and meaningful work on employees' work engagement within a manufacturing firm in the fishing gear sector. The results are anticipated to enhance the human resource management body of knowledge while offering actionable advice for companies aiming to boost employee work engagement. This research seeks to explore the individual and combined impacts of job crafting and meaningful work on employee work engagement at PT Arteria Daya Mulia (ARIDA) Cirebon.

HYPOTHESIS DEVELOPMENT

The Effect of Job Crafting on Work Engagement

Job crafting involves employees to taking initiative to change elements of their work to

better match their abilities, passions, and personal values. The idea was originally presented by Wrzesniewski and Dutton (2001), who claimed that employees do not simply accept assigned tasks but actively influence their work by adjusting job tasks, workplace relationship, and also views of their roles. By engaging in these proactive behaviors, employees can foster more significant work experiences and enhance their motivation and productivity.

The idea of job crafting was expanded by Tims et al. (2012) as part of the Job Demands-Resources (JD-R) Model. They described how employees participate in job crafting by increasing structural and social job resources, increasing social job resources, seeking challenging job demands, and reducing hindering job demands. These actions allow employees to make the most of available resources, handle work demands more efficiently, and ultimately enhance their work commitment.

Employees who proactively modify their tasks can be more effectively match job requirements with their individual skills and passions. This kind of proactive behavior boosts of the Job Demands-Resources (JD-R) Model, job crafting enables employees to enhance job resources and better handle work demands, leading to greater work engagement (Bakker & Demerouti, 2017). This relationship is also backed by empirical evidence. Febrina et al. (2025) discovered that job crafting has a positive and significant impact on employees' work engagement.

H1: Job crafting has a positive and significant effect on work engagement.

The Effect of Meaningful Work on Work Engagement

Meaningful work is about how a person views their job as having importance, purpose, and making a positive impact on both themselves and others. Steger et al. (2012) state that meaningful work goes beyond monetary compensation as it satisfies psychological needs and boost intrinsic motivation. Employees who view their jobs as significant typically exhibit increased dedication, stronger motivation, and higher enthusiasm in performing their responsibilities.

Significant work also acts as a vital personal asset that motivates employees to stay committed even when faced with challenges at work. When employees grasp the significance and aim of their roles, they tend to foster a deeper emotional connection with their company and exceed standard job expectations.In this research, meaningful work is evaluated based on the dimensions suggested by Steger et al. (2012), specifically positive meaning, meaning making through work, and greater good motivation.

Employees who view their jobs as meaningful are more inclined to cultivate enhanced intrinsic motivation and deeper emotional connection to their roles. The belief that work fosters personal development and aids others motivates employees to engage passionately and stay committed to company objectives. In line with JD-R Mode, meaningful work serves as a personal resource that enhances employees' psychological health and involvement. Research by Van Wingerden and Poell (2019) further validated that meaningful work has a positive impact on work engagement.

H2: Meaningful work has a positive and significant effect on work engagement.

The Effect of Job Crafting and Meaningful Work on Work Engagement

Work engagement is characterized as a satisfying and positive psychological condition associated with one's work. As stated by Schaufeli et al. (2002), work engagement includes three components: vigor, dedication, and absorption. Employees with elevated levels of work engagement exhibit significant energy, enthusiasm, pride, and full focus with carrying out their job duties.

Previous research hasshown empirical evidence highlighting the significance of work engagement in enhancing employee and organizational results. Zanabazar et al. (2024) discovered that employees who exhibit higher work engagement typically show enhanced intrinsic motivation, increased job satisfaction, and stronger organizational commitment, as they view their work as significant and worthwhile. Additionally, Pal and Bodhi (2026) stated that work engagement motivates employees to dedicate more physical, cognitive, and emotional effort to their tasks, leading to enhanced individual performance and organizational success. In a similar vein, Han (2023) noted that employees who are highly engaged in their work tend to uphold positive attitudes, show increased perseverance in finishing tasks, and positively impact organizational success. These results consistently show that work engagement is crucial in enhancing employee performance, commitment to the organization, and the overall effectiveness of the organization.

Job crafting and meaningful work are complementary elements that boost employees' engagement at work. Job crafting allows employees to enhance job resources via proactive work actions, while meaningful work boost intrinsic motivation by giving employees a sense of purpose. The JD-R Model suggests that the interplay between job resources and personal resources plays a crucial role in shaping their jobs and view their work as significant are anticipated to show greater level of work engagement.

H3: Job crafting and meaningful work simultaneously have a positive and significant effect on work engagement.

METHOD

This research uses a quantitative method with a causal-associative design focused on examining the effect of job crafting and meaningful work on employee engagement at PT Arteria Daya Mulia (ARIDA) in Cirebon. A quantitative method was chosen as it allows for the measurement and statistical examination of the relationships between the research variables, yielding objective and empirical results. The research was carried out with workers in the production division of PT Arteria Daya Mulia, since they form the largest labor group and are crucial for meeting the company's production goals.

The study's population included 1,440 employees from the production department. The Slovin formula was employed to calculate the sample size with a 10% error margin, leading to a total of 94 respondents. The sampling method utilized was probability sampling with simple random sampling, guaranteeing that each individual in the population had an equal opportunity to be chosen as a participant in the study.

The data incorporated included both primary and secondary sources. Primary data were collected through the distribution of questionnaires to participants, while secondary data were gathered from company documents, books, scientific journals, and other literature pertinent to the study. The research tool employed a five-point Likert scale, with scores ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

This research incorporated three variables, including two independent variables—job crafting (X_1) and meaningful work (X_2)—along with one dependent variable—work engagement (Y). The job crafting variable was assessed using indicators created by Tims, Bakker, and Derks (2012); meaningful work was evaluated based on measures from Steger, Dik, and Duffy (2012); whereas work engagement was assessed using dimensions established by Schaufeli et al. (2002).

Before hypothesis testing, the research tools underwent validity and reliability

assessments to confirm data quality. Afterward, classical assumption evaluations were performed, such as tests for normality, multicollinearity, and heteroscedasticity. Multiple linear regression analysis was conducted for hypothesis testing utilizing IBM SPSS software. The influence of each independent variable on the dependent variable was examined with a t-test, whereas the collective effect was assessed using an F-test. The degree to which the dependent variable is explained by the independent variables was assessed using the coefficient of determination (R^2).

Table 1. Operational Definition of Research Variables

Variables	Operational Definition	Indicators	Scale
Job Crafting (X1)	Job Crafting refers to employees' proactive behavior in modifying aspects of their work—including tasks, work relationships, and their perspective on the job—to align with their individual abilities, needs, and goals (Tims et al., 2012).	1. Increasing Structural Job Resources 2. Increasing Social Job Resources 3. Increasingly Challenging Job Demands 4. Reducing Job Demands That Hinder Performance	Likert 1-5
Meaningful Work (X2)	Meaningful Work is an individual's perception that their work has meaning, purpose, and makes a valuable contribution to both themselves and others (Steger et al., 2012).	1. Positive Meaning 2. Meaning Making Through Work 3. Motivation for the Greater Good	Likert 1-5
Work Engagement	Work Engagement is a positive psychological state characterized by an individual's level of energy, dedication, and full involvement in their work (Schaufeli et al., 2002).	1. Vigor 2. Dedication 3. Absorption	Likert 1-5

RESULT AND DISCUSSION

Validity Test

Table. 2 Validity Test Results

Variables	Number of Items	Calculated r Range	Range Table r	Description
Job Crafting (X1)	12	0.508–0.743	0.201	Valid
Meaningful Work (X2)	9	0.511–0.770	0.201	Valid
Work Engagement (Y)	9	0.473–0.810	0.201	Valid

Source: SPSS 26.0 Output Results

The validity test outcomes show that every questionnaire item has corrected item-total correlation values that surpass the minimum threshold of 0.201. The determined correlation coefficients varied between 0.508 and 0.743 for the job crafting factor, 0.511 to 0.770 for meaningful work, and 0.473 to 0.810 for work engagement. Consequently, every item in the questionnaire was deemed valid and suitable for assessing the research variables.

Reliability Test

Table 3. Results of the Reliability Tests

Variables	Cronbach's Alpha	Description
Job Crafting (X1)	0.874	Reliable
Meaningful Work (X2)	0.833	Reliable
Work Engagement (Y)	0.818	Reliable

Source: SPSS 26.0 Output Results

The results of the reliability test indicate that every variable possesses Cronbach's Alpha values greater than the suggested minimum of 0.70. The Cronbach's Alpha coefficients were 0.874 for job crafting, 0.833 for meaningful work, and 0.818 for work engagement. These findings show that all research tools have acceptable internal consistency and are dependable for gathering data.

Normality Test

Table 4. Results of One-Sample Kolmogorov-Smirnov Test

Variables	Value
N	94
Test Statistic	.063
Asymp. Sig. (2-tailed)	0.200

Source: SPSS 26.0 Output Results

According to the findings from the Kolmogorov-Smirnov test, a significance level of 0.200 was achieved. This value exceeds 0.05, indicating that the data are normally distributed.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Variables	Tolerance	VIF	Description
Job Crafting (X1)	0.690	1.449	No multicolinearity
Meaningful Work (X2)	0.690	1.449	No multicolinearity

Source: SPSS 26.0 Output Results

The test findings indicate that every independent variable exhibits a Tolerance value exceeding 0.10 and a Variance Inflation Factor (VIF) below 10. Consequently, the regression model shows no signs of multicollinearity.

Table 6. Multiple Linear Regression Test Results

Variables	Unstandardized Coefficients (B)	Sig.	Direction of Influence	Description
(Constant)	27.611	0.000	-	-
Job Crafting (X1)	0.027	0.705	Positive	Not significant
Meaningful Work (X2)	0.337	0.001	0. Positive	Significant

Source: SPSS 26.0 Output Results

Employing a regression model with several independent variables suggests that multiple linear regression was utilized to analyze the data in this study. This examination produced a regression equation outlining the connection between the independent and dependent variables as follows:

$$Y = 27.611 + 0.027X_1 + 0.337X_2$$

The regression equation indicated that the variables Job Crafting and Meaningful Work possess positive regression coefficients. This suggests that Work Engagement will rise as Job Crafting and Meaningful Work increase. Consequently, when Job Crafting and Meaningful Work rise together, Work Engagement will similarly increase.

Hypothesis Testing

Table 9. T-Test Results

Variables	t	Sig.	Description	Desicion
Job Crafting (X1)	15,283	0.000	Has a positive and significant effect	H1 accepted
Meaningful Work (X2)	12,080	0.000	Has a positive and significant effect	H2 accepted

Source: SPSS 26.0 Output Results

Based on *the t-test* results, the *job crafting* variable has a significance value of less than 0.05, so H_1 is accepted. This indicates that *job crafting* has a positive and significant effect on *work engagement*.

Table 10. F-Test Results

F	Sig.	Description
275,072	0.000	Significant model

Source: SPSS 26.0 Output Results

According to the F-test results shown in Table 10, the regression model yielded an F-value of 275.072 with a significance level of 0.000 (< 0.05). Consequently, H_3 is confirmed, suggesting that job crafting and meaningful work both positively and significantly influence employees' work engagement at PT Arteria Daya Mulia (ARIDA). This discovery indicates that both independent variables together enhance employees' work engagement.

Table 11. Coefficient of Determination (R^2) Test

R	R Square	Adjusted R Square
0.926	0.858	0.855

Source: SPSS 26.0 Output Results

The regression analysis yielded an R-square value of 0.858. This shows that Job Crafting and Meaningful Work together account for 85.8% of the variability in Work Engagement, with the remaining 14.2% being affected by factors not included in the research model. The Adjusted R-square of 0.855 reveals that the regression model has a significantly high precision in accounting for the dependent variable.

CONCLUSION

This research determines that job crafting positively and significantly influences employee work engagement at PT Arteria Daya Mulia (ARIDA) Cirebon. Workers who take initiative to adjust their job duties, workplace relationships, and viewpoints on their work generally exhibit increased levels of energy, commitment, and engagement in carrying out their tasks.

In addition, meaningful work also has a positive and significant effect on work engagement. Employees who perceive their work as meaningful, valuable, and purposeful tend to develop stronger emotional attachment, dedication, and enthusiasm toward both their work and the organization. This finding indicates that creating meaningful work experiences can strengthen employees' work engagement, making meaningful work an important factor that organizations

should foster to improve employee motivation, commitment, and overall organizational performance.

Furthermore, job crafting and meaningful work both play a positive and significant role in enhancing work engagement. These results suggest that improving employees' proactive involvement in designing their jobs, along with promoting meaningful work experiences, can significantly boost employee engagement. Consequently, organizations are advised to foster a supportive workplace that encourages job crafting efforts and assists employees in understanding the importance of their roles, thus enhancing both organizational performance and employee well-being.

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