

Hotel Employee Well-Being: The Role of Job Crafting and Work Engagement

Yustisia Kristiana¹, Rosdiana Sijabat², Niko Sudibjo³ and Innocentius Bernarto⁴

Abstract

Employee well-being is very important to encourage positive performance, which in turn will encourage employee behavior. Employee well-being is a challenge facing the hotel industry today. Employee well-being is the main thing to consider for the hotel industry for business sustainability. This research aims to examine the influence of job crafting and work engagement on employee well-being. The research employed a quantitative approach through a cross-sectional survey, targeting managerial-level employees from five-star hotels in Jakarta. A purposive sampling technique was employed, selecting 247 participants who met the criteria of having a minimum of two years of work experience and being currently employed in the hotel industry. SmartPls was used for the statistical analysis, which followed the PLS-SEM method. The findings revealed that job crafting and work engagement have positive effects on employee well-being. This study suggests practical implications of enhancing organizational support for job crafting initiatives. Future research could consider the broader context of the hotel industry and examine other potential variables that can influence the effectiveness of job crafting.

Keywords: *Employee Well-Being, Hotel, Job Crafting, Work Engagement*

INTRODUCTION

Employee well-being is holds significant implications both within the workplace and across various aspects of employees' life. Extensive research has explored how employee well-being influences outcomes in the workplace. Evidence shows that employee well-being, characterized as an assessment of employee experiences based on perceptions of life and work, is positively related to job satisfaction, organizational commitment, and individual task performance (Cooper et al., 2019; Karapinar et al., 2019; Su & Swanson, 2019; Turban & Yan, 2016). Employee well-being is a worker's life that explains the balance between happiness, positive emotions, negative emotions, and global assessment (Wright et al., 2007). Companies operating in the service sector intensively use human resources which can make a difference regarding the quality of service and the competitiveness of the organization.

Hotels play a crucial role in the tourism sector by providing essential lodging solutions for travelers, as highlighted by Prabhu et al. (2020). Hotels as companies in the service sector are businesses that provide lodging services for guest needs (Padave et al., 2021). Guests not only stay overnight and take advantage of the facilities available at the hotel but also get the best experience and service from hotel employees. Therefore, it is important for hotel management to pay attention to employee well-being (Varga et al., 2021).

Previous research has found a positive relationship between human resource management and well-being (Fan et al., 2014; Huang et al., 2016), while other studies suggest that the effect of human resource management on well-being depends on the configuration of the management system human resources (Kooij et al., 2013; Korff et al., 2017). Agarwal (2020) argues that human resource management practices fulfill several psychological needs, such as competence, autonomy, and relatedness, which in turn enhance psychological growth and well-being (Ryan & Deci, 2001). A proactive attitude of employees is needed to make changes related to work to improve employee well-being, this is known as job crafting.

¹ Master in Management, Universitas Pelita Harapan, Indonesia, E-mail: yustisia.kristiana@uph.edu , Orcid: <https://orcid.org/0009-0001-8883-9518>

² PhD in Public Economics and Policy, Faculty of Business Administration and Communication, Universitas Katolik Indonesia Atma Jaya, Indonesia. E-mail: rosdiana.sijabat@atmajaya.ac.id, Orcid: <https://orcid.org/0000-0002-6166-675X>

³ Professor in Educational Management, Faculty of Education, Universitas Pelita Harapan, Indonesia. E-mail: niko.sudibjo@uph.edu, Orcid: <https://orcid.org/0000-0002-7604-091X>

⁴ PhD in Business Management, Faculty of Economics and Business, Universitas Pelita Harapan, Indonesia. E-mail: innocentius.bernarto@uph.edu, Orcid: <https://orcid.org/0000-0003-1952-8262>

Several studies show that when employees engage in job crafting, it influences employee attitudes and performance levels such as job satisfaction, work commitment, individual performance, absenteeism (Ghitulescu, 2007), quality of self-image, perceived control, and readiness to change (Lyons, 2008), and positive emotions (Ko, 2011). Through job crafting, employees change the tasks and relational boundaries of work, which makes employees more involved in work (Chen et al., 2014). The interaction between work engagement and well-being will encourage the creation of conditions where employees will be fully involved (Robertson & Cooper, 2010). The development of the hotel industry has also resulted in recognition of the important role played by hotel employees in meeting diverse customer needs and achieving organizational effectiveness (Chen et al., 2014; Kim et al., 2018). Clarke and Hill (2012) stated that employee well-being is very important in the quality of customer service interactions.

There are limitations and gaps from previous research. Research conducted by Chen et al. (2014) and Siddiqi (2015) found that there is a relationship between job crafting and work engagement. However, in the research of van den Heuvel et al. (2015) the relationship between job crafting and work engagement is not proven to be strong enough. In the research of van Wingerden et al. (2015) found that job crafting did not have a significant impact on work engagement. Da Borralha et al. (2016) conducted a review of studies in the hospitality sector published from 2000 to 2014. Based on the review, it shows that for almost 15 years, job satisfaction is the most frequently studied variable, followed by stress, burnout and mental exhaustion. Regarding stress, burnout, and mental exhaustion, da Borralha et al. (2016) stated that further studies related to these variables are needed so that companies increase productivity and employee well-being. Research within the tourism and hospitality sector concerning the relationship between work engagement and employee well-being is still deemed insufficient (Radic et al., 2020).

The research aims to complete the research gap. The specific objectives of this research are to examine (1) the effect of job crafting on work engagement; (2) the effect of job crafting on employee well-being; and (3) the effect of work engagement on employee well-being in the context of the hotel industry.

The subsequent part of the paper outlines the literature review. Subsequently, hypotheses are developed from the literature, and the methodology employed is discussed in the ensuing section. This is followed by sections detailing the data analysis, results, and conclusions drawn from the study.

LITERATURE REVIEW

Job Crafting

In an early investigation conducted by Wrzesniewski and Dutton (2001), job crafting emerged as an active process undertaken by employees to redefine the parameters of their work in terms of physical, emotional, cognitive, and relational dimensions. This conceptualization was shaped by considering personal preferences as the primary driver of employees' adaptive changes. Job crafting is described as an endeavor to alter the significance of work, along with its boundaries, work-related relationships, and the fulfilment and comfort of the employees themselves (Kanten, 2014).

Wrzesniewski and Dutton (2001) formulated a model of job crafting behavior, delineating three key dimensions: task crafting, relational crafting, and cognitive crafting. Task crafting entails adjusting the physical elements of job tasks. Relational crafting involves employees reevaluating workplace relationships to adapt interpersonal dynamics. Additionally, cognitive crafting refers to employees redefining the cognitive framework regarding task significance and relational aspects within their roles.

Work Engagement

Several empirical investigations indicate that employee work engagement significantly impacts various organizational outcomes, including job performance, financial performance, productivity, innovation, turnover rates, commitment levels, and customer satisfaction (Albrecht, 2012; Chughtai, 2013; Harter et al., 2002; Karatepe, 2013; Saks, 2006; Zhang et al., 2015).

According to Schaufeli and Bakker (2004), work engagement represents a positive state characterized by motivational aspects in the workplace, manifested through vigor, dedication, and absorption. Vigor, marked by

high energy levels and persistence, reflects enthusiasm and a strong commitment to completing tasks. Dedication entails employees' deep involvement in their work, experiencing a sense of meaning, enthusiasm, and challenge. Absorption describes an intense focus on and enjoyment of work, difficulty disengaging from work-related thoughts, and a perception of time passing quickly while working.

Employee Well-Being

Employee well-being, characterized by the outcomes derived from engagement in the workplace, encompasses life satisfaction, happiness, positive interpersonal relationships, a sense of purpose, job satisfaction, and concern for colleagues in the work environment (Sirgy, 2012; Wright et al., 2007). Ryff and Keyes (1995) assert that individuals with higher levels of well-being exhibit a more positive attitude and cope better with various life situations compared to those with lower well-being.

According to Page and Vella-Brodrick (2009), employee well-being comprises three components: subjective well-being, psychological well-being, and workplace well-being. Subjective well-being encompasses various aspects related to individuals' emotions and perceptions of life. Psychological well-being includes concepts centered on meaning and self-actualization, defining well-being as the extent to which a person functions optimally. Workplace well-being is assessed through factors such as job satisfaction and challenges encountered in the work environment.

Hypotheses Development

Job Crafting and Work Engagement

Teng et al. (2022) have demonstrated the positive impact of job crafting on work engagement. A similar investigation by Guo and Hou (2022) also associates job crafting behavior with individual interests and abilities, which in turn affect work engagement. Previous research conducted by Emilisa et al. (2020), Karatepe & Eslamlou (2017), Stephani & Kurniawan (2018), and Sutisna et al. (2020) has consistently shown that job crafting influences work engagement. This implies that employees with higher levels of job crafting tend to exhibit higher levels of work engagement. Moreover, job crafting not only enhances work engagement but also promotes service recovery performance. Consequently, this study posits the following hypothesis:

H1: Job crafting has a positive effect on work engagement

Job Crafting and Employee Well-Being

Job crafting undertaken by employees plays a pivotal role in determining their level of satisfaction and whether it leads to increased stress and decreased performance, thereby impacting their overall well-being (Berg et al., 2013). Job crafting facilitates alterations that allow employees to derive greater appreciation and significance from their tasks (Wrzesniewski & Dutton, 2001). Moreover, as highlighted by Tims and Bakker (2010), employee-initiated changes through job crafting are deemed significant as they can enhance performance and contribute to goal attainment in the workplace. Employees who effectively leverage their personal potential within their roles tend to exhibit more positivity and can exert a beneficial influence on both individual and organizational levels (Lovell, 2015). Thus, this research proposes the following hypothesis:

H2: Job crafting has a positive effect on employee well-being

Work Engagement and Employee Well-Being

High work engagement, especially vigor, is associated with almost no psychomatic complaints. However, the nature of work in the service industry can cause employees to experience fatigue which leads to various psychosomatic disorders and can cause injuries at work (Radic et al., 2020). Life satisfaction is considered an important aspect of well-being and high work engagement (Shimazu et al., 2015). In addition to organizational outcomes, there is strong evidence that engagement has a beneficial impact at the individual level as well. For example, employees have better social functioning, greater life satisfaction, well-being, and health (Robledo et al., 2019). Afrianti et al. (2023), Cain et al. (2018), and Yang et al. (2019) stated that there is a positive influence of work engagement on employee well-being. Previous research shows that work engagement influences

organizational outcomes, such as customer satisfaction (Harter et al., 2002), positive service climate, high employee performance, and customer loyalty (Salanova et al., 2005), organizational financial performance (Xanthopoulou et al., 2005), as well as increasing employee well-being (Llorens et al., 2007). Well-being is an important factor in the quality of service interactions (Clarke & Hill, 2012). Based on these insights, the research proposes the following hypothesis:

H3: Work engagement has a positive effect on employee well-being

Figure 1 shows the conceptual research framework.

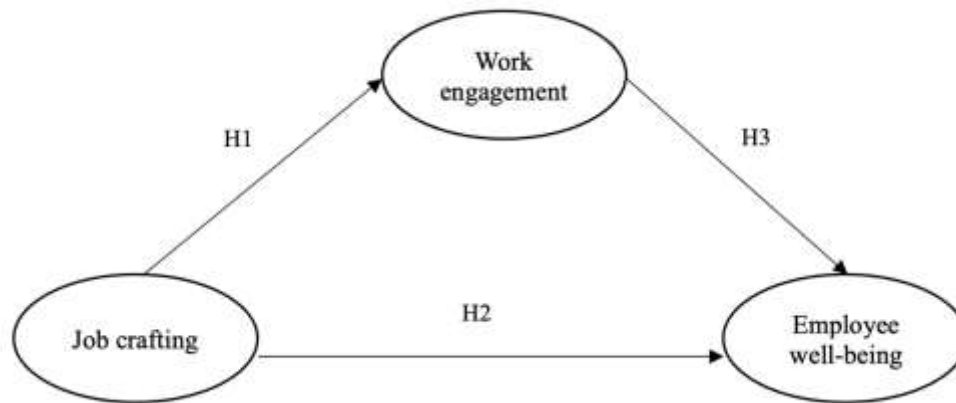


Figure 1. The Conceptual Research Framework

Source: Prepared by authors (2024)

METHODS

Samples and Procedures

This research employed a cross-sectional field survey to gather data from employees working in five-star hotels located in Jakarta, Indonesia. Jakarta was selected as the research location due to its status as the capital city of Indonesia and its significance as a key indicator of the national tourism barometer. Throughout the pandemic, five-star hotels in Jakarta witnessed a significant decline in room occupancy rates. Despite projections indicating an uptick in the workforce within the accommodation sector for 2022 and 2023, this growth does not match the rise in the number of hotels, suggesting potential inefficiencies in operations. Given the demanding nature of employment in the hotel industry, employees are highly susceptible to burnout unless organizations prioritize their well-being.

This survey included all managerial-level employees of Jakarta's five-star hotels. Because it is not possible to establish the exact total population, the target sample size of 160 respondents was obtained using the method described by Kock and Hadaya (2018). However, the final sample size of 247 participants exceeded the initial target amount. The sample was chosen using a purposive sampling method with the following criteria: have at least two years of work experience and be actively working in the current hotel. SmartPls was used for the statistical analysis, which followed the PLS-SEM method.

The process of assessing the model in Partial Least Squares Structural Equation Modeling (PLS-SEM) involves two key phases: evaluating the measurement model and analyzing the structural model. The evaluation of the measurement model aims to gauge the reliability and validity of the indicators representing latent variables. This assessment entails scrutinizing internal consistency, convergent validity, and discriminant validity. Composite Reliability (CR) is interpreted akin to Cronbach's alpha, with values above 0.7 considered acceptable. Convergent validity is examined through factor loading and Average Variance Extracted (AVE). Typically, a factor loading threshold of 0.70 is applied, with an indicator deemed to meet convergent validity if its outer loading surpasses 0.70, and the AVE value is over 0.50 (Hair et al., 2021). Discriminant validity assessments typically utilize the Heterotrait-Monotrait (HTMT) criteria, with values below 0.90 indicating discriminant

validity between reflectively measured constructs (Hair et al., 2022).

On the structural model side, the focus is on predicting relationships between latent variables, primarily analyzed through p-values (Hair et al., 2014). Evaluation of the structural model's performance involves assessing the coefficient of determination (R^2), where a value exceeding 0.333 is considered satisfactory (Chin et al., 2008); predictive relevance (Stone-Geisser's Q^2), value above zero being desirable for a specific endogenous latent structure (Chin, 2010); and standardized root mean square residual (SRMR); where values below 0.10 or 0.08 indicate satisfactory results in research (Hu & Bentler, 1999).

Measurement

Job crafting is measured using was measured using a scale from Wrzesniewski and Dutton (2001) with eight items, a sample item is “I am involved in various activities to build relationships in the hotel work environment”. On a six-point scale, respondents were asked to rate their level of agreement (1 = strongly disagree, 6 = strongly agree). Work engagement is measured using was measured using a scale from Schaufeli et al., (2002) with nine items, a sample item is “I have a positive mindset and am involved in developing hotels”. On a six-point scale, respondents were asked to rate their level of agreement (1 = strongly disagree, 6 = strongly agree). Employee well-being was assessed using nine items adapted from Page and Vella-Brodrick (2009), which consist of the dimensions of subjective well-being, psychological well-being, and workplace well-being. A sample item is “I have a definite life goal”. On a six-point scale, respondents were asked to rate their level of agreement (1 = strongly disagree, 6 = strongly agree).

Common Method Bias

In this research, a collinearity test is utilized to address the issue of common method bias. The presence of severe collinearity is identified by a variance inflation factor (VIF) exceeding 3.3, suggesting potential interference of common method bias in the model. Consequently, if all VIFs generated from the collinearity assessment are 3.3 or below, it indicates the absence of common method bias in the model (Kock, 2015).

RESULT AND DISCUSSION

Profile of the Respondents

The study's sample, consisting of 247 participants, comprised approximately 68% male respondents and 32% female respondents. More than 49% of the respondents were aged above 40 years, while 46.2% fell between the ages of 30 to 40 years. Regarding length of work, over 57.4% of employees reported working in their current hotel for two to five years, followed by approximately 37.7% who had been employed for more than five to ten years. Managers accounted for around 54.3% of the respondents. Table 1 summarizes the profile of the participants.

Table 1. Profile of the Respondents

Employees' Details	Frequency	%
<i>Gender</i>		
Male	168	68%
Female	79	32%
<i>Age</i>		
< 30	12	4.8%
>30-40	114	46.2%
>40	121	49%
<i>Length of work (in years)</i>		
2-5	142	57.4%
>5-10	93	37.7%
>10	12	4.9%
<i>Position</i>		
Manager	134	54.3%
Department Head	70	28.3%
Executive Assistant Manager	32	13%
General Manager	11	4.4%

Source: Prepared by authors (2024)

Measurement Model

Outer Loading

To assess convergent validity, the loading factor values must be higher than 0.7, the Average Variance Extracted (AVE) value must be greater than 0.5, and to assess discriminant validity, the root value of the AVE must be higher than the correlation value between the variables. A composite reliability value larger than 0.7 serves as the test's criterion. The findings displayed in Table 2 align with the validity and reliability evaluations. The Average Variance Extracted (AVE) value was used for the validity assessment, and the Outer Loading value and Composite Reliability (CR) value were used for reliability testing. The results show that every variable has an outer loading value and a composite reliability value that is higher than 0.7, indicating that every indication for the variable is reliable. Furthermore, the study of the AVE value shows that each variable has a value greater than 0.5, verifying the validity of both the variables and their indicators.

Table 2. Validity and Reliability Results

Constructs	Outer Loading	CR	AVE
<i>Job Crafting</i>		0.963	0.767
JC 1	0.749		
JC 2	0.774		
JC 3	0.906		
JC 4	0.943		
JC 5	0.845		
JC 6	0.943		
JC 7	0.946		
JC 8	0.875		
<i>Work Engagement</i>		0.964	0.746
WE1	0.835		
WE2	0.889		
WE3	0.801		
WE4	0.892		
WE5	0.908		
WE6	0.860		
WE7	0.857		
WE8	0.870		
WE9	0.857		
<i>Employee Well-Being</i>		0.968	0.769
EWB1	0.821		
EWB2	0.894		
EWB3	0.823		
EWB4	0.908		
EWB5	0.900		
EWB6	0.867		
EWB7	0.914		
EWB8	0.881		
EWB9	0.879		

Source: Prepared by authors (2024)

Discriminant Validity

The discriminant validity can then be evaluated using the Heterotrait-Monotrait Ratio (HTMT). Hair et al. (2022) suggest that HTMT offers more accurate techniques for assessing discriminant validity, such as utilizing multitrait-multimethod matrix or heterotrait-monotrait (HTMT) ratios. Discriminant validity between two constructs is established if the HTMT value is below 0.9. The data presented in Table 3 demonstrates that all HTMT values are indeed below 0.9. Consequently, these findings affirm that all indicators in this research model effectively distinguish and measure the construct.

Table 3. Heterotrait-Monotrait Ratio (HTMT) Values

	Job Crafting	Work Engagement	Employee Well-Being
Job Crafting	-	-	-
Work Engagement	0.650	-	-
Employee Well-Being	0.727	0.868	-

Source: Prepared by authors (2024)

Common Method Bias

In this research, the collinearity test conducted using SmartPLS serves to mitigate common method bias. Table 4 displays the outcomes of this test, affirming that the dataset remains unaffected by common method bias, given that all VIF values are under 3.3.

Table 4. Collinearity Test Results

Constructs	Job Crafting	Work Engagement	Employee Well-Being
Job Crafting	-	1.000	1.643
Work Engagement	-	-	1.643
Employee Well-Being	-	-	-

Source: Prepared by authors (2024)

Structural Model

In this section, the importance and significance of the path coefficients are assessed. The hypotheses underwent testing via both the bootstrapping method in PLS-SEM and the regression model. The findings revealed a noteworthy positive correlation for all hypotheses examined in the study, as illustrated in Figure 2.

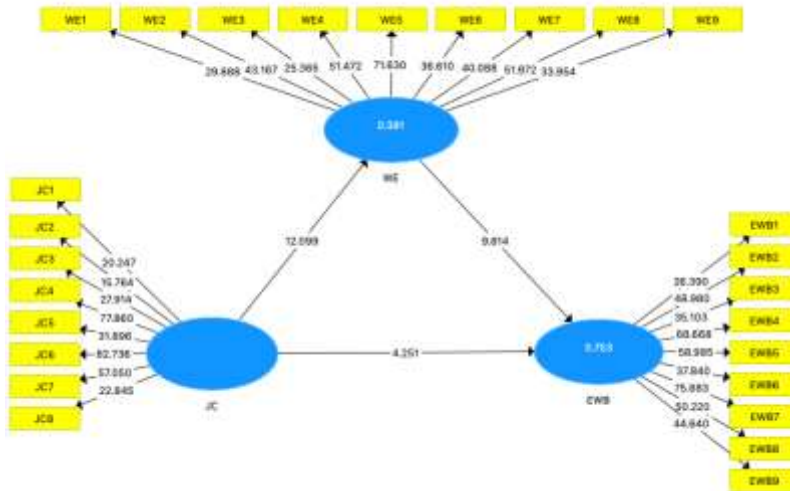


Figure 2. Structural Model

Source: Prepared by authors (2024)

Table 5 shows the model fitness of research where R² is more than 0.333, crossvalidated redundancy being positive and greater than zero, and the SRMR value is less than 0.08.

Table 5. Model Fitness of Research

	R ²	Q ²	SRMR
Employee Well-Being	0.753	0.574	0.067
Work Engagement	0.391	0.286	

Source: Prepared by authors (2024)

The aim of hypothesis testing is to determine if there is sufficient evidence to support or refute the relationship between variables. In this research, hypothesis testing was conducted using a one-tailed test with a t-table threshold of 1.65 (at a significance level of 5%). The hypotheses were formulated directionally, and if the calculated t-value exceeds the t-table value of 1.65, the hypothesis is considered validated. The results presented in Table 6 demonstrate that all hypotheses were confirmed.

Table 6. Hypothesis Testing Results

Hypothesis	Path	p value	t-statistics	Conclusion
H1: Job crafting has positive effects on employee well-being	0.294	0.000	4.294	Supported
H2: Job crafting has positive effects on work engagement	0.626	0.000	11.258	Supported
H3: Work engagement has positive effects on employee well-being	0.653	0.000	10.136	Supported

Source: Prepared by authors (2024)

DISCUSSION

Based on the research results, it can be concluded that job crafting has a positive effect on employee well-being, supporting hypothesis 1. These results are in line with the study conducted by Teng et al. (2022); Guo and Hou (2022); Emilisa et al. (2020); Sutisna et al. (2020); and Stephani and Kurniawan (2018). This means that the higher the job crafting an employee has, the higher the level of work engagement will be. Job crafting not only increases work engagement but also encourages service recovery performance. Through active job redesign, changes in perception towards work, and building stronger interpersonal relationships in the workplace, employees can potentially enhance their well-being. Job crafting is particularly relevant to employees in the service industry, such as those in the hotel sector, as it involves prioritizing service quality in job design and is essential for maintaining high levels of work engagement required in hotels, which prioritize interaction with guests. By engaging in job crafting, employees can take ownership of their daily tasks, improve their mastery of methods and results, reduce work-related stress, and create a more positive work environment, leading to greater motivation and job satisfaction (Chang et al., 2021).

Based on the research results, it can be concluded that job crafting has a positive effect on work engagement, supporting hypothesis 2. These results support previous studies by Berg et al. (2013) and Lovell (2015), which have also identified the positive relationship between job crafting and work engagement. Job crafting, which involves employees actively shaping their roles and tasks, plays a pivotal role in determining their levels of satisfaction and stress. These factors, in turn, can significantly affect employee performance and overall well-being. Recognizing the intricate relationship between job crafting, work engagement, and employee well-being underscores the importance of fostering a conducive environment within organizations that not only permits but actively encourages job crafting activities. For hotels, this implies the necessity of creating a supportive culture that values and facilitates job crafting initiatives. Such an environment empowers employees to tailor their roles according to their strengths and preferences, leading to increased job satisfaction and performance. Moreover, by promoting job crafting, hotels can help mitigate the risk of stress and dissatisfaction among employees, thereby promoting overall well-being and productivity in the workplace. Hence, fostering an understanding of job crafting and integrating it into organizational practices can be viewed as a strategic approach to enhancing workplace well-being and fostering higher levels of employee engagement and productivity.

The research findings indicate that work engagement has a positive effect on employee well-being, thereby confirming hypothesis 3. This conclusion aligns with earlier studies conducted by Afrianti et al. (2023), Yang et al. (2019), and Cain et al. (2018), which have also demonstrated the beneficial effects of work engagement on employee well-being. Moreover, prior research has established a link between work engagement and various organizational outcomes. For instance, studies by Harter et al. (2002) and Salanova et al. (2005) have highlighted the influence of work engagement on customer satisfaction, service climate, employee performance, and customer loyalty, ultimately contributing to organizational financial performance. Additionally, research by Xanthopoulou et al. (2005) and Llorens et al. (2007) has emphasized the role of work engagement in enhancing employee well-being. Given the significance of employee well-being in shaping the quality-of-service interactions, as noted by Clarke & Hill (2012), these findings underscore the importance of fostering work engagement to promote both employee well-being and organizational success.

CONCLUSION

The research findings unequivocally demonstrate the positive impact of job crafting on both work engagement and employee well-being. This highlights the significance of job crafting as a crucial mechanism for enhancing both aspects within the workplace. By actively shaping their roles and tasks, employees are better positioned to experience heightened levels of engagement and well-being. Moreover, the results also underscore the relationship between work engagement and employee well-being. Engaged employees demonstrate a deeper connection and involvement with their work, often manifesting in increased enthusiasm and vigor in their tasks. This positive energy not only benefits the individual but also contributes to a more vibrant and productive work environment.

Overall, the empirical support for all hypotheses offers valuable insights into the dynamics within the hotel industry, shedding light on effective strategies for promoting employee well-being and engagement. In addressing the contemporary challenges faced by the hotel industry, particularly concerning employee well-being, this research provides actionable solutions. Recognizing employee well-being as a cornerstone for business continuity, the findings emphasize the importance of prioritizing and investing in initiatives that foster a supportive and engaging work environment within the hotel sector.

PRACTICAL IMPLICATION

This research holds significant practical implications, particularly in terms of enhancing organizational support for job crafting initiatives. Hotel management can take proactive steps by implementing supportive programs and providing facilities that encourage and facilitate job crafting among employees. When employees receive support from management, such as resources, training, and encouragement, they are more likely to proactively redefine and shape their work tasks to better align with their strengths and preferences. This, in turn, leads to increased levels of work engagement among employees.

Furthermore, when employees feel supported by their organization, they are motivated to take on a more active role in improving their work performance, including delivering exceptional service to guests. By empowering employees to craft their roles and tasks, hotels can foster a culture of continuous improvement and innovation in service delivery. As employees experience firsthand the benefits of organizational support for job crafting, their sense of engagement and commitment to their work is likely to strengthen over time.

Ultimately, by investing in initiatives that promote job crafting and providing robust support systems, hotels can create a positive cycle wherein increased employee engagement and performance lead to enhanced service quality and customer satisfaction. This, in turn, reinforces the importance of organizational support, thereby fostering even greater levels of work engagement among employees in the future.

FUTURE RESEARCH

For future research, considering the broader context of the hotel industry, comparative studies across different sectors or geographical regions could shed light on the generalizability of findings and identify contextual factors that shape the effectiveness of job crafting interventions.

Additionally, examining potential variables that influence the effectiveness of job crafting interventions could be fruitful. Factors such as organizational culture, leadership styles, and individual differences may interact with job crafting behaviors to either enhance or hinder its impact on work engagement and employee well-being.

REFERENCES

- Afrianti, L., Rahmi, T., & Febriani, U. (2023). Work engagement dan employee wellbeing pada dosen. *Jurnal Riset Psikologi*, 6(2), 87–92. <https://doi.org/http://dx.doi.org/10.24036/jrp.v6i2.14868>
- Agarwal, S. (2020). Leadership style and performance of employees. *International Research Journal of Business Studies*, 13(1), 1–14. <https://doi.org/10.21632/irjbs.13.1.1-14>
- Albrecht, S. L. (2012). The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra-role performance. *International Journal of Manpower*, 33(7), 840–853. <https://doi.org/10.1108/01437721211268357>

- Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2013). Job crafting and meaningful work. In Purpose and meaning in the workplace. American Psychological Association. <https://doi.org/10.1037/14183-005>
- Cain, L., Busser, J., & Kang, H. J. (Annette). (2018). Executive chefs' calling: effect on engagement, work-life balance and life satisfaction. *International Journal of Contemporary Hospitality Management*, 30(5), 2287–2307. <https://doi.org/10.1108/IJCHM-02-2017-0105>
- Chang, P.-C., Rui, H., & Wu, T. (2021). Job Autonomy and Career Commitment: A Moderated Mediation Model of Job Crafting and Sense of Calling. *Sage Open*, 11(1). <https://doi.org/10.1177/21582440211004167>
- Chen, C.-Y., Yen, C.-H., & Tsai, F. C. (2014). Job crafting and job engagement: The mediating role of person-job fit. *International Journal of Hospitality Management*, 37, 21–28. <https://doi.org/10.1016/j.ijhm.2013.10.006>
- Chin, W. W. (2010). How to Write Up and Report PLS Analyses. In Esposito Vinzi, V., Chin, W.W., Henseler, J. and Wang, H. (Eds.), *Handbook of Partial Least Squares: Concepts, Methods and Applications*, Springer Handbooks of Computational Statistics Series, Vol. II (pp. 655-690). Springer Heidelberg, Dordrecht, London, New York. https://doi.org/10.1007/978-3-540-32827-8_29
- Chin, W., Peterson, R., & Brown, P. (2008). Structural equation modelling in marketing: some practical reminders. *The Journal of Marketing Theory and Practice*, 16(4), 287–298. <https://doi.org/10.2753/MTP1069-6679160402>
- Chughtai, A. A. (2013). Linking affective commitment to supervisor to work outcomes. *Journal of Managerial Psychology*, 28(6), 606–627. <https://doi.org/10.1108/JMP-09-2011-0050>
- Clarke, M. A., & Hill, S. R. (2012). Promoting employee wellbeing and quality service outcomes: The role of HRM practices. *Journal of Management & Organization*, 18(5), 702–713. <https://doi.org/10.5172/jmo.2012.18.5.702>
- Cooper, B., Wang, J., Bartram, T., & Cooke, F. L. (2019). Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience. *Human Resource Management*, 58(1), 85–97. <https://doi.org/10.1002/hrm.21934>
- da Borralha, S., Neves de Jesus, S., Pinto, P., & Viseu, J. (2016). Job satisfaction in hotel employees: A systematic review of the literature. *Journal of Spatial and Organizational Dynamics*, 4(1), 4–20.
- Emilisa, N., Yudhaputri, E. A., Dewi, I. K., & Lunarindiah, G. (2020). the impact of job demands and job resources to work engagement and job stress mediated by job crafting: A study from event organizer's employees. *International Journal of Advanced Science and Technology*, 29(5), 558–566.
- Fan, D., Cui, L., Zhang, M. M., Zhu, C. J., Härtel, C. E. J., & Nyland, C. (2014). Influence of high performance work systems on employee subjective well-being and job burnout: empirical evidence from the Chinese healthcare sector. *The International Journal of Human Resource Management*, 25(7), 931–950. <https://doi.org/10.1080/09585192.2014.876740>
- Ghitulescu, B. E. (2007). Shaping tasks and relationships at work: Examining the antecedents and consequences of employee job crafting. University of Pittsburgh.
- Guo, Y., & Hou, X. (2022). The effects of job crafting on tour leaders' work engagement: the mediating role of person-job fit and meaningfulness of work. *International Journal of Contemporary Hospitality Management*, 34(5), 1649–1667. <https://doi.org/10.1108/IJCHM-09-2021-1082>
- Hair, J. F., Sarstedt, M., & Ringle, C. M. (2019). Rethinking some of the rethinking of partial least squares. *European Journal of Marketing*, 53(4), 566–584. <https://doi.org/10.1108/EJM-10-2018-0665>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279. <https://doi.org/10.1037/0021-9010.87.2.268>
- Hu, L., Bentler, P.M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: conventional criteria versus new alternatives. *Structural Equation Modeling*, 6(1), 1–55. <https://doi.org/10.1080/10705519909540118>
- Huang, L.-C., Ahlstrom, D., Lee, A. Y.-P., Chen, S.-Y., & Hsieh, M.-J. (2016). High performance work systems, employee well-being, and job involvement: an empirical study. *Personnel Review*, 45(2), 296–314. <https://doi.org/10.1108/PR-09-2014-0201>
- Jam, F. A., Singh, S. K. G., Ng, B., & Aziz, N. (2016). Effects of Uncertainty Avoidance on Leadership Styles in Malaysian Culture, , *International Journal of Advance Business and Economics Research*, 14(8), 7029-7045.
- Kanten, P. (2014). The antecedents of job crafting: Perceived organizational support, job characteristics, and self-efficacy. *European Journal of Business and Social Sciences*, 3(5), 113–128.
- Karapinar, P. B., Camgoz, S. M., & Ekmekci, O. T. (2019). Employee well-being, workaholism, work–family conflict and instrumental spousal support: a moderated mediation model. *Journal of Happiness Studies*, 21, 2451–2471. <https://doi.org/10.1007/s10902-019-00191-x>
- Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132–140. <https://doi.org/10.1016/j.ijhm.2012.05.003>
- Karatepe, O. M., & Eslamlou, A. (2017). Outcomes of job crafting among flight attendants. *Journal of Air Transport Management*, 62, 34–43. <https://doi.org/10.1016/j.jairtraman.2017.02.005>

- Kim, H. (Lina), Woo, E., Uysal, M., & Kwon, N. (2018). The effects of corporate social responsibility (CSR) on employee well-being in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 30(3), 1584–1600. <https://doi.org/10.1108/IJCHM-03-2016-0166>
- Ko, I. (2011). *Crafting a job: creating optimal experiences at work*. The Claremont Graduate University.
- Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration*, 11(4), 1-10. <http://dx.doi.org/10.4018/ijec.2015100101>
- Kock, N., & Hadaya, P. (2018). Minimum sample size estimation in PLS-SEM: The inverse square root and gamma-exponential methods. *Information Systems Journal*, 28(1), 227–261. <https://doi.org/10.1111/isj.12131>
- Kooij, D. T. A. M., Guest, D. E., Clinton, M., Knight, T., Jansen, P. G. W., & Dikkers, J. S. E. (2013). How the impact of HR practices on employee well-being and performance changes with age. *Human Resource Management Journal*, 23(1), 18–35. <https://doi.org/10.1111/1748-8583.12000>
- Khan, T., Hayat, S., Hayat, H., Ali, S., Khan, S., & Ahmad, M. (2021). Population Estimation of *Oncorhynchus Mykiss*, *Salmo Trutta* and *Schizothorax Plagastimus* in Upper River Swat, Khyber Pakhtunkhwa, Pakistan. *Mathews Journal of Veterinary Science*, 5(1), 1-3.
- Korff, J., Biemann, T., & Voelpel, S. C. (2017). Human resource management systems and work attitudes: The mediating role of future time perspective. *Journal of Organizational Behavior*, 38(1), 45–67. <https://doi.org/10.1002/job.2110>
- Kotera, Y., Adhikari, P., & Sheffield, D. (2021). Mental health of UK hospitality workers: shame, self-criticism and self-reassurance. *The Service Industries Journal*, 41(15–16), 1076–1096. <https://doi.org/10.1080/02642069.2020.1713111>
- Llorens, S., Schaufeli, W., Bakker, A., & Salanova, M. (2007). Does a positive gain spiral of resources, efficacy beliefs and engagement exist? *Computers in Human Behavior*, 23(1), 825–841. <https://doi.org/10.1016/j.chb.2004.11.012>
- Lovell, M. (2015). *What is employee well-being? Your checklist for ensuring that employee wellbeing is a part of your office culture*. London: Morgan Sindall Group.
- Lyons, P. (2008). The crafting of jobs and individual differences. *Journal of Business and Psychology*, 23(1–2), 25–36. <https://doi.org/10.1007/s10869-008-9080-2>
- Jam, F. A., Haq, I. U., & Fatima, T. (2012). Psychological contract and job outcomes: Mediating role of affective commitment. *Journal of Educational and Social Research*, 2(4), 79-79.
- Padave, P., Kanekar, R., & Chande, K. (2021). Empirical study on organisational commitment of employees in Indian hotel industry. *Materials Today: Proceedings*. <https://doi.org/10.1016/j.matpr.2021.05.654>
- Page, K. M., & Vella-Brodick, D. A. (2009). The ‘what’, ‘why’ and ‘how’ of employee well-being: A new model. *Social Indicators Research*, 90(3), 441–458. <https://doi.org/10.1007/s11205-008-9270-3>
- Prabhu, M., Abdullah, N. N., Ahmed, R. R., Nambirajan, T., & Pandiyan, S. (2020). Segmenting the manufacturing industries and measuring the performance: using interval-valued triangular fuzzy TOPSIS method. *Complex & Intelligent Systems*, 6(3), 591–606. <https://doi.org/10.1007/s40747-020-00157-0>
- Radic, A., Arjona-Fuentes, J. M., Ariza-Montes, A., Han, H., & Law, R. (2020). Job demands–job resources (JD-R) model, work engagement, and well-being of cruise ship employees. *International Journal of Hospitality Management*, 88. <https://doi.org/10.1016/j.ijhm.2020.102518>
- Robertson, I. T., & Cooper, C. L. (2010). Full engagement: The integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*, 31(4), 324–336. <https://doi.org/10.1108/01437731011043348>
- Robledo, E., Zappalà, S., & Topa, G. (2019). Job crafting as a mediator between work engagement and wellbeing outcomes: A time-lagged study. *International Journal of Environmental Research and Public Health*, 16(8), 1376. <https://doi.org/10.3390/ijerph16081376>
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: a review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52(1), 141–166. <https://doi.org/10.1146/annurev.psych.52.1.141>
- Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of Personality and Social Psychology*, 69(4), 719–727. <https://doi.org/10.1037/0022-3514.69.4.719>
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217–1227. <https://doi.org/10.1037/0021-9010.90.6.1217>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>
- Shimazu, A., Schaufeli, W. B., Kamiyama, K., & Kawakami, N. (2015). Workaholism vs. work engagement: The different predictors of future well-being and performance. *International Journal of Behavioral Medicine*, 22(1), 18–23. <https://doi.org/10.1007/s12529-014-9410-x>
- Siddiqi, M. A. (2015). Work engagement and job crafting of service employees influencing customer outcomes. *Vikalpa: The Journal for Decision Makers*, 40(3), 277–291. <https://doi.org/10.1177/0256090915598584>
- Sirgy, M. J. (2012). *The Psychology of Quality of Life* (Vol. 50). Springer Netherlands. <https://doi.org/10.1007/978-94-007-4405-9>

- Stephani, D., & Kurniawan, J. E. (2018). Hubungan antara job crafting dan work engagement pada karyawan. *Psychopreneur Journal*, 2(1), 30–40. <https://doi.org/https://doi.org/10.37715/psy.v2i1.865>
- Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship. *Tourism Management*, 72, 437–450. <https://doi.org/10.1016/j.tourman.2019.01.009>
- Sutisna, A. J. R., H., P., & Putera, V. S. (2020). Pengaruh job crafting terhadap work engagement pada karyawan PT. X. *Prosiding Psikologi*, 6(2), 889–896. <https://doi.org/http://dx.doi.org/10.29313/.v6i2.24493>
- Teng, Y.-M., Wu, K.-S., & Tsai, C.-H. (2022). Antecedents and consequences of job crafting: Evidence from a multinational travel corporation in Taiwan. *Journal of Hospitality and Tourism Management*, 51, 1–10. <https://doi.org/10.1016/j.jhtm.2022.02.006>
- Tims, M., & Bakker, A. B. (2010). Job crafting: Towards a new model of individual job redesign. *SA Journal of Industrial Psychology*, 36(2), 1–9. <https://doi.org/10.4102/sajip.v36i2.841>
- Turban, D. B., & Yan, W. (2016). Relationship of eudaimonia and hedonia with work outcomes. *Journal of Managerial Psychology*, 31(6), 1006–1020. <https://doi.org/10.1108/JMP-07-2015-0271>
- van den Heuvel, M., Demerouti, E., & Peeters, M. C. W. (2015). The job crafting intervention: Effects on job resources, self-efficacy, and affective well-being. *Journal of Occupational and Organizational Psychology*, 88(3), 511–532. <https://doi.org/10.1111/joop.12128>
- van Wingerden, J., Derks, D., & Bakker, A. B. (2015). The impact of personal resources and job crafting interventions on work engagement and performance. *Human Resource Management*, 56(1), 51–67. <https://doi.org/10.1002/hrm.21758>
- Varga, S., Mistry, T. G., Ali, F., & Cobanoglu, C. (2021). Employee perceptions of wellness programs in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 33(10), 3331–3354. <https://doi.org/10.1108/IJCHM-12-2020-1417>
- Wright, T. A., Cropanzano, R., & Bonett, D. G. (2007). The moderating role of employee positive well-being on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology*, 12(2), 93–104. <https://doi.org/10.1037/1076-8998.12.2.93>
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *The Academy of Management Review*, 26(2), 179. <https://doi.org/10.2307/259118>
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology*, 82(1), 183–200. <https://doi.org/10.1348/096317908X285633>
- Yang, X., Feng, Y., Meng, Y., & Qiu, Y. (2019). Career adaptability, work engagement, and employee well-being among Chinese employees: The role of guanxi. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.01029>
- Zhang, J., Ling, W., Zhang, Z., & Xie, J. (2015). Organizational commitment, work engagement, person-supervisor fit, and turnover intention: a total effect moderation model. *social behavior and personality: An International Journal*, 43(10), 1657–1666. <https://doi.org/10.2224/sbp.2015.43.10.1657>