

# The Effect of Job Crafting and Work Engagement toward Readiness for Change among Millennial Employees

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**Abstract:** Indonesia has a demographic bonus where the millennial generation of employees is more dominant than the previous generation. Millennial employees as one of the organizational resources must be ready to face changes in order to improve organizational performance. There are various factors that can affect employee readiness for change, including job crafting and work engagement. This study aims to determine the effect of job crafting and work engagement toward the readiness for change among millennial. This study involved 150 employees, male or female, aged 23–39 years. The data collection method in this study used a Likert scale model using the Work Engagement Scale, the Job Crafting Scale, and the Readiness for Change scale. The results showed that partially job crafting and work engagement had a positive effect on readiness for change on millennial employees with t-count values of 6.375 and 2.851 with a significance of 0.000 ( $p < 0.005$ ). Simultaneously, the variables of job crafting and work engagement have a significant effect on the readiness for change of millennial employees with an F-count of 57.443 and a significance of 0.000;  $p < 0.05$ ). Job crafting and work engagement contributed to the readiness for change by 43.9% ( $R\text{-square} = 0.439$ ).

## 1 INTRODUCTION

Human resources are dynamic so that changes occur consistently with the retirement of older workers and being replaced by younger millennials (Ozcelik, 2015). In reality, it is unlikely that at one time it would consist of individuals with the same age or habits, at the same time will consist of senior and junior employees (Wibowo & Haryanti, 2017), in other words there will be several generations in the same period. Currently, there are several millennial generations in the workforce, namely baby boomers (1946-1964), generation X (1965-1980), and millennial generation (1981-2000) (in Delcampo, Haggerty, Haney, & Knippel, 2011). When the baby boomers start to retire and leave their jobs, members of the millennial generation enter the workforce.

Aini (in Hidayati, Jufri, & Indahari, 2017) states that human resources in several industries have currently been starting to be dominated by the millennial generation and estimated to have twice

size as large as generation X. Millennials are capable of accessing information quickly, have broad knowledge and high multitasking ability (Tay, 2011). The millennial generation also has high confidence and optimism and likes challenges so that when they feel bored and less challenged in their work, the millennial generation tends to look for other jobs (Ozcelik, 2015; Saril, Seniati, & Varias, 2017). According to several studies, the results show that millennials are twice as likely to leave their jobs as Generation X after one year of working (Swiggard 2011; Meister, 2012). Loyalty and meaningfulness of work have a significant relationship with work engagement (Geldenhuys, Laba, & Venter, 2014) so that the millennial generation is indicated to experience lower work engagement compared to the older generation (Coetze & de Villiers, 2010).

Actually, when viewed from another perspective, the millennial generation is a generation who has big ambitions, and as fate would have it, the presence of

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this generation is welcomed by the advances in the development of information technology. The availability of a million information about job opportunities, experiences and new challenges as well as the offer of various benefits are used as the main consideration factors in the world of work. On the other hand, the millennial generation also has high confidence in their abilities. Although when viewed from the experience side, this generation tends to be lacking, but with the availability of many opportunities, the millennial generation has the opportunity to get experience much faster than the previous generation. The positive side of this generation's love to move from one company to another is actually an advantage factor in gathering experience (KPPA & BPS, 2018).

The existence of an increasingly rapid change requires organizations to be able to adapt to change. Employees must also be more flexible in carrying out their work and able to adapt to the demands of the organization. Adjusting to work requires more effort from employees. They need to think about and work out how their resources can be used to manage the current demands. In this situation, what they can do is that they can freely change their jobs by choosing tasks, negotiating job content and assigning meaning to their work (Parker & Ohly in Bakker & Leiter, 2012). Bakker and Leiter, (2012) consider this effort to be carried out by employees who are very engaged with their work. According to Wrzesniewski and Dutton (2001), the effort to change the work done by employees is job crafting.

Job crafting has the potential to improve employees' balance between job demands and job resources (Bakker & Leiter, 2012). Bakker and Leiter (2012) also reveal that job crafting helps employees in the process of adjusting to their work (person job-fit). Job crafting is the process of changing the way/design of work done by employees both physically and psychologically (Wrzesniewski, & Dutton, 2001). It is a proactive behavior and initiative of employees aimed at aligning their work with their own preferences, motives, and interests, employees can structure their work by changing various aspects of their work such as tasks, relationships at work, and their view of the work (Wrzesniewski & Dutton, 2001). Job crafting as a proactive attitude of employees in adapting to the work environment can help them face an uncertain and rapidly changing work environment (Kira, van Eijnatten, & Balkin, 2010). So that it can be said that employees who do job crafting will have readiness for change.

Readiness for change, beliefs, intentions, attitudes, and behaviors regarding the extent to which change is needed and the extent to which the organization's capacity can achieve it successfully (Susanto, 2008) are important for employees to have and need to be considered by the organization. Bernerth (in Shah, 2009) defines that readiness for change is a state of mind during the change process that reflects a willingness to change one way of thinking. Shah (2009) also adds that before developing a positive state of mind towards organizational change, employees should be able to visualize the current organizational situation and organizational environment by comparing the past and anticipating it with a future perspective. Employees see themselves as necessary to make changes to themselves to be ready for changes that will occur in the organization.

Harvey (in Bandaranaike & Willison, 2015) states that the ability to work is not only about how to get a job but also about how to develop attributes, techniques, or experiences for life. Research conducted by (Holt, et al, 2007) shows that employees' attitudes and behaviors need to be developed for successful organizational change. They also add that organizational change affects employees' attitudes and behavior because they are transferred from a known situation to an unknown situation, which can cause uncertainty, tension, and anxiety among employees. Change can take place at any time. Without making changes, organizations will lose their ability to compete without introducing adequate changes in a timely and ethical manner, organizations will face difficult times and significantly reduce their chances for long-term survival. Employees who cannot survive will be displaced by those who can survive. Employees who can survive in changing conditions in this study are referred to as employees who have readiness for change.

Change certainly requires employees to make an effort to deal with uncertain situations that can drain their energy and mind (Maslach, Schaufeli, & Leiter, 2001). This condition shows that, currently, the success of changes carried out by organizations increasingly depends on employees who can take personal responsibility for making changes independently through effective adaptation to changing conditions and proactively anticipating new challenges (Ghitulescu, 2013). It is because when employees are unable to adapt to change they will tend to resist and trigger negative reactions that cause the goals of change and the organization cannot be achieved (Armenakis, Haris, &

Mossholder, 1993). In these situations, job crafting can play an important role because it allows employees to flexibly emerge new work roles which can then be used to deal with relatively unknown situations as a form of adaptation (Berg, Grant, & Johnson, 2010; Griffin, Neal, & Parker, 2007). With the ability of job crafting, employees can adapt to the demands of a very dynamic workplace (Grant & Parker, 2009), they can make changes based on their initiatives that allow them to have a balance between job demands and work resources with their needs and needs capabilities of employees (Tims, Bakker, & Derks, 2012). It will make them feel more comfortable in doing their job, willing to adapt and more open to change (Demerouti, Xanthopoulou, Petrou, & Karagkounis, 2017).

Based on the results of previous research, there are several factors that affect readiness for change, including: psychological climate (Martin, et.al, 2005), work engagement (Saks, 2006), and organizational justice (Foster, 2010). Work engagement has a significant and positive relationship to readiness for change (Astelita, 2012). Employees who have high work engagement tend to be more ready to change, while employees who have low work engagement tend to be resistant or less ready to change. The most compatible work engagement model for the millennial generation workforce is the key to the organization's success in winning the highly competitive business world in the industrial era 4.0 (Mulyati, et al., 2019).

Macey and Schneider (2008) say that work engagement is a positive psychological state related to work which is characterized by a genuine desire to contribute to organizational success. Schieman (2011) states that work engagement describes how far employees are willing to go beyond the minimum requirements of their role to provide additional energy or advocate (defend) their organization against other companies as a good place to work or invest. Employees who are engaged will work harder and stay with the company longer, satisfy more customers and have a stronger positive influence on company results. Various research sources state that work engagement is the main antecedent that affects the success of the initiation of organizational change (Saks, 2006). In addition, Zulkarnain & Hadiyani (2014) also found that work engagement contributes to employee readiness to change, namely: personal resources and job demand.

Based on the description above, it can be concluded that job crafting and work engagement have a contribution to readiness for change, especially for millennial generation employees. The

results of this study can be used as a reference to develop other studies related to readiness for change in millennial generation employees, as well as developing appropriate forms of intervention to increase readiness for change in millennial employees. The hypothesis formulated in this study is that there is an effect of job crafting and work engagement toward the readiness for change among millennial employees in Yogyakarta.

## 2 METHOD

### 2.1 Participants

The subjects in this study were 150 employees aged 24-39 years in the Yogyakarta area and have worked for at least one year, selected by using purposive sampling technique. This is because there is a difference between involvement in the work of employees with new tenures and employees with long tenures (Kurniawati, 2014). In line with that, according to Sedarmayanti (2017), employees who have worked for a minimum of one year or more than one year are assumed to have had work experience and interacted with the workplace environment.

### 2.2 Research Design

The research design of this research was quantitative research which referred to an ability to conduct generalization toward the result of the reseatch, the degree of generalizability within population, and belong to one of systematic, planned, and structured research method. This type of the research belongs to non-experimental research which measure the effect of independent variable toward dependent variable without giving special treatment to the dependent variable. This research used correlational type because it was aimed to explore the description of each variable, which were: work engagement toward readiness for change among millennial employees in Yogyakarta.

### 2.3 Measure

The data in this research was collected using a scale with likert model. The scale used to investigate job crafting, work engagement, and readiness for change were: job crafting scale, work engagement scale, and scale of readiness for change which was constructed by the researcher according to each aspect from every variable. Job crafting scale refers to the

following aspects, such as: task crafting, relational crafting, and cognitive crafting from Wrzesniewski and Dutton (2001). Work engagement scale refers to the following aspects, such as: vigor, dedication, and absorption which was modified from Utrecht Work Engagement Scale (UWES) from Schaufeli & Bakker (2004). Scale of readiness for change was constructed according to the following aspects, such as: self-efficacy, appropriateness, principal support, and personal balance from Holt (2007). The data was collected by sending a scale via Google Form to respondents. This way is done because it is easier and faster to implement. The readiness for change, job crafting, and work engagement scales were prepared using a scale model consisting of four alternative answers, namely SS (Very Appropriate), S (Suitable), TS (Not Appropriate), and STS (Very Unsuitable).

Before the job crafting scale was distributed in the study, it was first tested on a group of subjects with the same characteristics to determine the value of the item's distinguishing power and reliability. Among 17 items, all items are declared valid. The coefficient of discrepancy among items moves from 0.384-0.554 with a reliability coefficient alpha ( $\alpha$ ) of 0.851. Before the work engagement scale was used in research, it was first tested on a group of subjects to determine the value of the item's distinguishing power and reliability. There are no items that fall from 24 items. The coefficient of discriminating power of items moves from 0.310 to 0.842 with a reliability coefficient of alpha ( $\alpha$ ) of 0.948. Before the readiness for change scale is distributed in the study, it was first tested on a group of subjects with the same characteristics to determine the value of the item's distinguishing power and reliability. Among 20 items, all items are declared valid. The coefficient of item discriminating power moves from 0.317-0.644 with a reliability coefficient alpha ( $\alpha$ ) of 0.838.

### 2.4 Data Analysis Technique

Analysis of the data used in this study is the classical assumption test and hypothesis testing. Classical

assumption test consists of normality test, multicollinearity test, and linearity test. Hypothetical testing in this study using Multiple Linear Regression Test using SPSS Version 21.0 program.

## 3 RESULT

This study aims to examine whether job crafting and work engagement have an effect on readiness for change. Based on the scale distributed via Google Form, it can be seen that the characteristics of the research subjects include gender, age range, years of service, employee status, and education level, as shown in Table 1 below:

Table 1: Distribution of research respondents.

Characteristics	Amount	%	Total
Gender			
Male	66	44	150
Female	84	56	
Age			
< 30 years old	76	51	150
31 – 39 years old	74	49	
Years of service			
1– 5 years	80	53	150
> 5 years	70	47	
Education			
Senior High School	15	10	150
Associate degree	15	10	
Bachelor	110	70	150
Master	15	10	

The data obtained from the scale of job crafting, work engagement, and readiness for change were used as the basis for testing the hypothesis. The description of job crafting, work engagement, and readiness for change data can be seen in Table 2 below:

Table 2: Data Description of the Job Crafting Scale, Work Engagement Scale, and Readiness for Change (N=150).

Variable	Hypothetical Score				Empirical Score			
	Min	Max	Mean	SD	Min	Max	Mean	SD
<i>Job Crafting</i>	17	68	42.5	8.5	38	68	54.11	6.967
<i>Work Engagement</i>	24	96	60	12	38	96	78.25	11.914
<i>Readiness for Change</i>	44	76	62.17	7.522	20	80	50	10

The results of job crafting categorization show that subjects who have a high score or fall into the high category are 104 subjects (69%) with 46 people (31%), and 0 people (0%) in the low category. From these results it can be concluded that most of the subjects have a high level of job crafting. The results of the categorization of work engagement show that there are no subjects who have high scores or are in the high category (0%), subjects with medium categorization are 110 people (73%) and 40 subjects are in the low category (27%). From these results it can be concluded that most of the subjects have work engagement at a moderate level. The results of the categorization of readiness for change showed that subjects who had a high score or were included in the high category were 88 people (59%), subjects with moderate categorization were 61 people (41%) and no subject was in the low category. From these results it can be concluded that most of the subjects have readiness for change at High and Medium levels.

The research data were analyzed using Multiple Linear Regression Test. Before testing the hypothesis, the assumption test consists of normality test, multicollinearity test, and linearity test. Normality test is an analysis conducted to determine whether each variable has a normal distribution. This normality test uses the Kolmogorov Smirnov model analysis (KS-Z). The guideline used to determine whether the distribution is normal or not, if  $p > 0.05$  then the data distribution follows the normal distribution and if  $p < 0.05$  then the data distribution does not follow the normal distribution. On the job crafting scale, the K-S-Z value is 0.855 with a significance of 0.458 ( $p > 0.05$ ). On the work engagement scale, the K-S-Z value is 0.993 with a significance of 0.278 ( $p > 0.05$ ). Thus, the three variables have a normal data distribution. On the readiness for change scale, the K-S-Z value is 1.249 with a significance of 0.088 ( $p > 0.05$ ).

The results of the multicollinearity test show that there is no collinearity between the predictor variables in the study. This conclusion is obtained by looking at the tolerance value of 0.620 0.10 and the VIF value of 1.614 10. Thus, it can be concluded that there is no multicollinearity problem in the variables used. Linearity test results obtained Fbeda value of 104.338 with sig. = 0.000 ( $p < 0.05$ ) which indicates the variable job crafting with readiness for change is linear. The work engagement variable with readiness for change is also linear through the linearity test which obtained the Fbeda value of 66,056 with sig. = 0.000 ( $p < 0.05$ ).

Based on the results of the simultaneous significance test (F test) obtained an F-count of 57.443 with a significance value of 0.000 ( $p < 0.05$ ), it can be concluded that there is a simultaneous influence between job crafting and work engagement on readiness for change. From the results of this calculation, the hypothesis in this study is accepted.

Based on the partial significance test (t test), it can be seen that job crafting has a partial but significant effect on readiness for change, which can be seen from the t-count job crafting value of 6.375 with a significance value of 0.005 ( $p < 0.05$ ). In addition, work engagement has a partial effect on readiness for change, which can be seen from the t-count value of job crafting of 2.851 with a significance value of 0.000 ( $p < 0.05$ ). Furthermore, based on the table above, a linear regression equation can be arranged as follows:

$$Y = 21,884 + 0,540 X_1 + 0,141 X_2$$

$Y =$  Readiness for change

$X_1 =$  Job Crafting

$X_2 =$  Work Engagement

The regression equation shows that a constant of 21.884 indicates that if job crafting and work engagement are considered constant, then the value of readiness for change is 21.844. The job crafting regression coefficient of 0.540 with a significance of 0.000 provides an understanding that every increase in one unit of job crafting has an impact on an increase in readiness for change of 0.540 units as well. The WE regression coefficient of 0.141 with a significance of 0.005 provides an understanding that each increase of one RFC unit has an impact on an increase of 0.141 units of WE as well.

Regression test on each dimension of job crafting was conducted to find out which dimension had the greatest contribution in predicting work engagement. The result of the coefficient of determination test shows that the R value of 0.662 indicates that there is a correlation between job crafting and work engagement on readiness for change. The value of the coefficient of determination ( $R^2$ ) is 0.439, which means that the contribution or contribution of the influence of job crafting and work engagement to readiness for change in employees is 43.9% while the remaining 56.1% is influenced by other variables not examined in this study.

## 4 DISCUSSION

In this study, it was found that job crafting and work engagement had a positive and significant relationship with readiness for change. The relationship between job crafting and work engagement on readiness for change can be caused because these two variables are included in the main antecedent of creating readiness for change in the organization. Both are important factors for organizations to have so that employees can have readiness to change. High job crafting for millennial generation employees will increase the meaning of work for employees (Dvorak, 2014) therefore it will lead to work engagement. In addition, considering that millennial generation employees like challenges and need self-development and will leave their workplace if they feel their work is stagnant (Weyland, 2011), high job crafting is needed and millennial generation employees will be more attached to their work. An employee is also considered to have a high level of readiness to change if the employee is engaged with his work.

Based on the results of the regression analysis, it can be concluded that job crafting and work engagement contribute significantly to readiness for change. It shows that there is a significant effect between job crafting and work engagement toward readiness for change for millennial employees in Yogyakarta as revealed in this study. The effective contribution given by the variable job crafting and work engagement is 43.9% towards readiness for change in millennial generation employees in Yogyakarta. Meanwhile, the remaining 56.1% is influenced by other factors not measured in this study, such as: transformational leadership style and personality type (Narulita & Meiyanto, 2014). Nugraheni (2013) also found that self-efficacy and transformational leadership factors affect readiness for change. In addition, organizational commitment also has a relationship that can affect readiness for change (Pramadani & Fajrianthi, 2012).

Change requires employees to make efforts to deal with uncertain situations, one of which is a proactive strategy. According to Munhonen & Torkelson (2003), individuals who do not use proactive strategies during organizational change will easily experience more pressure, which makes individuals less effective in dealing with change and less open to change (Liu & Perrewe, 2005). One of the proactive strategies proposed in dealing with change is job crafting (Petrou, 2013). Job crafting is a proactive attitude of employees in adapting to the work environment that helps them to deal with an

uncertain and rapidly changing work environment (Kira, et.al, 2010).

Change can be implemented properly if employees are able to adapt to the changes that occur, however, the habits that have been carried out so far sometimes become an obstacle for individuals to make changes, they tend to choose to be in their comfort zone and avoid feelings of insecurity and uncertainty at work that can generated after a change (Gray & Wilkinson, 2016). The desire to stay in the comfort zone makes employees not want to start new things, including in terms of adjusting to the new policies that have been set (Suratinoyo, 2016). With the ability of job crafting, employees can adapt to the demands of a workplace that is currently moving very dynamically (Grant & Parker, 2009), they can make changes based on their initiatives that allow them to have a balance between job demands and work resources with their needs and needs the capabilities of employees (Tims et al., 2012).

Employees who are able to change aspects of their duties (task crafting), such as choosing to do additional activities both at work and outside the workplace that can increase their productivity (doing other jobs that support their main job). In addition, taking training to improve their abilities at work or focusing on doing their tasks according to the resources they have by seeing the urgency of their respective jobs (Wrzesniewski & Dutton, 2001) allows them to adapt and know that any changes made are appropriate and needed by the company (appropriateness) (Demerouti et al., 2014). They are also able to establish positive relationships with colleagues or the wider community (relational crafting) they can feel the support from various parties (principal support) (Robinson & Griffiths, 2005) and when they can change perceptions of their role in the workplace becomes more meaningful (cognitive crafting) (Wrzesniewski & Dutton, 2001) they can eliminate feelings of incompetence that threaten their adjustment during change. Thus, they can change feelings of burden (personal valance) or feelings of inadequacy (self-efficacy) at work becomes more positive so that it can foster self-confidence and make them feel greater benefits when doing work for themselves (Terry & Jimmieson, 2003). The results of this study support the findings of Hardono & Kurniawan (2017) which states that there is a positive influence between job crafting and readiness for change, where according to them, workers with high initiative related to work can increase their readiness to face change, because employees with job crafting skills will have the ability to solve problems and find solutions to

difficulties at work in order to be better prepared for work.

In this study, it is also proven that work engagement has a contribution to readiness for change. It means that the higher the level of work engagement, the more ready employees will be to change. It is in line with the results of research conducted by Hewitt (2004) which says that engaged employees have greater readiness to change than other employees. Employees who feel ready to change will show the behavior of accepting, embracing, and adopting the planned change (Holt et al, 2007). Mangundjaya (2012) said that employees are an important element for organizational success, this is because employees are actors who carry out daily organizational activities. In addition, Saks (2006) also says that employee engagement is one of the things that determines the success or failure of implementing organizational change. This is in line with the results of research by Piderit (2000) which states that employee engagement has a significant relationship with employee readiness to change, especially in the process of organizational change. The latest research supports research from Mangundjaya (2012), Prasad (2014) and Hung et.al (2013) which found that work engagement is positively related to readiness to change. The statement shows that employees who support change are generally more enthusiastic at work, feel connected to their work, and have a better ability to deal with job demands. The results of research by Bakker (2009) say that engaged employees have certain characteristics that are useful for organizational success. The results of research from Schaufeli et al (2002) which say that employee engagement is a characteristic needed by the organization. Hewitt (2004) also found that engaged employees have greater readiness to change than other employees.

Based on the results of the regression analysis, it was found that there are two of the three aspects of job crafting that make a significant positive contribution to readiness for change, namely aspects of relational crafting and cognitive crafting. Between these two aspects, it is the cognitive crafting aspect that contributes the most to readiness to change. Employees who understand and live up to the goals of the organization are physically, mentally and psychologically prepared to participate in organizational change. Furthermore, two of the three dimensions of work engagement that provide a significant positive contribution to readiness for change, namely the dedication dimension and the absorption dimension.

Between these two dimensions, the absorption dimension provides the greatest contribution to readiness for change. Dedication is a strong identification with work, including feelings as well as enthusiasm, inspiration, pride, and challenge (Schaufeli & Bakker, Chunghtai and Buckley, in Peng-Lin, 2009). Absorption can be described as a concentration of blissful feeling, which is felt by the person doing his work, when he feels that time passes so quickly and it is difficult to get to work. (Schaufeli & Bakker, Bakker and Demerouti, in Peng-Lin, 2009). All dimensions of work engagement will affect individual readiness to change. The higher the work engagement, the higher the readiness to change.

Meanwhile, Weiner (2009) found that when readiness for change is high, organizational members are more likely to initiate change, exert greater effort, and exhibit more cooperative behavior so that the result is an effective change implementation. Organizational change will not succeed without changing the individual. Managing organizational change is actually managing the human aspects involved in the organizational change process because humans are the source and tool in change (Smith, 2005).

The limitation of this research is the data collection method that uses a scale/questionnaire whose filling cannot be monitored by the researcher so there is a possibility that the subject does not fill out the scale with the instructions given. In addition, the number of research subjects, which was only 150 people, may still not describe the real situation.

## 5 CONCLUSION

The results of this study indicate that job crafting and work engagement are factors that affect the readiness for change of millennial employees. It means that the higher the job crafting and work engagement of employees, the higher the readiness for change for millennial employees. Job crafting and work engagement simultaneously have a significant positive effect on readiness to change in millennial employees in Yogyakarta. The amount of the effective contribution of job crafting and work engagement to the readiness for change of millennial employees is 43.9% while the remaining 56.1% is influenced by other variables not examined in this study. Thus, the higher the job crafting and work engagement, the better readiness for change for millennial employees.

In further research, it is recommended to take more sample, it aims for better data accuracy in the research, conducting continuous research. It is in order to see and assess any changes in respondent behavior from time to time, and it is expected that additional variables which may also influence many things in this study.

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