

Wardani, L. M. I., Apriliani, A., Riskinanti, K., Dearly, D., & Sharif, S. B. (2023). The role of employee well-being as a moderator: Job crafting and work engagement. *Indigenous: Jurnal Ilmiah Psikologi*, 8(1). 22-38. doi: <https://doi.org/10.23917/indigenous.v7i1.19903>

The Role of Employee Well-Being as A Moderator: Job Crafting and Work Engagement

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Submitted: 21 September 2022	Accepted: 13 January 2023	Published: 04 March 2023
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Abstract. *New normal is a new adaptation carried out to deal with covid-19, where people are allowed to return to their activities in the field of work while still complying with health protocols. In the new normal situation, work engagement is a challenge for all companies. The purpose of this study is to determine whether job crafting has a relationship with work engagement and to determine whether employee well-being acts as a moderator between job crafting and employee work engagement in the new normal era. This study also examines whether gender issues are present in the variables. The subjects of this study were 533 employees in Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) Indonesia. The instruments used in this study were the Utrecht Work Engagement Scale (UWES), the Job Crafting Scale (JCS), and the Employee Well-Being Scale (EWBS). This research design was conducted in moderation using multiple sampling technique and moderated regression analysis PROCESS V4.0 Procedure for SPSS model no. 1 by Andrew F. Hayes. The results of this study indicate that job crafting is positively correlated with work engagement, and employee well-being plays a moderating role in the relationship between job crafting and work engagement. Moreover, the results of this study indicate that male and female workers have different level of engagement at work and employee well-being. This research can cover the gap in previous research so that it is expected to be a literature material for employees and companies regarding the importance of understanding the values of work engagement, job crafting, and employee well-being for the company's success.*

Keywords: *work engagement; well-being; job crafting; employee; new normal; gender.*

INTRODUCTION

Two years have passed since the outbreak of the coronavirus in Indonesia, since the publication of the first two cases in early March 2020 by President Joko Widodo. The statement is a sign that Indonesia will face a long hurdle in fighting the virus. Based on the Mukaromah report (Mukaromah, 2020), as of March 31, 2020, there were 114 new confirmed cases. At that time, the total number of covid-19 cases reached 1,528. A month later, the number of new infections increased by 8,590, meaning that the number of positive cases of covid-19 patients reached 10,118. Based on data submitted by Achmad Yurianti, the spokesman for

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the Government regarding the control of covid-19 at that time, Covid-19 had spread to 22 provinces, and transmission occurred in 310 regencies/cities. However, in July 2020, the Government confirmed that Indonesia's total number of positive covid-19 patients had exceeded 100,000 (Mukaromah, 2020). Quoting from the covid19.go.id page, as of March 17, 2021, 1,430,458 cases were confirmed, including 134,042 active cases (9.4% of confirmed cases). The Government imposed a policy of Large-Scale Social Restrictions (PSBB) and a lockdown to avoid the spread of covid-19 transmission. Based on data from the Ministry of Manpower as of May 1, 2020, for workers who work at home, as many as 1,032,960, while for the category.

The informal sector affected by covid-19 was almost 315,000 Indonesian workers (Khairi et al., 2021). Due to the country's continuing deteriorating economic condition, the Indonesian government relaxed the PSBB policy and urged the public to prepare for a new normal life. The new normal is an adaptation of new habits to deal with covid-19, where people are allowed to return to their work activities while still complying with health protocols (Atmajanti et al., 2020) such as wearing masks when interacting directly with other people and continue to do social or physical distancing. Nevertheless, the Ministry of Health of the Republic of Indonesia urges companies to continue applying a shift work or work-at-home system (virtual meetings via WhatsApp, Line, Zoom, Google Meet, and so on) to prevent a more significant number of infections.

Based on the explanation above, one of the concerns in this condition is employees' work engagement in this new normal era. New adaptations such as social/physical distancing cause several negative impacts on employee productivity at work and impact on the sense of engagement that employees have with the company. Some of the negative impacts felt by employees, especially for employees who work at home, are (1) more work because they have to take care of office work as well as household work; (2) the presence of disturbances from the family that can make employees lose motivation at work; (3) many employees lose their focus at work and choose to relax during working hours; (4) technical problems often occur when communicating through virtual meetings which hampers communication with colleagues and managers (Mustajab et al., 2020). Then, based on research conducted by Paramitta et. al. (2020), several employees stated that they felt uncomfortable and did not enjoy their work because they felt pressured by the many jobs they received. Other things, such as often losing focus and ending up with piles of work to be done, can make employees feel pressured. Circumstances like this make employees unable to participate optimally because their work engagement with the company has begun to decline.

Moreover, the lack of maximum supervision from managers can also create a poor performance (Lippe & Lippényi, 2019). Whereas the performance of its employees strongly influences the good and bad impaired quality of a company or organization. The definition of performance according to Mangkunegara (2009), is the result of the quality and quantity of work achieved by an employee when carrying out his duties by the responsibilities given to employees. In line with this explanation, it can be said that satisfactory performance results can be shown by the quality of their work, for example, by showing honesty at work, being dedicated to carrying out their duties, and paying more attention to their work. If employees show the things above, it means that they have a sense of engagement with their work, and a sense of employee engagement with their work is referred to as work engagement.

According to Frank et. al. (2004), work engagement is when employees show feelings of participating in the physical, cognitive, and emotional aspects of employees during work, which is reflected in work results. Meanwhile, according to Schaufeli, et. al. (2006), work engagement is a positive thing, which can fulfill thoughts related to work characterized by vigor, dedication, and absorption. The vigor component refers to how stimulating, energetic and worth devoting time to

work the employee perceives. Dedication reflects a significant and meaningful pursuit (Mulia et al., 2022; Wardani et al., 2020, 2021). Absorption is a component that describes when employees are entirely concentrated and immersed in their work (Robledo et al., 2019; Wardani & Anwar, 2019; Wardani et al., 2020). Furthermore, Employees that are engaged at work feel committed, eager, and focused on their tasks. Therefore, employees who are highly engaged at work will be prepared to provide their full attention and focus to it, as well as work honestly and professionally (Utami, 2020).

The previous research explained that optimizing work engagement can be assisted by a proactive attitude (Monita & Mahdani, 2020). This is because work engagement has a relationship with job crafting, where employees who can manage their work well can increase work engagement (Tims et al., 2013). Job crafting is the process by which an employee who is working can build their qualities by the job they desire to suit their wants and demands, and current job resources. The actual task is to maintain a healthy work-life balance and tailor his work to his ability (Tims et al., 2012). According to Wrzesniewski and Dutton (2001), employees can alter meaning, relationship boundaries, and task boundaries. Therefore, employees may look for , more significant obstacles in their work by taking on coworkers' tasks, which may increase their workload (Wardani, et al., 2021a). On the other hand, employees with strong interpersonal skills will naturally put much effort into their work to nurture a sense of satisfaction when confronted with a task (Wardani , et al., 2021d).

Based on the description above, it can be seen that job crafting and work engagement have a relationship, also job crafting can affect work engagement. However, sometimes this relationship does not always work by the theory that has been stated previously or by the expectations of the researcher. This could have happened due to other factors outside the independent variable (job crafting) and the dependent variable (work engagement), which turned out to be able to affect the relationship between the two, or perhaps could intervene in the relationship between the two; so that these other factors can weaken the effect of job crafting and work engagement, or can even have the effect of strengthening or weakening the relationship between the two. This can be said as the effect of the moderating variable. The moderating variable, or moderator variable, is technically another predictor variable. However, this variable can change the strength or direction of the effect between the two variables, X and Y, because the moderating variable has an interaction effect (Rozi & El Hafiz, 2018). In other words, it affects the relationship between the independent or predictor variable and the dependent variable (criteria variable).

Employees' level of engagement at work, whether favorable or unfavorable, is also influenced by personal growth, company policies, salaries earned by employees, interpersonal relationships with colleagues and superiors, and working conditions. The following are examples of how employee well-being, which includes the following, plays a role in these two connections. Due to his capacity to reinvent his job, an employee who has given his all to the company would be more passionate about his work and always look for methods to improve the company if he receives many benefits from it, such as employee loans, insurance, or pension funds. Employees may work harder due to the company's assurance of risk mitigation. Zheng et. al. (2015) found that employee well-being is a condition in which employees are not only tied to perceptions and feelings about their work and life satisfaction but also cannot be separated from their psychological experiences and levels of job and life satisfaction.

According to Juniper, et al. (2010; in Rizky & Sadida, 2019), employee well-being is a component of the well-being that people or employees derive from their work and is impacted by the amenities at their place of employment as well as their working relationships with coworkers.

Furthermore, Lumentut and Ambarwati (2021) Employee well-being is defined as the general level of employee satisfaction and functioning at work, including psychological, physical, and social factors, which impact employee motivation and productivity contribute to the overall success of the firm.

Ryff (1989) describes psychological well-being as a condition in which people have positive attitudes toward themselves and others, are capable of making their own decisions and modifying their environment to suit their needs, have a purpose in life, and contribute to their lives of others, and make a more significant effort to discover and develop themselves. Perhaps indicate, psychological well-being can be summed up as a person's psychological state that is formed from his or daily life experiences, which are subjectively assessed, and the extent to which the individual considers his or her ability subjectively to manifest themselves (Wardani et al., 2021; Wardani & Astuti, 2019).

The previous study by Wright et. al. (2007), examined the moderating role of employee positive well-being on the relationship between job satisfaction and job performance. They stated that the moderating effect of psychological well-being could explain some inconsistent research results. The researcher wants to research the role of employee well-being as a moderator in the relationship between job crafting and work engagement, taking into account the context, characteristics, and gender of employees affected by the covid-19 pandemic and/or the new normal era in the JABODETABEK area. As a result, this research differs slightly from previous research. Based on the description above, this research was expanded other by analyzing the variable based on gender, to identify the antecedent variable of work engagement. Moreover, this research also was conducted to determine does employee well-being has a moderator between job crafting and work engagement in the new normal era. Therefore, this study hypothesizes that there is a role of employee well-being as a moderator in the relationship between job crafting and work engagement.

METHOD

The population in this study are active workers who work in Jakarta, Bogor, Bekasi, Depok, Tangerang, and Bekasi (Jabodetabek) with a minimum age of 17 years. Therefore, the determination of the minimum number of research samples using the power analysis formula with the application of G*Power 3.1.9.7 and obtained a minimum number of respondents (effect size $f^2 = .001$) is 132 workers. The total sample obtained through the multistage sampling technique in this study was 584 respondents, but only 533 respondents could be analyzed further because 51 other respondents were indicated as data outliers.

Based on the purpose and the hypothesis described, the research design used was moderating effect analysis. Data from the study was obtained through the google form. Moreover, the data obtained were analyzed using model no. 1 PROCESS v.3.5 by Hayes. This research involves three variables, namely (1) Dependent Variable (Y): Work Engagement; (2) Independent Variables (X): Job crafting; and (3) Moderator Variable (W): Employee well-being. The three measuring instruments used in this study were Utrecht work engagement scale (UWES), job crafting scale (JCS), and employee well-being scale (EWBS) by Zheng et. al. (2015). Each measurement instrument employs a Likert scale with five alternative response options. For example, strongly disagree (score 5), disagree (score 4), not sure (score 3), agree (score 2), and strongly agree (score 1). Each answer option has a score, and each option's score.

Utrecht Work Engagement Scale (UWES)

Vigor, dedication, and absorption are the three subscales that comprise the UWES developed

by Schaufeli et. al. (2002). The vigor subscale contains six items, the dedication subscale has five questions, and the absorption subscale involves six questions, according to Xanthopoulou, et. al. (2009). Otherwise, there are 17 questions on the UWES measurement tool (Schaufeli et al., 2006).

The UWES used in this study was the result of an adaptation of previous research (Wardani & Anwar, 2019; Wardani et al., 2021f; Wardani & Fatimah, 2020; Wardani & Oktafiansyah, 2020) conducted through procedures for back-forward translation and expert judgment carried out by six experts in the fields of industrial & organizational psychology, social psychology, and management. Furthermore, the validity test based on the internal structure was carried out by confirmatory factor analysis (CFA), which showed the results of RMSEA .089, CFI .859, and TLI .830. As for the reliability of this measuring instrument obtained, Cronbach's Alpha .843. The UWES blueprint is shown in table 1.

Table 1.
The blueprint of UWES

Dimension	Sample Item	Item	Total
Vigor	I am enthusiastic about my job	1,4,8,12,15,17	6
Dedication	My job inspires me	2,5,7,10,13	5
Absorption	I am immersed in my work	3,6,9,11,14,16	6

Job Crafting Scale

Tims et. al. (2012) used the job crafting scale (JCS) to measure job crafting. This measuring instrument consists of 15 items three-dimensional items as follows, (1) increasing structural job resources; (2) increasing social job resources; and (3) increasing challenging job demands. The job crafting scale used in this study is the result of the adaptation of previous research (Wardani et al., 2021a; Wardani et al., 2021d) conducted through backward translation procedures and expert assessments carried out by five experts in the fields of industrial & organizational psychology and social psychology. The validity test based on the internal structure was carried out by confirmatory factor analysis (CFA), which showed the results of RMSEA .076, CFI .896, and TLI .874. Furthermore, the reliability of Cronbach's Alpha job crafting scale is .840. The JCS blueprint is shown in table 2.

Table 2.
The Blueprint of JCS

Dimension	Sample Item	Item	Total
Increasing structural job resource	I try to develop my capabilities	1,2,3,4,5	5
Increasing social job resource	I ask my superior to teach me	6,7,8,9,10	5
Increasing challenging job de-mand	If there is something brand new, I am the first one to learn and try it	11,12,13,14,15	5

Employee Well-Being Scale (EWBS)

The employee well-being scale (EWBS) is a measurement tool used to measure employee well-being, which was developed by Slemp & Vella-Bodrick (2014). Furthermore, the EWBS was redeveloped and consisted of 19 items. The EWBS was developed by Zheng et. al. (2015) to measure the existing three dimensions, namely life well-being (LWB), workplace well-being (WWB), and psychological well-being (PWB).

Furthermore, the EWBS was adapted through several stages and tested on several different

worker characteristics. The EWBS used in this study was the result of the adaptation of previous research (Wardani et al., 2020; Wardani & Amaliah, 2020; Wardani & Noviyani, 2020). Five experts carried out the adaptation through backward translation procedures, and expert assessment in industrial & organizational psychology, social psychology, clinical psychology, and management. The validity test based on the internal structure was carried out by confirmatory factor analysis (CFA), which showed the results of RMSEA .079, CFI .904, and TLI .890. Furthermore, the reliability of Cronbach's Alpha job crafting scale is .894. The JCS blueprint is shown in table 3.

Table 3.
The Blueprint of EWBS

Dimension	Sample Item	Item	Total
Life well-being	I am an optimistic person	1,4,7,10,13,16	6
Workplace well-being	I enjoy meaningful work	2,5,8,11,14,17	6
Psychological well-being	I am not flexible	3,6,9,12,15,18,19	7

Furthermore, the moderated regression analysis (MRA) model no. 1 by Andrew F. Hayes is the data analysis performed to test the research hypothesis. MRA will provide the standard error, t, F, R², and p values along with the conditional effect X of each moderator value. The results of the classical assumption tests indicated that the normality test of this study was fulfilled with the Kolmogorov-Smirnov value .674 (p = .200), indicating that there was no variable heteroscedasticity observed in this study, that the data was homogeneous (Levene's = 1.604; p=.222), and a mean square value of 37.974 is obtained with $F(35.34) = 1.453$ (p=.051) as the outcome of the deviation from linearity. This affirms that the linearity test was successful. A t-test was also used to analyze differences in this research variable based on gender.

RESULTS AND DISCUSSION

Overall total, 287 respondents (53.85%) were male, and 246 (46.15%) were female for this study. The participants showed that the most age range was at the age of 23-45 with a percentage of 74.67%. The last education in the responders had the highest percentage of S1 graduates, namely 39.77%, with a total of 212 respondents. With a rate of 53.66%, the average of those who responded is married. The regression modeling results for each of the regression path forms, $R = .611$; $R^2 = .373$; $p < .001$. This can affect job crafting as an independent variable to work engagement which is a dependent variable of 37.3%, while other variables influence the remaining 62.7%.

Table 4.
Significant Value Test Results (ANOVA)

Type	Sum of Square	Df	Mean Square	F	Sig.
Regression	10590.902	1	10590.902	315.887	.000
1 Residual	17803.117	531	33.528		
Total	28394.019	532			

Table 4 has a calculated $F(1.532) = 315.887$ ($p < .001$), which means that the regression equation model meets the criteria and can be used to predict dependent variables (work engagement).

Table 5.
 Simple Regression Coefficient Estimation

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	25.672	2.315		11.089	.000
JJC	.682	.038	.611	17.773	.000

Based on the results of hypothesis testing that has been carried out, the results were obtained that both hypotheses in this study were accepted. The results of the first hypothesis show that job crafting is positively correlated with employee work engagement in the new normal era. Job crafting can be said to be a balance between job demands and job resources and personal resources. This is a factor that affects high and low work engagement. Job demands cannot only be overcome by the resources owned by employees (personal resources), but resources from work (job resources).

If the ethics of the number of job demands and employee job resources are out of balance, they may be prompted to use complementary job designing tactics suggested by Tims & Akkermans (2017) to address the imbalance, including (1) increasing structural job resources or increasing job resources; (2) increasing social job resources; and (3) increasing challenging job demands. Therefore, employees can actively improve their ability to develop themselves, both in the form of knowledge and skills about their work (increase structural job resources), because employees need high job resources and personal resources to withstand the adverse effects of job demands. This is because the higher the level of employee work engagement, the employee tends to have high job demands and adequate personal resources (Moeller et al., 2018; Wahyuni & Wardani, 2020).

Improving relationships with colleagues and adding social support to increase work engagement is a form of increasing social job resources (Anwar & Wardani, 2021; Wardani et al., 2020; Wardani & Firmansyah, 2021; Wardani & Oktafiansyah, 2020). The increase in social work resources refers to social support resources, supervisory coaching, and feedback. The increase in social work resources may affect the social aspects of the work (such as asking for feedback and coaching) and achieving the satisfaction with interaction levels (such as social support) (Tims et al., 2012).

Increasing the demands of challenging tasks is necessary because, according to a meta-analysis by Crawford et al. (2010), the demands of challenging jobs are positively correlated with work engagement even though they can also be viewed as stressful. Furthermore, it has been determined that an employee will feel more involved in different occupations if he or she can develop the ability to better adapt to the demands of the job. In other words, job crafting refers to employees who take proactive action in response to changes brought on by workplace demands and employee-owned job resources to alter the characteristics of a brand job, enabling the employee to satisfy needs and maintain good morale.

This study is in line with Monita and Mahdani (2020), who stated that job crafting has a significant effect on work engagement, employees who have high job crafting have a higher level of attachment felt by the employee. In addition, this research also supports Rizkiani's study (2015, in Aziz & Raharso, 2019) revealed that proactive attitudes are positively correlated with work engagement. Bakker et al. (2012) mentioned that the proactive attitude of employees, where employees can improve and change situations or themselves (personal resources); the ability of employees to balance their job demands; and personal & work resources (job resources) are factors that influence the high and low work engagement in employees (Bajaba et al., 2021; Bakker & Ojeda, 2011).

This research is also in line with the research of Stephani & Kurniawan (2018) and Wahyuni & Wardani (2020), which states that job crafting is positively correlated with work engagement in

employees, where the better the job crafting owned by an employee, the better the work engagement of an employee. However, if the employee has a low level of job crafting, the employee's work engagement rate will also decrease.

The study's results also show that the job crafting variable in the increasingly challenging job demands dimension has large significant relationship with the work engagement variable in the vigor dimension. In other words, the challenging demands of work for employees will affect the energy that employees devote to continuing to strive in the face of all kinds of challenges in their work. Moreover, moderated regression analysis (MRA) was used to test regression with moderating variables. The conceptual diagram and statistical diagram moderator model no. 1 shown in figure 1.

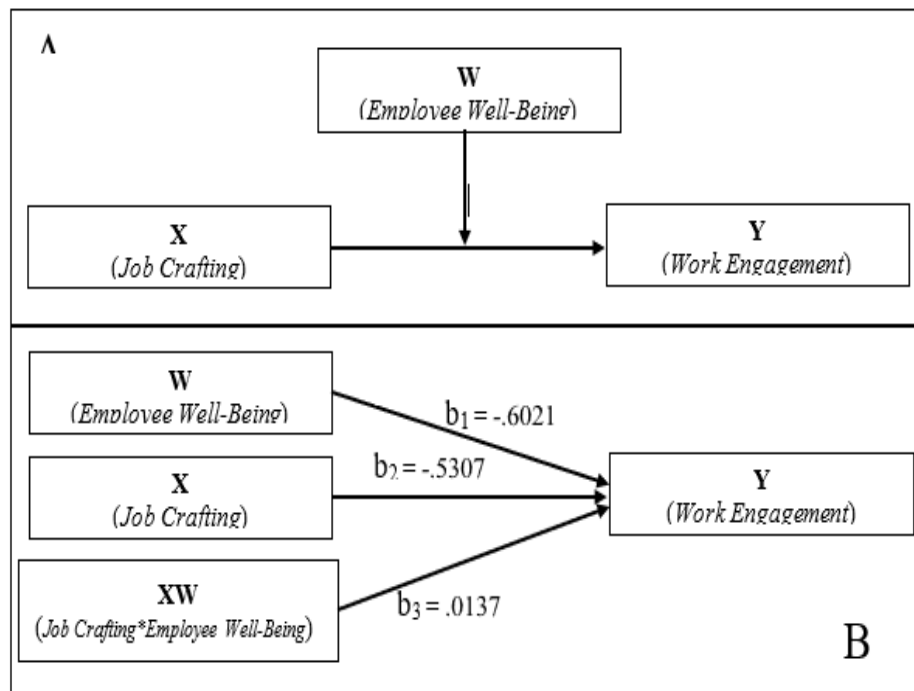


Figure 1.

Conceptual diagram (Panel A) and statistical diagram (Panel B) moderator model 1

X is an independent variable, Y is a dependent variable, and W is a moderating variable. in this form, X is depicted using a causal influence on Y, reflected in a unidirectional arrow indicating from X to Y. Whereas the arrow X*W or the multiplication between X and W, describes the moderating influence of the variable W on the relationship of X and Y.

Table 6.
 Moderated Regression Analysis

		Coeff.	ONE	t	P
Constant	Iy	80.071	18.905	4.235	< .001
Job Crafting (X)	b1	-.602	.310	-1.944	.052
Employee Well-Being (W)	b2	-.531	.242	-2.196	.029
Job Crafting X Employee Well-Being (XW)	b3	.014	.004	3.520	< .001
$R^2 = .463$, $MSE = 28.8$					
$F(3, 529) = 152.3034$, $p < .001$					

Table 7 shows that the value of $R^2 = .463$ ($p < .001$), which shows that the job crafting variable to explain the work engagement variable of 46.3%, which is reinforced by the magnitude of employee well-being. In comparison, other causes explain the remaining 53.7% outside the model. Furthermore, the value of b_3 , or the direct relationship between job crafting and work engagement moderated by employee well-being is .014 ($p < .001$; LLCI – ULCI = .0060 - .0213). These results show that employee well-being moderates the relationship between job crafting and work engagement, meaning that the hypothesis of this study was accepted.

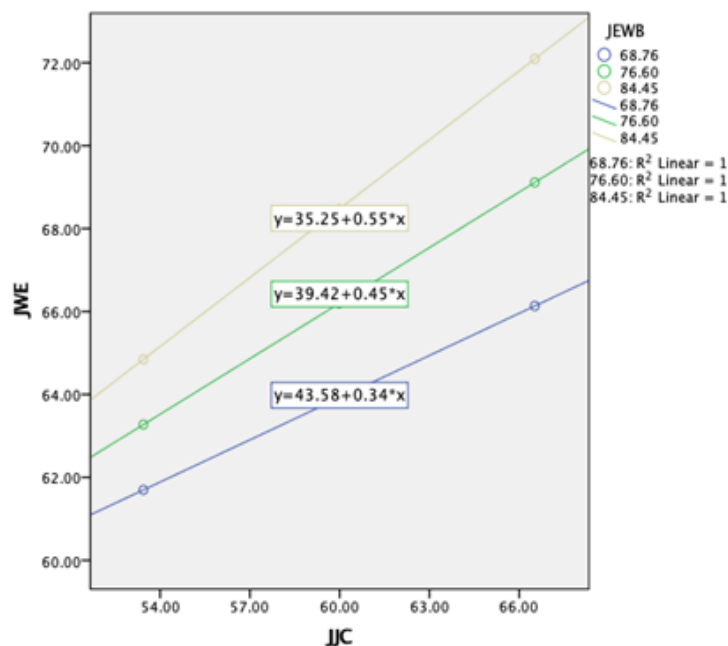


Figure 2.
 A Visual Representation of b_1 , b_2 , and b_3

The contrast between the models that require X's effect ,becomes unconditional, and those that require X's effect on Y to rely on W is depicted in Figure 2. This is visually represented by slopes for each line connecting X and Y that vary depending on the value of W. The lines are not parallel as a result. The amount of non-parallelism in a graphic depiction of moderation will depend on the value of b_3 , which in figure 2 represents the change in the slope of the line connecting X and Y as W improves by one unit. The slopes progressively diverge from parallel as b_3 increases in absolute value (Hayes, 2022).

The algebraic tool with this moderation effect is modeled (and tested) by combining a term corresponding to the multiplication of X with W in the regression equation, this term is called the interaction between X and W. $E(Y) = b_0 + b_1X + b_2W + b_3XW$. With the sample data, the regression estimation equation is obtained as $Y = \text{constant} + b_1X + b_2W + b_3XW$. Based on the results of moderated regression analysis (MRA) in table 3, the following equation is $WE = 80.0711 - .6021JC - .5307EWB + .0137JC \cdot EWB$.

Moreover, table 7 shows that the entire equation model has a positive strengthening influence on the relationship between job crafting and work engagement. The existence of employee well-being as a moderator variable can strengthen the relationship between job crafting and work engagement.

Table 7.
Strength Levels of Employee Well-being as Moderating Variables

EWB Group	Regression Equation Model
Tall	$Y = 32.25 + .55X$
Average	$Y = 39.42 + .45X$
Low	$Y = 43.58 + .34X$

Furthermore, the results in table 7 and figure 2 showed that employee well-being has the value of the interaction between job crafting and employee well-being which is of positive value. However, the interaction value obtained from path b3 (the value of this interaction obtained from the multiplication between job crafting and employee well-being) can contribute to the relationship between job crafting and work engagement. Thus, employee well-being acts as a moderator in the relationship between job crafting and work engagement. Therefore, the relationship between job crafting and work engagement varies based on the level of employee-well being felt by employees in the new normal era.

The effect of job crafting in increasing work engagement is more significant in employees who experience a moderately high level of employee well-being than employees who experience low-level employee well-being. This means that employee well-being can impact the strength of roles or the relationship between job crafting and work engagement to be different. Employees' ability to redesign their work on their initiative will have a difference in the level of employee well-being experienced by employees.

The role of the ability to redesign work with one's initiative towards the emergence of a tendency to feel a sense of work engagement is greater when employees feel a high and moderate level of employee well-being compared to employees who feel low employee well-being. Although the level of employee well-being strengthens the relationship between job crafting and work engagement, high and moderate employee well-being triggers job crafting and affects greater work engagement than low-level employee well-being. Based on the description above, it can be seen that employee well-being is another factor that can explain a person's work engagement.

Wright (2007, in Rizky & Sadida, 2019) mentions that employee well-being is a whole of a person's life at work, . In contrast, employee well-being is a personal depiction of employees related to emotional balance and happiness. Based on three main dimensions to determine the level of employee well-being, namely: life well-being, workplace well-being, and psychological well-being (Page & Vella-Brodrick, 2013; Zheng et al., 2015). These three dimensions contribute to employee work engagement.

These study findings corresponded to the previous researches by Wright et. al. (2007), which implied that positive employee well-being is a moderator in the relationship between job satisfaction and job performance. Wright et al. (2007) found that psychological well-being moderates the relationship between job satisfaction and job performance. The relationship between job satisfaction and job performance tends to be stronger in employees with high psychological well-being compared to those with low psychological well-being. Similarly, job performance will be high if employees' job satisfaction and psychological possessed are also high. Furthermore, employees with high psychological well-being tend to have a higher level of job performance than employees with a low level of psychological well-being. This is in line with Fredrickson's research (2003; in Wright et al., 2007) which shows that high job performance in employees is due to high psychological well-being and job satisfaction.

Moreover, in this study, an independent t-test was conducted to determine whether there

are differences in work engagement, job crafting, and employee well-being based on gender. The results of the t-test carried out can be seen in table 8.

Table 8.
Independent Simple T-Test

Variable	t	Sig.	Mean Difference
Job Crafting	.855	.622	.486
Work Engagement	.800	.000	2.296
Employee Well-Being	2.073	.039	1.409

Based on the results of the independent t-test, the mean difference value from the job crafting variable test was 0.486 ($t=.855$; $p=.622$), then the work engagement variable test obtained a mean difference value of 2.296 ($t=.800$; $p<.001$), and in the employee well-being variable test, the mean difference value was 1.409 ($t=2.073$; $p=.039$). These results indicate no difference in job crafting between men and women in this new normal era. This is in line with previous research on job crafting, which shows that gender as a demographic factor has no difference (Akkermans & Tims, 2017).

Meanwhile, on work engagement and employee well-being, the t-test results show differences based on gender. The results indicate that men and women have different work engagement and employee well-being in the new normal era. The previous research by Schaufeli & Bakker (2003) also found that male employees have a higher level of energy/enthusiasm in doing their work (vigor) compared to women. Many factors can cause this result, including culture (Wardani & Noviyani, 2021; Wulandari & Wardani, 2021). Men in Indonesian culture have the responsibility as the head of the family to earn a living in meeting the needs of their family life, while women are not required to provide for their families (Nuroniya, 2022; Nurwandi et al., 2018; Putri & Lestari, 2015). So, the value of work engagement, especially the vigor and dedication of male workers, will be higher than that of female workers because the responsibilities and demands faced by men are considered more complex than women (Wardani et al., 2020a).

As previously explained, culture can affect work engagement based on gender and employee well-being and does not rule out the possibility of differences in employee well-being based on gender due to the prevailing culture in an area. Previous research conducted by Matud et. al. (2019) stated that adherence to traditional gender roles was relevant to the psychological well-being of women and men. Likewise, women and men with a self-concept that includes masculine-instrumental and feminine-expressive characteristics will have greater well-being (Fadhilah & Wardani, 2021; Matud et al., 2019; Wardani et al., 2021c). Otherwise, the results of the independent t-test on employee well-being contradict the previous research conducted by Wardani et. al. (2021a), which showed that employee well-being has no gender differences.

CONCLUSION

Based on the results of the research that has been done, it can be concluded that there is the interaction of employee well-being as a moderator in the relationship between job crafting and work engagement. This means that employee well-being moderates the relationship between job crafting and work engagement. It is hoped that future researchers can conduct similar research, at least re-examine the employee well-being variable as a moderator variable to expand the literature on the role of employee well-being as a moderator variable associated with other variables. Based

on the results of this study, it is hoped that the company will facilitate its employees in terms of improving their job crafting skills, and to pay more attention to the well-being of each employee so that employees can contribute more to the company and try to involve themselves not only physically, but also engage the minds and souls of employees. Then, suggestions for employees need to do self-development related to the ability to think creatively and behave proactively, which will later create a sense of enthusiasm, high dedication, and ability to focus on their work.

ACKNOWLEDGEMENT

We appreciate the opportunity and the international collaboration provided by Research & Community Service Center (LPPM), Universitas Mercu Buana, and Universiti Malaysia Sabah

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