

## Conference Paper

# Correlation between Job Crafting and Employee Resilience during Pandemic Covid-19

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## Abstract

This research aimed to seek the correlation of job crafting and employee resilience. This research were done on 38 employees from various industrial organization. The result of this research shows that there is a positive correlation between job crafting and employee resilience with correlation coefficient 0.453. It showed that employees who proactively modify their specific task, build more meaningful relationship at work, and change their thought about the job to be more meaningful, tend to be more resilient than employee who do not proactively redesign their job. Proactively adding meaningful task in their job has given more satisfaction and sense of reaching out while they are doing their job. They sense that they learn and improve more different competency when they do the task which actually not their responsibility. Crafting job also gives more self-efficacy in doing their job. The way they change they view their job in meaningful way has built their belief that they can overcome the problems at work, therefore making them more resilient.

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Published: 5 January 2021

Publishing services provided by  
Knowledge E

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Selection and Peer-review under

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## 1. Introduction

The Covid-19 pandemic has brought many changes in people's lives around the world, including in industry and organizations. We all enter a time when everything is in sense of uncertainty. Likewise in the lives of employees. For employees in many organizations, this is a period of uncertainty in such long duration. COVID-19 is changing the way people work, with travel bans, remote work, new work procedures, or a new normal in a kind of social distancing at workplace. In addition, the economic recession that occurred also caused companies to change their targets and work strategies, or level up their employees. In many organizations, this situation raises questions and concerns.

In survey that conducted by Ramesh and Mercer (2020) in 256 employees who works at small medium and large organizations in United States, indicates that : 91% moderately concern about their healths, 36% concerns that remote work will affect their work life balance and four from ten employees worried that the situation will change

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the work culture. One from three employee also think that the manager respond less effective to the crisis. There are some challenges that employee should face during this crisis, first, it's their own health both when they work from home and when they should work at office. Second, it's about how to adapt with the new way of working, and also adapt with the new market condition. They are demanded to modify their strategies, improve their work method or innovate their products in order to set their companies survive this crises. Some employees who works from home also struggling to adjust their schedule between teaching their children and doing their own job.

Crisis actually can both have negative and positive emotion consequences. According to the theory of Integrated Crisis Mapping Model (Pang&Jin, 2009), emotion that people experience during crisis are anger, fright, anxiety and sadness. However, as in research conducted by Fredericson (2003), positive emotion such as more affection, gratitude and altruism also experienced by the resilient people during the crisis. The finding suggest that positive emotions in the aftermath of crises buffer resilient people against depression and other negative emotion so they can flourish rather than falter.

According to Tedeschi & Calhoun, resilience has been defined as both “an ability to go on with life, or to continue living a purposeful life, after hardship or adversity” (in Bullough&Renko,2013). “There are a number of evidence-based protective factors that contribute to resilience: optimism, effective problem solving, faith, sense of meaning, selfefficacy, flexibility, impulse control, empathy, close relationships, and spirituality, among others” (in Reivich, Seligman, Bride, 2011).

Resilience is not a description of someone's passive or reactive condition in facing adversity. Resilient requires proactivity to learn and develop when faced with difficulties. Reivich and Shatte (In Luthans, 2007) describe the proactive nature of resilience in the ability to overcome problems., steer through the adversity, bounce back after crisis, and reach out to develop their talents and experience, creating deeper relationships with others and finding meaning in their life.

Job crafting is a proactive behaviour to enhance their own meaningfulness and identity in their job. Wrzesniewski and Dutton (in Dvorak, 2014) define job crafting as a process to reidentify and reimagine the job design in personal meaningful way. Job crafting describe a process which employee change their tasks and interaction with others at works in order to meet their own special need. Therefore, job crafting are ways which employees do to foster job satisfaction, as well as engagement, resilience and thriving at work (Berg, et.al, 2007).

This study aim to examine how job crafting is correlated with employee resilience mediating by length of employment. It aims to examine whether the employee who does job crafting is more likely to be resilient.

## 2. Literature Review

Resilience is “the persistent ability in the face of challenges and ability to bounce back from adversity” (Reivich, Seligman,McBride,2011). According to Luthans (2002) resilience is “the capacity to bounce back from adversity, failure, or even positive events and increase responsibility”. Resilience viewed as proactive description, rather than passive or reaction to adversity. Moreover, resilience is person’s ability to endure and not given up on difficult situations in his or her life, and attempt to learn and adapt to these situations and then rise and flourishing.

Reivich and Shatte (in Luthans, 2007) “support the proactive nature of resiliency in describing it as the capacity to overcome, steer through, bounce back, and reach out to pursue new knowledge and experiences, deeper relationships with others,and finding meaning in life”. The seven factors of resilience according to Reivich and Shatte (in Jackson & Watkin, 2004) are : emotion regulation, impulse control, realistic optimism, casual analysis, empathy, self-efficacy, reaching out. (1) Emotion regulation is the ability to remain calm under stressful conditions; (2) impulse controls is the individual’s ability to control the desires, urges, preferences, and pressures that arise from within; (3) realistic optimis is when we believe that our future will be better accompanied by all efforts to make this happen; (4)casual analysis is the ability to accurately identify the causes of the problems they face; (5)empathy is the ability to read other’s behavioral cues to understand their psychological and emotional states and thus build better relationships; (6) self-efficacy is the belief to be able to solve the problems we experience and achieve resilience; (7) reaching out is the the ability to enhance the positive aspects of life after adversity.

Researches about job crafting have contributed into development of psychology of organisational setting which supports employee to improve the job resources. Positive job crafting generates agentic attitude towards doing a job. Job crafting supports individual and organisational and creates person-fit environment (Mandaviya,2020). Wrzesniewski and Dutton states that “Job crafting theory is a motivational model, suggesting that specific needs lead employees to craft their jobs” (in Dvorak,2014). “Job crafting involves proactively reframing and reorganizing work tasks, relationships, and the ways in which one thinks about work to derive more meaningfulness”(Berg,et

all,2007). Job crafters changes aspects of performing task, interpersonal relationship with others at workplace to build more positive relationship in their team or increase effectiveness in doing their job and job cognitive aspects while perceiving or interpreting the task. Job crafting allows employees to develop positive relationship with self and with job they are involved.

”Job crafting can be conceptualized as an employee-centered, behavioral, socially constructed work design process that intends to foster more meaningfulness and identity in work. Berg and colleagues (2013) define three dimensions of crafting based on the original job crafting theory”(Dvorak,2014). First dimension is Task crafting. It is when employee modify the job by adding meaningful task or redesign specific task to be more meaningful. Second dimension is Cognitive Crafting, it is when the employee change the way they think about their job. Third dimension is relational crafting, it is when the employee altered more meaningful relationship within others at work.

The root of job crafting theory is job design. Well-designed job can improve employee’s motivation and performance. One way to do it is by the organization initiate top-down intervention. However, it does not applied well in every situation. Therefore, it has been studied that bottom-up redesign job initiate by employee is more effective in some job situations (Demerouti,2014). Job crafting is viewed as proactive behaviour that employee do to enhance their job resources. Therefore, it is predicted that employee will be able to meet the increasing of job demand during this crisis.

The study by Hakanen, Brauchli, Jenny and Bauer (2015) showed that job crafting can increase their confidence in succeeding challenging task, their hope and optimism, also people’s ability to overcome adversity. This finding is in line with the research that conducted by Van Wingerden (2017) which revealed that job crafting can predict the resilience among teacher. Findings suggest that resilience supports employee to find positive meaning and regulates emotions, also positive designed job improve employee’s resilience. Other research suggest that job crafting intervention positively mediated with work motivation and higher job satisfaction. This suggest that job crafters are achieving resiliency and trying to cop up with challenges of job tasks. Finding suggests that employees at manufacturing industry should craft their jobs which supports in creating positive impact on task they perform (Mandaviya,2020).

### 3. Method

This research is a quantitative research with a correlational model. The population of this study were all workers working on a various company. Samples in this study were

taken randomly. Data collection tools in this study include: 1) Resiliency scale with a reliability of 0.818. Job crafting scale with a reliability of 0.9117. The questionnaire was distributed to all participants through googleform. The procedures in this study were: 1) providing questionnaires and informed consent to the research subjects through googleform. 2) selecting the eligibility of the collected questionnaires. 3) perform an assumption test. 4) analyzing the data that has been collected with the help of JASP. 5) take conclusions based on the data obtained. Based on the results of the questionnaire feasibility selection, there are 38 questionnaires that are feasible and can be included for analysis. The independent variable in this study is Job crafting while the dependent variable in this study is resiliency. The data analysis technique used in this research is correlational analysis.

## 4. Result and Discussion

### 4.1. Descriptive Result

Descriptive analysis was performed to determine the mean, median, standard error, minimum and maximum numbers. Data descriptions of the two research variables can be seen in table 1.

TABLE 1: Descriptive Result of two variables

	<b>Resilience</b>
Mean	90.10
Std. Error of Mean	1.20
Median	88.00
Std. Deviation	7.44
Variance	55.39
Minimum	79.00
Maximum	111.00
	<b>Job Crafting</b>
Mean	82.31
Std. Error of Mean	1.43
Median	82.50
Std. Deviation	8.86
Variance	78.54
Minimum	67.00
Maximum	99.00

## 4.2. Hypothetical Testing Result

Hypothesis testing in this study was carried out through 1 stage that is a simple correlational study using JASP software to test the correlation of job crafting and resilience. The result can be seen in table 2

TABLE 2: result of hypothetical data analysis

Variable		Reciliency
1. Job Craft	Pearson's r	0.453
	p-value	0.004

Based on the table, the obtained correlational coefficient is 0.453 while the significance value obtained is 0.004 where this significance value is less than 0.05 ( $0.00 < 0.05$ ), which indicates that there is a positive relationship between job crafting an resilience.

## 5. Discussion

Resilience can help employees to cope with the developments an changes and manage their work environment successfully (Windle, 2011). Luthans (2002) define resilience as the capacity to bounce back, to recover strengths or spirit quickly and efficiently when facing the adversity. It is a influenced by alot of things such as environmental, work-specific and personal contexts (Sammons et al. 2007). Some previous studies showed that there is a positive relationship between resilience and job crafting such Tugade and Fredrickson (on Van Wingerden et al. 2019) that suggest the ability to find positive meaning in adverse situations and to regulate negative emotions contributes to personal resilience. The study by Vogt et al. (2016) showed that when people proactively craft their work environment for themselves, it resulted to a positive outcomes such as resilience. Furthermore, the outcome of Van Wingerden et al., study (2017) that examined the impact of job revealed that job crafting was a predictor of teachers' resilience.

In line with other studies, we also found that there is significant positive relationship between job crafting with employee's resilience. Employees who proactively modify their specific task, build more meaningful relationship at work, and change their thought about the job to be more meaningful, tend to be more resilient than employee who do not proactively redesign their job. Proactively adding meaningful task in their job has given more satisfaction and sense of reaching out while they are doing their job. They sense that they learn and improve more different competency when they do the task which actually not their responsibility. For instance, the supervisor in

production department has sense of improve more competency while he helps the staff for maintenance department to overcome trouble in an error machine, though that is not part of his job. Reaching out hamper sense of self-handicap therefore to be more resilient when facing the adversity (Jackson and Watkin, 2004). Crafting job also gives more self-efficacy in doing their job. The way they change they view their job in meaningful way has built their belief that they can overcome the problems at work, therefore making them more resilient. The study by Sammons et al., (2007) showed that teachers working conditions may change in unpredictable ways, and depending on how they experience these changes, they will display resilience or be unable to cope with these changes.

## 6. Limitation

This research used survey data that may be affected by self-report bias, leading to our results being influenced by common method variance. Moreover, this study is cross-sectional in design, which may have influenced our judgment of the causal relationships between the examined variables. Future researchers can address these potential issues by obtaining data from various sources and conducting a longitudinal study.

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