

Salasika

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The Role of Gender in Job Crafting and Perceptions of Meaningful Work among Employees of PT X in Jakarta

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ABSTRACT

This study investigates the impact of gender variations on job crafting and the perceived meaningfulness of work among workers at PT. X, a digital consulting business in Jakarta. The survey included 55 employees, 40 men and 15 women, who completed a questionnaire on their job transitions and the significance of their roles. The findings indicated that male employees had a greater propensity to alter their employment in alignment with their preferences and competencies, maybe due to a perceived sense of autonomy. Employees who transitioned to new positions often perceived their roles as more relevant since this adjustment aligned their employment closely with their personal preferences. Notably, despite males changing occupations more frequently, there was no disparity between men and women regarding the perceived significance of their employment. The survey underscores the necessity for employers to assist all employees, particularly women, in advancing their careers through training, mentorship, and flexible work arrangements, ensuring that every employee feels empowered and respected.

KEYWORDS: *gender, job crafting, meaningful work*

INTRODUCTION

Work environments are experiencing substantial and continuous change, driven by globalization, technological progress, organizational reorganization, and the evolution of labor roles. Global corporate organizations confront the challenge of sustaining productivity, fostering innovation, and enhancing employee engagement amid escalating international competition.

Establishing work environments that possess intrinsic relevance is vital for firms to enhance worker engagement (Boikanyo & Naidoo, 2023).

Meaningful work is crucial to enhancing employee engagement and job satisfaction. Individuals who regard their jobs as important typically exhibit elevated levels of productivity, loyalty, and drive to

attain maximum performance (Bailey et al., 2019).

An approach that enables workers to get meaning from their work is job crafting, a proactive process wherein individuals alter or adjust elements of their work to align more closely with their preferences and requirements (Shang, 2022; Wrzesniewski & Dutton, 2001). Job crafting enables employees to reorganize their responsibilities, interpersonal connections, and views of their work.

Job crafting was first mentioned in 2001 by Professor Amy Wrzesniewski. Professor Amy Wrzesniewski pointed out that job crafting is employees' physical and cognitive changes to their jobs. Essentially the idea of job crafting is that employees can increase job crafting by adapting job characteristics, i.e., resources and demands, to their personal needs and abilities respectively. When these factors are balanced, the employee is likely to experience a good fit for the job, but there may also be unfitness when one (or both) aspects are unbalanced. Job crafting is an excellent way to achieve job fitness because the employee knows the causes of mismatch and how to reduce it. The more relevant job crafting is, the more employees are engaged in the job, and the better they perform.

Job crafting enhances employees' felt meaning of work and fulfilment of valued identity at work. Job crafting also improves employees' work lives in many-valued ways. Employees take the initiative to craft their jobs to make work engaging and satisfying. Crafting activities improve person job fit and can result

in positive experiences such as a feeling of achievement, personal growth, and the ability to cope with adversity. Research has established that job crafting behaviour is positively linked to engagement, relevant because the previous hospitality literature does not detail the job crafting variances among employees' gender, age, and jobs in the food and beverage department.

While job crafting has shown beneficial in enhancing meaningful employment, it is crucial to acknowledge that the experience of job crafting may vary between genders. Gender roles, particularly social roles, cultural expectations associated with certain genders, and workplace issues, might affect employee participation in job crafting (Sánchez-Cardona et al., 2020).

Women frequently struggle to reconcile professional and familial obligations (Savitri & Alviani, 2023; Ugwu et al., 2018). Conversely, males often get more encouragement to adjust their work responsibilities for increased flexibility and autonomy, enhancing job crafting prospects (Albrecht et al., 2021).

In the context of PT X, a digital consulting company located in Jakarta, a significant number of employees perceives a discrepancy between their work and their potential. Male employees generally possessed a greater degree of autonomy in modifying their work duties, whereas the majority of female employees reported limitations in modifying their work.

This investigation aims to explore the potential for gender differentiation in job crafting practices and perceptions of

meaningful work among PT X's employees in Jakarta. This investigation offers a gender-based perspective on the organization's approach to promoting inclusive employment crafting practices.

This research aims to provide practical recommendations for corporations to foster a more inclusive work environment by thoroughly examining the interplay between gender, job crafting, and meaningful work. Additionally, it seeks to enhance the existing literature in industrial and organizational psychology, particularly concerning gender issues within the Indonesian context.

I. METHODS

Participant

This study utilized samples from PT. X, a digital consulting firm based in Jakarta, primarily engaged in the installation of core modules and safety devices for mining machinery. The research population was all 55 workers of PT. X. The sampling approach employed the saturation technique, incorporating the total accessible population as the study sample.

Instruments

This study employed two primary instruments: the Job Crafting Scale (JCS) and the Comprehensive Meaningful Work Scale (CMWS). Job Crafting is implemented via the Job Crafting Scale (JCS) created by Tims et al. (2012), comprising 21 items that assess four primary dimensions: increasing structural job resources, increasing social job resources,

increasing challenging job demands, and decreasing hindering job demands.

Concurrently, Meaningful Work is implemented via the CMWS established by Lips-Wiersma & Wright (2012). CMWS has 28 questions that assess seven characteristics, including developing the inner self, unity with others, serving others, expressing full potential, reality, inspiration, and balancing tensions (self vs others; being vs doing). Both measures utilize a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Both instruments have substantial reliability, evidenced by Cronbach's alpha values of 0.798 for JCS and 0.921 for CMWS.

Data Analysis

Data were analyzed with SPSS 27. Descriptive data were used to describe participation, job crafting, and meaningful work in men and women. Data normality was tested with the Kolmogorov-Smirnov test and linearity test. The Pearson link between job crafting, meaningful work, and gender was evaluated. Moderation regression analysis was used to determine how gender affected the association between the variables. Finally, an independent t-test compared male and female job crafting and meaningful work.

II. RESULTS AND DISCUSSION

1. Results

The empirical research investigating the relationship between gender, job crafting, and

meaningful work among the workforce of PT X in Jakarta resulted in many notable findings. Demographic analysis indicated that male respondents comprised 72.7% of the sample, while female respondents constituted just 27.3% of the total participants. In job crafting, the results indicated that male respondents exhibited elevated levels of involvement, with a significant percentage falling within the moderate to high categories. Conversely, no female respondents were found in the top group for this characteristic. A similar trend was noted for the concept of meaningful work, but with a more significant proportion of female respondents in the moderate group.

Table 1. Gender

	N	%
Man	40	72.7%
Woman	15	27.3%

Table 2. Job crafting levels

		Gender		Total
		Man	Woman	
Job Crafting	Low	7	5	12
	Medium	23	10	33
	High	10	0	10
Total		40	15	55

Table 3. Meaningful work levels

		Gender		Total
		Man	Woman	
Meaningful Work	Low	7	1	8
	Medium	24	14	38
	High	9	0	9
Total		40	15	55

Table 4. Kolmogorov-Smirnov Test

		Unstandardized Residual
N		55
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	16.62256757
Most Extreme Differences	Absolute	.075
	Positive	.068
	Negative	-.075
Test Statistic		.075
Asymp. Sig. (2-tailed) ^c		.200 ^d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

The Kolmogorov-Smirnov test indicated that the data were regularly distributed (Sig. = 0.200), facilitating subsequent analysis. The ANOVA test established a substantial linear correlation between job crafting and meaningful work ($p = 0.000$), with no notable variation ($p = 0.102$).

Table 5. Anova linearity test

		Sum of Squares	df	Mean Square	F	Sig.
Meaningful Work * Job Crafting	Between Groups	16305.396	23	717.623	3.221	.001
	(Combined) Linearity	8491.382	1	8491.382	38.112	.000
	Deviation from Linearity	8013.943	22	364.270	1.635	.102
	Within Groups	6906.783	31	222.799		
Total		23412.109	54			

The correlation study indicated a substantial positive association between job crafting and meaningful work ($r = 0.602$, $p < 0.01$). A negative association was identified between gender and work crafting ($r = -0.317$, $p < 0.05$), suggesting that males were generally more engaged in job crafting activities. The analytical findings indicated no significant link between gender and meaningful work ($p = 0.156$).

Table 6. Pearson's correlation

	Job Crafting	Meaningful Work	Sex
Job Crafting	Pearson Correlation	1	
	Sig. (2-tailed)	.602 ^{**}	-.317 [*]
	N	55	55
Meaningful Work	Pearson Correlation	.602 ^{**}	1
	Sig. (2-tailed)	.000	.156
	N	55	55
Sex	Pearson Correlation	-.317 [*]	1
	Sig. (2-tailed)	.019	.156
	N	55	55

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The regression analysis results indicated that job crafting accounted for 36.3% of the variance in meaningful work. Upon the

inclusion of gender as a moderating variable, the explained variance rose to 43.4%, signifying gender's moderating influence on the connection between job crafting and meaningful work. This suggests that the impact of job crafting on meaningful work is more pronounced in males than in women.

Table 7. Regression test I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 ^a	.363	.351	16.779
a. Predictors: (Constant), Job Crafting				
b. Dependent Variable: Meaningful Work				

Table 8. Regression test II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.434	.401	16.114
a. Predictors: (Constant), JcXGender, Job Crafting, Sex				
b. Dependent Variable: Meaningful Work				

The t-test indicated a substantial gender disparity in job crafting ($p = 0.012$), with males exhibiting superior results. Despite the absence of notable disparities in meaningful work related to gender, this research underscores the necessity of including gender considerations in work relations, particularly with job crafting.

Table 9. Independent samples test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
JcXMW	Equal variances assumed	4.610	.036	1.894	33	.064	15.092	7.968	-890	31.073
	Equal variances not assumed			2.017	31.560	.032	15.092	5.766	3.318	26.665

DISCUSSION

When it comes to job crafting talents and views of meaningful work, there are significant differences between male and female employees at PT. X Jakarta. According to the data, male workers displayed higher levels of job crafting than their female

counterparts. The result is consistent with the findings of other studies suggesting that gender has a role in the alterations an individual makes to their employment (Franklin et al., 2022; Tang & Xu, 2023).

Three driving factors for engaging in job crafting are identified by Wrzesniewski and Dutton (2001). To begin, employees may engage in job crafting to keep their interest and enthusiasm at work. Second, because employment is essential to most people's self-identity, they are compelled to defend and enhance their image by tailoring their job to their needs. Finally, modifying specific parts of the job may improve workplace social relations (Kirkendall, 2013). In addition, Bowling (2012) identified two motivational scenarios in which employees may decide to use job crafting to increase their level of satisfaction. First, in the reactive scenario, job crafting may increase satisfaction levels when an individual feels their satisfaction level is threatened.

Whenever a person's level of satisfaction falls below their threshold, they will engage in job crafting activities to get it back up. Job crafting may be used when low job satisfaction levels. The proactive scenario is the second situation in which job crafting would be used. In this circumstance, job crafting would be used repeatedly to keep the satisfaction level over the threshold. Job crafting may be advantageous in this second circumstance. Employees can continually do job crafting tasks to guarantee their happiness level remains high rather than waiting for satisfaction levels to drop before taking action (Kirkendall, 2013).

According to Castellanos et al. (2019), society's conceptions of women's responsibilities may make it more difficult for them to change jobs when necessary. Their capacity to develop work-making talents is hindered by the pressure they encounter to adhere to conventional roles (Nielson et al., 2020; Yu & Jyawali, 2021). This is in contrast to male workers, who have more leeway to change their positions according to their preferences.

Men participate in job crafting more than females. Two possible explanations for this: first, females may have started working later than men. Because females are challenged with the female ideal, which motivates them to prioritize their home life over career chances (Hoddinott and Jarratt, 1998), second, in contrast to men, women are more likely to have low-ranking positions. Women seek more temporary jobs since their work lives are more irregular due to housekeeping and life cycle events such as motherhood. Compared to those in lower-ranking positions, individuals in high-ranking positions tend to craft more in their employment since they have more autonomy. As a result, males in high-ranking positions engage in more job crafting than women because they put more effort into their professions.

Both older and younger employees are prone to engage in job crafting behaviours to establish control over their jobs and build a positive self-image. Younger employees, however, are more motivated to craft their jobs. It has been discovered that older employees have a more structured work style than their younger

counterparts (Maurer, 2001). Yeatts et al. (2000) found that older workers devote more time and effort to the traditional or routinized approach to job activities. This result is in direct contrast to younger employees who have grown up in a workplace where flexibility is the norm (Yeatts and Hyten, 1998).

To overcome this obstacle, the assistance of the organization is essential. Workers, particularly women, will be more likely to move to jobs matching their talents and interests when the organization provides sufficient resources and support (Park et al., 2020; Rajeh Bati Almasradi et al., 2023; Tan et al., 2020). This is especially true when the company allocates sufficient resources and assistance. Consequently, it increases their sense that their task gives them a sense of purpose (Jalil et al., 2023; Jalil & Ali, 2023).

Another factor that plays a significant role is social support, which may come from coworkers, superiors, and the organization as a whole. In addition to providing direction and emotional support, this help may serve as actual aid. According to Genuba and Dura (2024), employees who have a strong sense of social support are more likely to be responsive to stress and more proactive in their work, such as when it comes to job crafting.

Research conducted by Abbas et al. (2022) suggests that male employees tend to be more proactive in arranging their responsibilities despite the fact that female employees have the same capacity for meaningful work. This phenomenon can be due to the forceful leadership style usually

displayed by male bosses. This style of leadership helps to develop a competitive environment in which job crafting is regarded as favorable.

It is possible to conclude that there is a gender divide in terms of individuals' abilities to construct jobs and their perceptions of what constitutes meaningful employment based on the description. This disparity results from societal and cultural constraints that restrict women's ability to make changes to their profession. Taking proactive measures to encourage female employees to improve their job-crafting talents is something that organizations need to do to create an inclusive and empowering work climate. This can be accomplished through training, mentorship, flexible working arrangements, and establishing a culture inside the organization that promotes gender equality.

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CONCLUSION

The research findings indicated that job crafting positively influenced meaningful work at PT. X, Jakarta, but male employees engaged in it more frequently than female employees. This disparity is most likely due to cultural and societal norms that discourage women from adjusting their work schedules. Although men and women do not differ much in terms of meaningful work, it is nevertheless important for organizations to foster an inclusive workplace where all workers can do their jobs to their full potential.

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ABOUT

SALASIKA etymologically derived from Javanese language meaning 'brave woman'. SALASIKA JOURNAL (SJ) is founded in July 2019 as an international open access, scholarly, peer-reviewed, interdisciplinary journal publishing theoretically innovative and methodologically diverse research in the fields of gender studies, sexualities and feminism. Our conception of both theory and method is broad and encompassing, and we welcome contributions from scholars around the world.

SJ is inspired by the need to put into visibility the Indonesian and South East Asian women to ensure a dissemination of knowledge to a wider general audience.

SJ selects at least several outstanding articles by scholars in the early stages of a career in academic research for each issue, thereby providing support for new voices and emerging scholarship.

AUDIENCE

SJ aims to provide academic literature which is accessible across disciplines, but also to a wider 'non-academic' audience interested and engaged with social justice, ecofeminism, human rights, policy/advocacy, gender, sexualities, concepts of equality, social change, migration and social mobilisation, inter-religious and international relations and development.

There are other journals which address those topics, but SJ approaches the broad areas of gender, sexuality and feminism in an integrated fashion. It further addresses the issue of international collaboration and inclusion as existing gaps in the area of academic publishing by (a) crossing language boundaries and creating a space for publishing and (b) providing an opportunity for innovative emerging scholars to engage in the academic dialogue with established researchers.

STRUCTURE OF THE JOURNAL

All articles will be preceded by an abstract (150-200 words), keywords, main text introduction, materials and methods, results, discussion; acknowledgments; declaration of interest statement; references; appendices (as appropriate); table(s) with caption(s) (on individual pages); figures; figure captions (as a list); and a contributor biography (150 words). Word length is 4,000-10,000 words, including all previous elements.

TIMELINE AND SCHEDULE

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