

How Job Crafting Transmits the Impact of Perceived Organizational Support and Autonomy on Work Engagement

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Abstract - In organizational practices, job crafting has emerged as a crucial professional activity that can create significantly improved workplace outcomes. This research aims to investigate how job crafting transmits the influence of organizational support and autonomy on work engagement. The empirical study was conducted by applying PLS-SEM to a sample of 255 service employees in Vietnamese retail companies. Especially in the context of emerging markets, there hasn't been much study on how service employees' job crafting improves their job engagement. The findings show that organizational support and autonomy are favorably associated with three dimensions of job crafting. Furthermore, job crafting promotes work engagement. Our findings imply that managers' open interactions and empowerment may generate positive job crafting, hence increasing employee engagement with work and organizations.

Keywords - organizational support, autonomy, job crafting, work engagement.

1. Introduction

In today's ever-changing business environment, many retail firms need to help employees to become more adaptable and entrepreneurial in their work.

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It requires managers to find how employees' capabilities are efficiently assigned to work, and how employees reshape and redefine their work. Job design is one of the methods to determine how employees perform their jobs. Traditionally, job design uses a top-down approach, emphasizing the responsibility of the manager as the creator of the work [1].

In recent years, HR practices have shown a bottom-up approach where employees can actively participate in the redesign of their work through job crafting [2]. This process allows employees to take proactive steps in making the necessary changes in their jobs. It requires the realignment of physical, social, or cognitive boundaries of the profession [3].

To encourage employee involvement in job crafting, workplace motivators in terms of job tasks and organizational atmosphere should be considered. Giving employees work autonomy has been suggested as a necessity for encouraging job crafting, as a significant work resource that satisfies employees' fundamental needs [4]. Along with the task-related aspects, the organizational environment is considered to have a major impact on job design and work performance [5], since it greatly affects employees' attitudes toward their work and behavior in the workplace. Organizational support has been highlighted as a key component in encouraging effective work habits and employee self-initiation [6].

Job crafting results in employee outputs such as work attitude (job satisfaction, desire to change jobs); and mental welfare (work involvement, work stress, job performance) [7]. Work engagement is an important attribute that highlights an employee's in-depth grasp of the job or demonstrates how people pay attention to their work. As a consequence, the outputs will boost their creativity and create more progressive outcomes for their work [8]. The goal of job crafting is to get the job done with the best quality. However, employees' positive attitude is at the heart of the job-crafting process. They have greater choice in deciding and choosing their working environment, which job best suits their personality and strengths, which traits they want to follow, and what modifications are necessary for their task.

Vietnam's retail sector is quickly expanding, with fierce competition. According to forecasts, the compound annual growth rate of Vietnam's retail market would exceed 10% between 2021 and 2026 [9]. It is because Vietnam's consumer expenditure climbed at a pace of more than 8% per year from \$118 billion in 2013 to \$185 billion in 2019, the fastest growth rate in the region. Furthermore, the private expenditure exceeds 67% of GDP, ranking them second in Southeast Asia [9]. This trend requires retail companies to focus on the service quality of employees to increase customer experience and satisfaction, which comes from the employees' work engagement. Because service employees in retail companies communicate directly and continuously with customers, their professional manner and positive attitude have a direct influence on the customer's decision. Therefore, their participation in work as well as how to build relationships at work is important. Job crafting is easily seen as an aid in dealing with work-related problems, improving work connection efficiency as well as enhancing personal performance. However, empirical studies on service employees' job crafting in the retail industry are very limited. Consequently, this study will investigate the motivating factors for job crafting as well as the impact of job crafting on service personnel' work engagement in Vietnamese retail companies.

Our study serves as a reference for retail managers to have suitable policies and methods to encourage job crafting in their companies, leading to service employees' improved performance and work engagement.

2. Literature Review

In this section, three components of job crafting, perceived organizational support, autonomy, and work engagement are identified to formulate a research model.

2.1. Job Crafting

It is described as the process through which an employee actively participates in activities intended at modifying the bounds of his/her work [4]. It is a proactive, self-initiated action in which job aspects are adjusted to better match an employee's objectives, aspirations, and talents. [10]. Individuals engage in job crafting to gain job purpose, pleasant elements of work, mental well-being, and improved job performance [4]. Job crafting is divided into 3 groups:

First, employees' changes to the type or quantity of work they do are usually referred to as task crafting [3]. By taking on additional tasks or modifying the way they perform, employees can change the form, scope, or quantity of jobs they undertake [11].

Second, relational crafting refers to employees' influence over the coworkers with whom they

interact [3]. Employees can build relationships when they are able to change their viewpoint on their employment [4]. Some components of their job may be repurposed in reference to work in general [11].

Third, cognitive crafting is the process by which an employee changes their perspective on their employment to become more connected with the value of their job [3]. Employees may utilize cognitive crafting to continually assess how their jobs affect them personally by altering their thinking about it [4].

2.2. Perceived Organizational Support

It is tied to employees' perceptions of how much the organization values their contributions and cares about their well-being [12]. A high level of organizational support is more likely to motivate employees to contribute and care about the organization's operations [13]. As a result, support from organizations is seen as an important component in determining employee attitudes and performance because it demonstrates a social mutual employee-organization relationship [14]. Employees may begin to build on the mission to reach a meaningful objective and engage in altering connections with people in the workplace and their perspective of work when they feel a greater amount of support from the business. Organizational support is one of the factors to control the connection between the production process and the feeling of social responsibility, and this relationship strengthens as perceptions of organizational support increase [15], [16]. Employees who see organizational support will re-adjust their tasks and alter their perspective of the value and purpose of work. Consequently, the below hypotheses are generated:

H1: The impact of perceived organizational support on three components of job crafting is positive

2.3. Autonomy

Workplace autonomy describes the degree to which a person's employment gives them considerable freedom, independence, and influence over how they plan and carry out their work [17]. Employees that have a great degree of autonomy might pick different approaches to their jobs [18]. Employees are more likely to be proactive when they are free, on their own, and in charge of what they do, how they do it, and when they do it [17]. People claim autonomy in their job when they are professionally devoted and have a clear purpose or mission to pursue, particularly when such objectives are coupled with strong beliefs and values [19]. As a result, firms may assist individuals in becoming more engaged in their professions by offering suitable contexts, such as discretionary work [20]. Employees with a great degree of autonomy will modify their

duties, relationships, and perceptions of the value and meaning of work. The following hypotheses are given:

H2: The impact of autonomy on three components of job crafting is positive.

2.4. The Relationships Among the Three Components of Job Crafting

The existence of a link among the three components of job crafting has been demonstrated [21]. Not only does task significance impact relationship processes and interaction with people, but it also helps employees feel their job as significant [22]. When adjusting tasks, employees are more likely to communicate and coordinate with coworkers. Furthermore, employees who take on new responsibilities find their job to be more relevant in their lives [22]. There was the interaction between job crafting aspects revealed that task crafting has a greater influence on relational crafting than cognitive

crafting [23]. As a consequence, the following hypothesis is expected:

H3: Task crafting has a positive impact on relational and cognitive crafting.

2.5. Work Engagement

Engagement is described as a desire to give intellectual effort, good feelings, and meaningful connections with others [24]. Work engagement is a mental state characterized by an employee's energy, devotion, and absorption to complete tasks [25], [26]. [27] show that job crafting positively influences employee and organizational productivity. Job crafting behaviors emerge as enhanced work resources and job demands, resulting in higher work engagement [28]. We therefore hypothesize:

H4: Three components of job crafting positively influence work engagement.

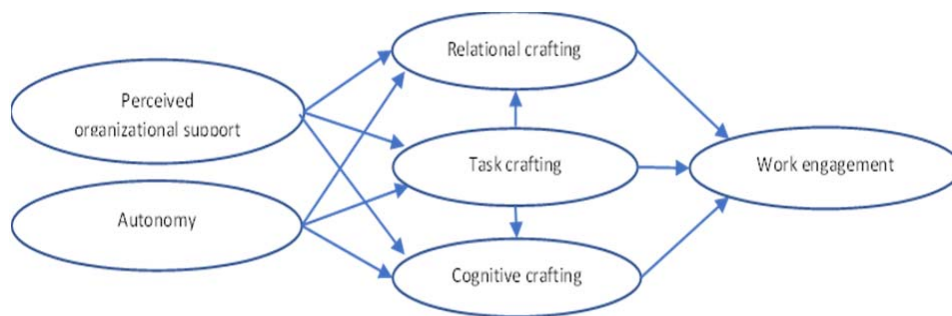


Figure 1. Research model

3. Research Method

This section will focus to answer two main questions: How was the data generated? And, how was it analyzed?

3.1. Data Collection

The measurement items were derived from prior studies. First, job crafting (task, relation, and cognitive) was developed using the scale of [3], which has been frequently utilized [16], [29]. We utilized Eisenberger's scale for perceived organizational support [12], Sims's scale for autonomy [30], and The Utrecht Work Engagement Scale for work engagement [31]. Participants expressed their agreement to each question using a 5-point Likert scale.

The primary data was gathered using an online questionnaire survey of full-time employees retail companies in Ho Chi Minh City, Vietnam. The questionnaire includes five questions for each component of job crafting, three questions about perceived organizational support, three questions

about autonomy, and five questions about job engagement. The items utilized in this study were initially written in English, despite the fact that the participants were Vietnamese. To resolve discrepancies and refine the language, multilingual experts are encouraged to interpret the survey items into Vietnamese before re-translating them into English. Five human resource managers in retail companies then examined and amended the suggested questionnaire. Sixty employees from retail companies reviewed the survey to find out language and question ambiguity. In response to their ideas, some minor adjustments were made. Following an official survey, we received 294 responses, of which 255 were appropriate.

According to the respondents' demographic profile (given in Table 1), the sample was made up of more females (57.6 percent) than males (42.4 percent). In terms of age, the majority of employees (30.2 percent) are between the ages of 25 and less than 30 years old, with a decent mix of age groups. A university bachelor's degree is held by 63.5 percent of participants. 55.7 percent of the respondents had worked for above three years.

Table 1. The respondents' characteristics

Measure	Value	Number of responses	%
Sex	Female	147	57.6
	Male	108	42.4
Age	Under 26 years	49	19.2
	26 - 30 years	77	30.2
	31 - 35 years	48	18.8
	36 - 40 years	40	15.7
	41 years and up	41	16.1
Education	High school	12	4.7
	College	52	20.4
	University	162	63.5
	Graduate school	29	11.4
Income	Below 10 million VND	80	31.4
	From 10 to less than 15 million VND	79	31.0
	From 15 to less than 20 million VND	55	21.6
	20 million VND and more	41	16.1
Working years in the current organization	Below 1 year	23	9.0
	1 – less than 3 years	90	35.3
	3 – less than 5 years	82	32.2
	5 years and above	60	23.5

3.2. Data Analysis

We measure and assess the theoretical model using partial least squares structural equation modeling (PLS-SEM). This quantitative analysis technique has been widely utilized in management and business research [32]. Many covariance-based structural equation modeling issues are addressed by PLS-SEM (CB-SEM). Even with limited sample numbers, PLS-SEM provides solid model estimates [33]. The minimum sample size suggested for PLS-SEM is 30 to 100 [34]. The SmartPLS software and the two-step analysis approach were used to test the proposed models. We begin by examining the measurement's validity and reliability. We next use a bootstrapping technique (1000 resamples) to determine the significance levels for structural coefficients.

4. Results and Discussion

We test the reliability and validity of the measurement model before moving to test the structural model [32]. First, table 2 shows that the composite reliability (CR) and Cronbach alpha values were above the cut-off value of 0.7, confirming the reliability of constructs. All outer loading values are greater than 0.7 and the extracted average variance (AVE) was higher than 0.5, demonstrating convergent validity. In terms of discriminant validity, we also confirmed that the values of the square root of the AVE for each

construct are greater than its correlation with all other constructs [35]. Similarly, the values of the HTMT (Heterotrait–Monotrait) were less than the threshold of 0.85 [36]. As seen in Tables 3 and 4, our approach shows discriminant validity.

We verified for construct collinearity before testing hypotheses. The variance inflation factor (VIF) value can be used as a general diagnostic measure to assess multicollinearity. Because all VIF values were less than 5, there was no collinearity among the components. To assess the statistical significance of our hypothesis, we produced P-values by bootstrapping 1,000 samples. Figure 2 depicts the model's parameters collected during the structural evaluation.

First, we look at how perceived organizational support and autonomy affect job crafting. Table 5 shows that it has a positive impact on all three components of job crafting at the significant level of 1% and 5%. As a consequence, H1 was supported, confirming that employees are more likely to start adjusting their perceptions of their jobs through task-related behaviors and interpersonal interactions if their employers provide them with more assistance.

Similarly, autonomy has a positive impact on all three components of job crafting at the significant level of 1%, supporting H2. Employees' tasks, relationships with others, and perceptions of their work will change as they gain more autonomy in carrying out their jobs. Compared to cognitive and relational crafting, task crafting is more influenced by autonomy.

Table 2. Reliability and Validity Test Results

Constructs	Scale items	Outer loadings	Cronbach's Alpha	CR	AVE
Task crafting (TC)	TC1	0.781	0.755	0.844	0.575
	TC2	0.739			
	TC3	0.777			
	TC4	0.735			
Relational crafting (RC)	RC1	0.740	0.777	0.858	0.602
	RC2	0.848			
	RC3	0.791			
	RC4	0.718			
Cognitive crafting (CC)	CC1	0.820	0.875	0.909	0.667
	CC2	0.853			
	CC3	0.810			
	CC4	0.815			
	CC5	0.784			
Perceived organizational support (PS)	PS1	0.903	0.900	0.938	0.833
	PS2	0.928			
	PS3	0.908			
Autonomy (AU)	AU1	0.805	0.760	0.862	0.676
	AU2	0.823			
	AU3	0.838			
Work engagement (WE)	WE1	0.879	0.899	0.925	0.712
	WE2	0.861			
	WE3	0.852			
	WE4	0.812			
	WE5	0.814			

Table 3. Fornell-Larcker criterion

	Autonomy	Cognitive crafting	Perceived organizational support	Relational crafting	Task crafting	Work engagement
Autonomy	0.822					
Cognitive crafting	0.68	0.817				
Perceived organizational support	0.523	0.563	0.913			
Relational crafting	0.571	0.596	0.478	0.776		
Task crafting	0.622	0.615	0.52	0.646	0.759	
Work engagement	0.65	0.627	0.694	0.557	0.635	0.844

Table 4. HTMT ratio analysis

	Autonomy	Cognitive crafting	Perceived organizational support	Relational crafting	Task crafting
Cognitive crafting	0.833				
Perceived organizational support	0.632	0.635			
Relational crafting	0.746	0.723	0.568		
Task crafting	0.814	0.744	0.636	0.833	
Work engagement	0.786	0.707	0.771	0.664	0.763

Table 5. Estimation results of the structural equation model

Hypotheses	Coefficient	P Value	f ²	Result
H1a: Perceived organizational support → Task crafting	0.268	0.000	0.093	Accepted
H1b: Perceived organizational support → Relational crafting	0.131	0.037	0.022	Accepted
H1c: Perceived organizational support → Cognitive crafting	0.221	0.000	0.073	Accepted
H2a: Autonomy → Task crafting	0.481	0.000	0.300	Accepted
H2b: Autonomy → Relational crafting	0.234	0.001	0.058	Accepted
H2c: Autonomy → Cognitive crafting	0.413	0.000	0.214	Accepted
H3a: Task crafting → Relational crafting	0.433	0.000	0.200	Accepted
H3b: Task crafting → Cognitive crafting	0.243	0.000	0.075	Accepted
H4a: Task crafting → Work engagement	0.339	0.000	0.116	Accepted
H4b: Relational crafting → Work engagement	0.137	0.026	0.020	Accepted
H4c: Cognitive crafting → Work engagement	0.337	0.000	0.127	Accepted

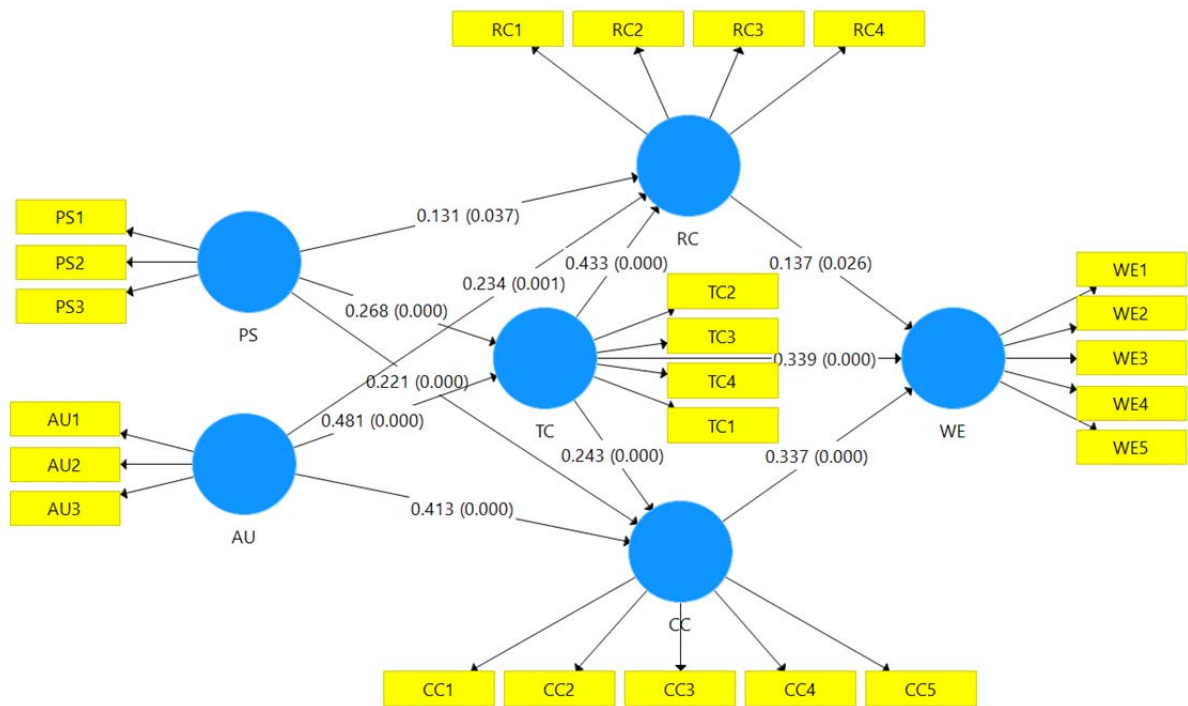


Figure 2. Results of structural model analysis

Third, we investigated the links among the three elements of job crafting. Task crafting shows positive impacts on both relational and cognitive crafting at the significance level of 1%. As a result, H3 was supported. It suggests that employees' voluntary changes to their tasks have an impact on both their interactions with coworkers and how they perceive their work. Task crafting had a greater impact on relational crafting than cognitive crafting.

Finally, we also discovered support for a positive and significant relationship between job crafting and work engagement, confirming H4. When employees' tasks, relationships, and perceptions of their jobs are improved, they are more likely to be interested in their work.

Table 5 also provides the f² values for all endogenous and exogenous component combinations. All exogenous latent factors had impact sizes greater than 0.02, suggesting small to medium effects [37].

5. Conclusion

Although job crafting has been extensively researched for more than 20 years, it is still a new concept in Vietnam. In Vietnam, there hasn't been much research to compare our findings with. The results show that organizational support and autonomy have positive effects on task, relational, and cognitive crafting and they positively affect work engagement. This result supports the role and significance of job crafting in promoting employee morale.

The findings emphasize many managerial implications. First, companies should create programs with more care and support to enhance the process of employees' job crafting. When employees receive help from their supervisors, they will actively reframe their job duties, and improve work relationships. When they gain organizational empathy, they will increase their role in the performance of their jobs. This will enhance their work engagement in the future because they experience organizational support. Second, we recommend that businesses encourage greater employee autonomy. Job autonomy allows employees to determine the pathways they can take in how they carry out their employment. Consequently, personnel with great autonomy will modify their tasks to be more suitable, increase social relationships, and improve awareness and individual roles.

This study also discovered that job crafting had a beneficial influence on job engagement. Employees may utilize job crafting to enhance their work quality while still contributing to the success of the firm. Job crafting promotes the mental health aspect, helping employees feel satisfied with their jobs. In addition, each employee's different characteristics make it difficult for organizations to create job designs in a traditional way. Job crafting means job designs to fit an employee's background, motivation, and preferences. An employee's success can depend much on their ability to utilize available resources and reorganize a job. Employees can have more joy and meaning at work, cope better with stressful situations, and perform better if their jobs are well-crafted.

There are several drawbacks to this study. First, the study is only conducted within retail service companies, while the research model needs to be tested in other service industries to generalize the research results. Second, the data from managers/supervisors may be gathered and analyzed instead of only employees' data. Third, the research model can contain additional individual constructs (personality traits and self-confidence) as well as organizational constructs (human resource management policies and empowering practices).

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