

Work Family Enrichment, Job Crafting, and Work Engagement Among Married Employees: A Case in Construction Company

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ABSTRACT

Employees are expected to have a high level of work engagement. However, there are conditions that might affect the level of employee engagement, e.g. conflicts between work and family life. When an employee is married, the role of the individual is divided between being an employee and being a wife or husband which can include the role as parents. This study aims to determine the level of job crafting, work family enrichment and work engagement among married employees. Participants in this study were 226 married employee, male and female, had worked for at least 1 year in a construction company in Indonesia. Data was collected using three questionnaires used in this study, which are: the Utrecht Work Engagement Scale (UWES) developed by Schaufeli, Salanova, González-Roma, and Bakker (2002), Work Family Enrichment Scale developed by Kacmar, Crawford, Carlson, Ferguson, and Whitten (2014), and Job Crafting Questionnaire developed by Slemp & Vella-Bodrick (2013). The results showed: 1) there is direct effect between job crafting to work family enrichment ; 2) there is direct effect between job crafting to work engagement , 3) there is direct effect between work family enrichment to work engagement , 4) there is a significant indirect effect between job crafting through work family enrichment to work engagement. This means job crafting strategies can be used by married employees to increase their engagement level.

Keywords: *work engagement, work enrichment, job crafting, married employee*

1. INTRODUCTION

Organizations need to maintain employee engagement in order to display optimal performance. Employees with high work engagement are aware of the business context and together with their peers improve performance for the benefit of the organization [1]. This attitude can be shown from their morale, discipline, and performance. Work engagement can increase commitment to the organization and improve employee performance [2]. Job resources, organizational commitment, and employee performance increase, work engagement will have a positive impact on company finances.

Employees are expected to have a high level of work engagement. However, there are conditions that might affect the level of employee engagement, for example conflicts between work and family life. When an employee is married, the role of the individual is divided between being an employee and being a wife or husband which can include the role of father or mother. When this role is divided, conflicts will arise where individuals must be able to balance their roles and sacrifice one of the roles. All roles that have

demands that must be fulfilled, if one or all of the roles are not fulfilled, then it will bring up a negative thing. Individuals who work, then have families and children, are expected to perform both roles as well [3].

The study of how important the balance between work and family roles is called work family enrichment. Work family enrichment is considered important for employees and organizations because the positive relationship between work and family is important in the lives of employees, organizations, and human resources [4]. The existence of this positive relationship will lead to a positive and productive work environment. Organizations that pay attention to their employees in balancing roles between work and family can indirectly help employees in managing responsibilities between work and family [5]. The importance of work family enrichment, which is the balance between work and family able to improve outcomes related to individuals, families, and organizations [6].

Conditions of work family enrichment can be accomplished in several ways. One of them is through job crafting. Job crafting can be a strategy to

improve work family enrichment, for example through increasing job resources, and reducing job demands. Job crafting is the ability of employees to face job demand and increase job resources to optimize work and achieve their work goals. This can happen because employees who do job crafting can utilize their knowledge, skills, abilities and needs to adjust to accomplish their work [7].

Job crafting also has a positive effect on work engagement. This is in line with the findings of several experts which showed that job crafting is also able to predict employee performance. Employees with high work engagement are indeed active employees, who are able to change their work environment, and not just passive employees [8].

Employees who have high job crafting are able to redesign their work in a way that is personally meaningful. The combination of high job demands and resources can facilitate work engagement, and job crafting has the potential to change the way employees look at the meaning of their work and their work identities in various situation [9]. Job crafting involves limiting the tasks of work both physically and cognitively. Changes in task constraints can be said that employees change the form or amount of their activities while working, while changes in cognitive form can be in the form of how employees change their views of their work. Changes made by employees are considered important because it can improve and benefit the achievement of work.

At present, there's still little amount of studies that have examined the relationship between job crafting and family enrichment work, especially in Indonesia. Job crafting is a significant antecedent for work family enrichment [10]. Based on previous research, it also indicates that there will be a possible path of correlation between job crafting, work family enrichment and work engagement [8, 10]. Therefore, this research is interested in further studying how the relationship between job crafting, work family enrichment and work engagement for married employees, with the focus of work family enrichment as a mediator variable.

2. LITERATURE REVIEW

2.1. Work Engagement

Work engagement is a situation where organizational members have positive feelings and emotions, enthusiasm, and full dedication to the company's tasks [11]. Work engagement is a combination of satisfaction and commitment, where satisfaction is in the emotional realm, while commitment is more on the efforts of individuals to pursue something that is expected through their work. Work engagement is a mental condition that effect the job [12]. Work engagement as a positive,

satisfying state of mind, related to work that is characterized by enthusiasm, dedication, and appreciation.

There are three dimensions of work engagement, namely: 1) Vigor, a very high motivation in individuals that will bring mental strength to carry out their work and solution to resolve problems when carrying out their work, 2) Dedication, a psychological feeling where the individual feels enthusiastic and happy about the challenges at work and willingness to complete it, 3) Absorption, where individuals appreciate their work when they concentrate and focus on their work to provide optimal results [13].

2.2. Work Family Enrichment

Work family enrichment is the experience of individuals in carrying out one role and can improve the quality of life in other roles [14]. Work family enrichment is a situation where families get something good out of roles as workers and get something good job also of its role in the family [15]. The concept of two-way and multidimensional work family enrichment as a way that the role of the family benefits from the role of work through developmental resources, positive influence, and psychosocial capital gained from involvement in work [16].

Work family enrichment then defined as how the role of work benefits from the role of the family through developmental resources, positive influences, and gains in efficiency obtained from involvement in the family. Two dimensions of work family enrichment, which are : a) Work-to-Family enrichment, is a state in which work can influence individuals to become better family members, and b) Family-to-Work enrichment, is a condition where the family can influence individuals to become better employees [17].

2.3. Job Crafting

Job crafting is described as the way employees take an active role in initiating changes in the physical, cognitive, or social features of their work. This is an informal process where workers use it to shape their work practices so that they are in line with their special interests and values. In this way, job crafting is a form of proactive behavior, more driven by employees than management [18].

The job crafting aspect used in this study refers to the model from Wrzesniewski and Dutton [19]. They suggest that there are three forms of job crafting, namely: 1) Task crafting, referring to initiate changes in the number or types of activities a person completes on the job (e.g., introducing new tasks that are more in line with someone's skills or interests), 2) Relational crafting,

including how to interact with someone at work (e.g., making friends with people with similar skills or interests), 3) Cognitive crafting, including how someone 'sees' their work, with a view to making it more meaningful in person (e.g., recognizing the effect of a person's performance on the success of the organization or community).

2.4. Hypotheses

Based on the explanation of the research framework above, the hypotheses in this study are:

H1 : There is a direct effect between job crafting and work family enrichment.

H2: There is a direct effect between job crafting and work engagement.

H3 : There is a direct effect between work family enrichment and work engagement.

H4 : There is an indirect effect between job crafting through work family enrichment on work engagement.

3. METHODS

3.1. Participants

Participants in this study were employees who were married, male and female. All respondents are employees who work at a national company in Indonesia. From the questionnaire distributed, 226 data were obtained, consisting of 27 women and 199 men. The gender imbalance occurs because the field of work where data is collected is the field of construction work that is dominated by men.

3.2. Data Collection

Data collection in this study was conducted using three questionnaires. There are work engagement scale, work family enrichment scale, and job crafting scale.

3.2.1. Work Engagement Scale

Measurement of *work engagement* was adapted from the *Utrecht Work Engagement Scale* (UWES) measure developed by Schaufeli, Salanova, González-Roma, and Bakker [[12]]. There are 17 items on this scale. The *work engagement* measurement tool has seven answer choices that are used to respond to each item of statement given to the participant. The answer scale choice used in this study is a *ranking* with a range of 0 (never) to 6 (always / every day). The scale of work engagement in this study has the Alpha Cronbach reliability coefficient of 0.939. The results of the item validity test show the total aitem correlation index ranged from 0.271 to 0.780.

3.2.2. Work Family Enrichment Scale

Measurement of *work family enrichment* was adapted from the *Work Family Enrichment Scale* developed by

Kacmar, Crawford, Carlson, Ferguson, and Whitten [17]. The scale consist of 18 items. *Work family enrichment* scale has five answer choices that are used to respond to each item statement given to participants. Answer choices scale used in this study is a *ranking* of the range of 1 (Strongly disagree) to 5 (Strongly agree). Based on the results of the reliability test, Alpha Cronbach's value for this scale was 0.939. While the results of the item validity test show the total item aitem correlation index ranged from 0.634 to 0.836. Therefore it can be concluded that the scale of work family enrichment has a good reliability.

3.2.3. Job Crafting Scale

Job crafting measurement was adapted from *Job Crafting Questionnaire* developed by Slemp & Vella-Bodrick [20]. There are 19 items on this scale. The scale of job crafting has six choice answers are used to respond to every item statement given to participants the range of 1 (Almost never / a few times a month or less) to 6 (always / every day). The job crafting scale in this study has an Alpha Cronbach reliability coefficient of 0.903. The results of the item validity test show the total aitem correlation index ranged from 0.369 to 0.633.

3.3. Data Analysis

Hypothesis testing is conducted with simple mediation technique by PROCESS v3.4 through SPSS macros for *Simple Mediation*. *Simple mediation* is a design of mediation analysis that involves only one mediator variable. Mediation is said to occur if: 1) the independent variable correlates significantly with the mediator variable, 2) the independent variable correlates significantly with the dependent variable even though the mediator variable does not exist, 3) the mediator variable has a significant correlation with the variable dependent, 4) the correlation of the independent variable with the dependent variable will decrease if the mediator variable correlation is added to the model.

4. RESULTS

4.1. Data Description

Demographic description of the participants and the distribution of scores of each study variable can be seen through Table 1.

Table 1. Data Description

	Min	Max	M	SD
JC	1	6	38.73	5.422
WFE	19	45	39.69	4.766
WE	19	45	83.10	11.89
Age	24	58	40.53	9.16
Tenure	0	32	14.71	9.47
Number of children	0	6	2.43	1.17

WFE = work family enrichment, JC = job crafting, WE = work engagement

Based on the results of data analysis in Table 2, it is known that the majority of participant had very high scores in job crafting (85%). Only a small proportion have a moderate score (0.4%). There are no respondents who have very low and low scores. In the work family enrichment variable, scores are quite varied. Most respondents have high scores (50.9%) and very high (46%). A small proportion had a moderate score (2.7%) and a low score (0.4%). There are no respondents who have very low scores. The distribution of work engagement scores showed that the majority of participants have very high categorization scores (66.8%). The number of participants with high scores was 27.4% and those with moderate scores were only 5.8%. There are no respondents who have very low and low scores.

Table 2. Data Distribution

Category	JC		WFE		WE	
	f	%	f	%	f	%
Very low	0	0	0	0	0	0
Low	0	0	1	0.4	0	0
Moderate	1	0.4	6	2.7	13	5.8
High	33	14.6	115	50.9	62	27.4
Very high	192	85	104	46	151	66.8

4.2. Hypothesis Testing

Hypothesis test results produce the following data output as seen in Table 3.

Based on the table above it can be seen that:

- a. There is a direct effect between job crafting and work engagement ($B = 0.708, p = 0.000$), then Hypothesis 1 is accepted.
- b. There is a direct effect between job crafting and work family enrichment ($B = 0.531, p = 0.000$) so that Hypothesis 2 is accepted.
- c. There is a direct effect between *work family enrichment* and work engagement ($B = 0.542, p = 0.00$), then Hypothesis 3 is accepted.

There is a job crafting effect on work engagement by controlling work family enrichment ($B = 0.420, p = 0.000$).

Table 3.
Hypothesis Testing

Independent Variables	Dependent Variables	B	Sig.
JC	WE	0.708 (c)	0,000
JC	WFE	0.531 (a)	0,000
WFE	WE	0.542 (b)	0,000
JC*WFE	WE	0.420 (c')	0,000

While the results of indirect effect analysis to see the mediation effect showed the magnitude of the coefficient $B = 0.288$ ($p < 0.05$) with an effect size of $B = 0.249$ ($p < 0.05$). Confidence interval (CI) of the indirect effect is

significant (above 95%), with a lower limit and upper limit of the CI were 0.1881- 0.407. Thus it can be concluded that work family enrichment has mediated the relationship between job crafting and work engagement among married employees. To see the results of the analysis more clearly can be seen in Figure 1 and Figure 2.

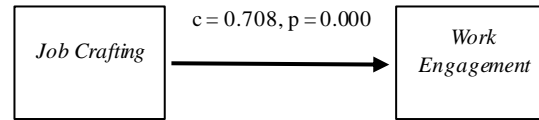


Figure 1. Direct effect model

The correlation test for each job crafting's dimensions on each work engagement's and total scores indicate that all dimensions of job crafting have significant correlation with work engagement scores. The cognitive crafting has the strongest correlation, whereas task crafting has the weakest correlation. The correlation test for each job crafting's dimensions on each work family enrichment's and total scores indicate that all dimensions of job crafting have significant correlation with work family enrichment scores. The cognitive crafting has the strongest correlation, whereas task crafting has the weakest correlation. The correlation test for each work family enrichment's dimensions on each work engagement's and total scores indicate that all dimensions of work family enrichment have significant correlation with work engagement scores. The work to family aspect has a stronger correlation to vigor. While the family to work has stronger correlation with dedication and absorption.

The results indicate that there is a correlation between age and job crafting variables. It is also found that the age of the participants significantly correlated with work engagement, work family enrichment and job crafting scores. Participant's work tenure also correlated with work engagement, work family enrichment and job crafting scores. The number of children also significantly correlated with all research variables. However, it should be noted that all of these correlations are weak.

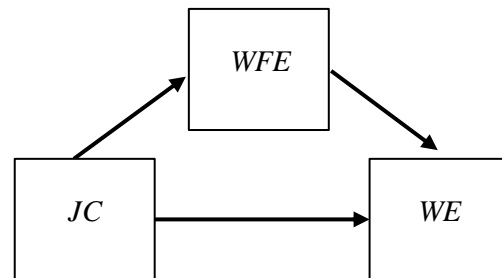


Figure 2. Indirect effect model

5. DISCUSSION

The results are in line with Kuntari's study [3] that there is positive relationship between *work family enrichment* and *work engagement*. This can occur because employees are able to apply all the knowledge, experience, and *skills* that they have or will develop when they carry out their roles in work and family. Other results from Klerk, et al [21] show that the dimensions of *work family enrichment* are related to various *work resources* and *work engagement* dimensions, also to job satisfaction and career satisfaction. In addition, Wayne, et al [22] reveals the care and support of families for employee, can make employees feel ease in the workplace.

Greenhaus and Powell [14] establish instrumental and affective pathways where work and family resources introduce work family enrichment. In this dual track model, five types of resources resulting from participation in roles are identified: skills and perspectives, psychological and physical resources, social capital resources, flexibility, and material resources. The instrumental path shows that the resources that accumulate in role A (work or family) can directly influence high performance in role B (family or work). The affective pathway shows that the resources derived from role A produce a positive influence on role A, which in turn produces high performance in role B. In addition, through the instrumental and affective pathway, the resources obtained in role A ultimately influence the positive influence in role B, because of the effect of increasing performance in role B. According to this proposition, roles that are characterized by high performance and positive influence must be the most proximal factor in predicting work family enrichment.

Theoretical reasons also show a positive relationship between work engagement and the two-track process that underlies work family enrichment. According to Greenhaus and Powell [14] the first instrumental path, knowledge, skills, and various resources in role A will directly improve performance in role B. Knowledge, skills, and various resources in the workplace are transferred and used in the domain family through experience high work engagement. Highly engaged employees are characterized by a strong identity with work and recognition of meaning and significance in the work. Highly engaged employees also welcome challenges and believe that they will continue to learn and experience personal growth [23]. Highly engaged employees believe that what they do at work is meaningful, so they can crystallize knowledge, skills and resources, which in turn are more easily transferred to their family domain. Likewise, according to Greenhaus and Powell's [14] influencing pathways (knowledge, skills, and various resources in role A will lead to positive influences in both roles A and B), highly engaged employees are characterized by passion, energy, and mood who is happy while working. This mood can immediately extend to the family realm and facilitate the

performance of family roles, which in turn will enhance the positive mood in the family realm.

Conditions of *work family enrichment* can be accomplished in several ways. One of them is through *job crafting*. Rastogi & Chaudary [7] found that job crafting can be one of the methods to improve work family enrichment, for example through increasing *job resources*, and *reducing job demands*. Job crafting is the ability of employees to face job demands and increase job resources to optimize work and achieve their work goals [9]. This can happen because employees who do job crafting can utilize their knowledge, skills, abilities and needs to adjust to the work done.

Research conducted by Petrou [8] shows that job crafting also has a positive effect on *work engagement*. This is in line with the findings of several experts who show that job crafting is also able to predict employee performance empirically [24]. According to Bakker & Bal [23] employees with high *work engagement* are indeed active employees, they are employees who are able to change their work environment, and not just passive employees.

Job crafting can be said is potential to balance job demands with job resources [25], both of which are factors that can influence the level of employee engagement. Where the demands of the job (job demands) cannot always be overcome with the resources owned by employees (personal resources) and the resources derived from the job (job resources). Employees can actively change their work so that it can be adjusted to their interests through selecting tasks and negotiating job content (task crafting), then improvising relationships with colleagues (relational crafting), and determining the meaning of their work (cognitive crafting). Thus, if employees have a high level of ability to crafting work in terms of their tasks, cognitive and relationships at work, the level of work engagement will also high.

As explained above, job crafting is a process in which employees change their job features. Job characteristics theory suggests that people can be more motivated by designing their work. The job task itself will motivate employees, so challenging work will motivate more employees. Job crafting is built according to the job demands-resources model, which changes job characteristics (job demands and job resources). Employees can do job crafting on their work, both at the level of job demands, the level of work resources, or both [9]. The study found that if employees did job crafting, for example by asking for feedback, their experience of colleague support would be higher. Thus, employees can influence their own social work resources [26], which can lead to more colleague support. Moreover, employees who experience more colleague support can have higher levels of work engagement. This is in line with the motivation process where an increase in work resources leads to an increase in work engagement [26].

Employees who make their social work resources will experience a higher level of work resources (i.e. colleague support) [9]. A meta-analysis [27] shows that job resources are positively related to work engagement. Employment resources, such as social support, should play the role of extrinsic and intrinsic motivation. Extrinsic motivation is a role because it contributes to achieving work goals and the role of intrinsic motivation is because it advances employee learning and development. Previous studies have shown that social support and performance feedback have positive outcomes on work engagement. Several studies have shown that there is a positive relationship between colleagues support and work engagement. Employees who redesign their work score higher job resources such as autonomy, job identity, and feedback [28]. In addition, these employees also scored higher on their welfare such as work engagement.

Another explanation that shows a positive correlation between the two variables is through the linkage of work engagement with proactive behavior. According to Bakker & Leiter [2017] proactive behavior can be showed in an increase in one's work engagement. Proactive action, cognition, and attention can increase the personal resources. In addition, personal resources have the most influence on work engagement [29]. One form of proactive behavior is job crafting. Wrzwsniewski and Dutton [19] state that the emphasis of job crafting is on the proactive behavior of employees in making changes to the boundaries or scope of their work to find identity or meaning in their work.

6. CONCLUSION

The results showed that there are direct effect between job crafting to work family enrichment, job crafting to work engagement, and work family enrichment to work engagement. Work family enrichment has mediating effect on the relationship between job crafting to work engagement.

6.1. Recommendations

Married employees need to proactively carry out job crafting strategies, for example through efforts to change work procedures. Job crafting is proven to have two benefits at the same time for employees, which can increase work family enrichment and also work engagement. The company can also help employees to improve work family enrichment and work engagement by reducing job demands and increasing job resources in the company, for example by increasing work culture so that there is better social support, or decrease the workload.

6.2. Suggestion for Further Research

Researchers are expected to narrow the characteristics of respondents in subsequent studies so as to develop research results so that they are more varied and minimize the possibility of abnormality of research

data. For example, further research is only devoted to married female employees, because according to Naidoo and Jano (2002) women who play a dual role tend to have an impact on their work lives and personal lives. Future research can try to use Job Demand Resources modeling to see the big picture of how the interaction between organizational support and personal resources in the relationship between job crafting and work engagement, especially for married employees.

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