

IMPROVING WORK ENGAGEMENT OF LECTURERS IN SALATIGA CITY THROUGH PSYCHOLOGICAL MEANINGFULNESS, JOB CRAFTING AND JOB ENRICHMENT: POLICY IMPLEMENTATION MERDEKA BELAJAR-KAMPUS MERDEKA

Mokhammad Khukaim Barkhowa¹, Ambar Istiyani²
{m.khukaim@stieama.ac.id¹, ambar@stieama.ac.id²}

STIE AMA Salatiga, Jl. Diponegoro No. 39 Salatiga ^{1, 2}

Abstract. Improve the quality of education, which can also be used as anticipation regarding the industrial revolution 4.0 and the crisis caused by Covid19. The spirit of the Kampus Merdeka is expected to help deal with the crisis due to the pandemic that hit Indonesia. Lecturers are a factor in the educational process's success and are the university's spearhead. The study was conducted on university lecturers in Salatiga City by determining the sample using the Slovin formula with 100 Lecturers. The data used is multiple regression analysis with two models and the Sobel test. The results showed that, partially job crafting and job enrichment positively affected psychological meaningfulness; job crafting, job enrichment, and psychological meaningfulness positively affected work engagement; job crafting and job enrichment affected work engagement through psychological meaningfulness.

Keywords: job crafting, job enrichment, psychological meaningfulness, work engagement.

INTRODUCTION

1.1. Background

Kampus Merdeka, which was launched by the Minister of Education and Culture (Mendikbud), Nadiem Makarim, in early 2020, influenced policymaking in universities, both public and private. Currently, several universities have started to implement this policy, particularly during the Covid-19 pandemic. To improve quality education, which can also be used to anticipate the industrial revolution 4.0 and the crisis caused by Covid-19. Through the spirit of Kampus Merdeka, it is hoped that it can help deal with the crisis due to the pandemic that hit Indonesia. (Dikti, 2020)

From the policy of Kampus Merdeka and the crisis due to the pandemic, lecturers must make changes to the work they usually do through online learning. Based on a socio-economic survey on the impact of Covid19, conducted among 633 respondents aged 17 and over, it was disseminated online through social media. The application of physical distancing through home learning based on the Circular Letter of the Head of Education Office of Salatiga City No. 420/2398/401 on conducting online teaching and learning activities extends study time at home. Online data show that 90.2 percent are learning to use the Internet. (BPS, 2020)

Due to pandemics and policies, lecturers must adjust these changes to Merdeka Belajar Kampus Merdeka. Work engagement lecturers and psychological meaningfulness lecturers must be considered. Previous research explains that job crafting can affect work engagement through psychological meaningfulness. Engaging in job creation can gain a greater sense of meaningfulness and thus maintain the necessary level of engagement that is critical to do their job. Individuals can access more resources or develop new challenges that stimulate and focus their resources and engagement by crafting their work. (Dan, Roşca, & Mateizer, 2020)

Job enrichment is another thing to consider in the face of policy Kampus Merdeka and the crisis caused by the pandemic. Job enrichment increases employment by adding responsibility for

planning, managing, controlling, and assessing work. Job enrichment will present greater challenges to institutions and is expected to increase job satisfaction for employees. (Ongkowitzjojo, 2013)

Previous research has explained the effect of job enrichment on work engagement with psychological meaningfulness as an intervening variable. Challenging work arrangements give rise to feelings of meaning. Self-meaning that arises due to the design of work following the goals and values of self forms a high engagement. In addition, work arrangements that involve efforts to build the meaning of work produce a better level of engagement than work arrangements that ignore the importance of the role of work in the lecturer. (Sungkit & Meiyanto, 2015)

Previous research has shown that psychological meaningfulness influences the increase in work engagement. High work engagement will feel his spirit and dedication even though the workload is high with working hours exceeding normal. (Purba, Chaterine, Hardjono, & Clarissa, 2019)

The issues will be examined how job crafting and job enrichment impact work engagement with psychological meaningfulness as intervening variables. The purpose of this study is to examine how job crafting and job enrichment can impact work engagement with psychological meaningfulness as an intervening variable. The important thing of this research and as renewal is the success of the Merdeka Belajar-Kampus Merdeka program set by the government, in this case, KEMENDIKBUD DIKTI, by improving the skills and knowledge of lecturers.

1.2. Literature Review

1.2.1. Result Of The Previous Research

Table 1. Result Of The Previous Research

No	Researcher/Year/ Location	Results and Links to research conducted
1	(Dan et al., 2020) Location : Romanian firefighters	<u>Research results</u> Job crafting can affect work engagement, namely through psychological meaningfulness. This indirect influence is significant, and its size is similar to the direct influence from job crafting to work engagement. Engaging in job-making behaviors can gain a greater sense of meaningfulness, and by doing so, they can maintain the necessary level of engagement that is critical in the execution of their work. In addition, by crafting their work, individuals can access more resources or develop new challenges that stimulate and focus their resources and engagement. <u>Links to research conducted</u> Job crafting and work engagement also introduce psychological meaningfulness as additional factors in explaining the relationship between these constructions. Interestingly, this model finds evidence for the assumption that job creation plays an important role in performance outcomes, even if firefighters' work does not seem susceptible to job drafting in the classic top-down approach.
2	(Sungkit & Meiyanto, 2015) Location : industrial property company	<u>Research results</u> Job enrichment positively affects work engagement through increased psychological meaningfulness as a mediator. Challenging work arrangements give rise to feelings of meaning. Self-meaning that arises from the design of work following the goals and self-values form a high engagement. In addition, job arrangements that involve efforts to build work meaning produce a better level of engagement than work arrangements that ignore the importance of work in employees. <u>Links to research conducted</u> Jobs that have undergone enrichment and are challenging will make employees feel their work is meaningful. Good self-meaning will make a person feel inseparable from his work to form engagement in him.
3	(Purba et al., 2019) Lokasi : Doctor, Java, Indonesia	<u>Research results</u> The results showed that psychological meaningfulness influences the increase in work engagement. High work involvement will feel his passion and dedication even though the workload is high with working hours exceeding normal. <u>Links to research conducted</u> The higher the psychological significance of a person's work, the higher

his sense of bonding to work. When a person feels his work is meaningful and positively impacts the environment, they will spend more time striving to achieve maximum results. It can be said that workers are already attached to their jobs.

1.2.2. Job Crafting

Job crafting is an activity that summarizes the changes that lecturers actively make in designing their work, where many positive results can present themselves, including job satisfaction, job attachment, and development in the workplace (Bakker & Oerlemans, 2019). Job crafting is the physical and cognitive changes individuals make in performing a task or relational boundaries of their work (Van Wingerden & Poell, 2019). In this research, job crafting using research measuring tools includes increasing structural job resources, decreasing hindering job demands, increasing challenging job demands, and increasing social job resources. (Peral & Geldenhuys, 2016)

1.2.3. Job Enrichment

Job enrichment increases employment by adding responsibility for planning, managing, controlling, and assessing work. Job enrichment adds a source of satisfaction to work. This method increases responsibility, control, and autonomy. These changes will present greater challenges to institutions and improve employee job satisfaction. (Ongkowidjojo, 2013)

Job enrichment is redesigning jobs to have more autonomy, responsibilities, and feedback. Job enrichment is also called vertical loading because it moves to make lower decisions in the structure, for example, allowing workers to perform complete tasks and assess their performance. Job enrichment attempts to correct all the elements described in the job characteristic model. (Gondosiswanto & Florencia, 2015)

1.2.4. Psychological Meaningfulness

Psychological meaningfulness is the significance of a person attached to an object, event, or situation related to involvement in doing the work (Ugwu & Onyishi, 2018). Psychological meaningfulness refers to success in doing a job near related to the standards of the individual itself. (Chaudhary, 2019). In this study, psychological meaningfulness uses research measuring tools divided into four indicators: meaning, competence, self-determination, and impact. (Peral & Geldenhuys, 2016)

1.2.5. Work Engagement

Work engagement is a concept generally seen as the systematization of discretionary effort, which is when employees have a choice, they will act in the interests of the institution (Yudiani, 2017). An engaged worker is a person who is fully engaged and passionate about their work. Relationship theory and involvement occur physically, cognitively, and emotionally between a person and his role in work, referred to as work engagement (Rukmana & Sembiring, 2014). Commitment to the success of work is often referred to as work engagement. It was formulated by one of the leading research institutions as the high emotional connection felt by the worker to the institution influenced him to mobilize a free and greater effort for his work. (Rukmana & Sembiring, 2014)

Work engagement is the high emotional and intellectual relationship that workers have with their work, institutions, managers, or co-workers who influence their work's discretionary effort. A good relationship with the work for which he is responsible, the institution in which he works, the manager who is his boss and provides support and advice, or co-workers who support each other to make the individual able to give the best effort that exceeds the needs of the job. (Dayona & Rinawati, 2016)

1.2.6. Hypothesis

- H₁ : Job crafting has a positive effect on psychological meaningfulness
- H₂ : Job enrichment has a positive effect on psychological meaningfulness.
- H₃ : Psychological meaningfulness has a positive effect on work engagement
- H₄ : Job crafting has a positive effect on work engagement
- H₅ : Job enrichment has a positive effect on work engagement
- H₆ : Job crafting affects work engagement through psychological meaningfulness
- H₇ : Job enrichment affects work engagement through psychological meaningfulness

1.2.7. Research Model

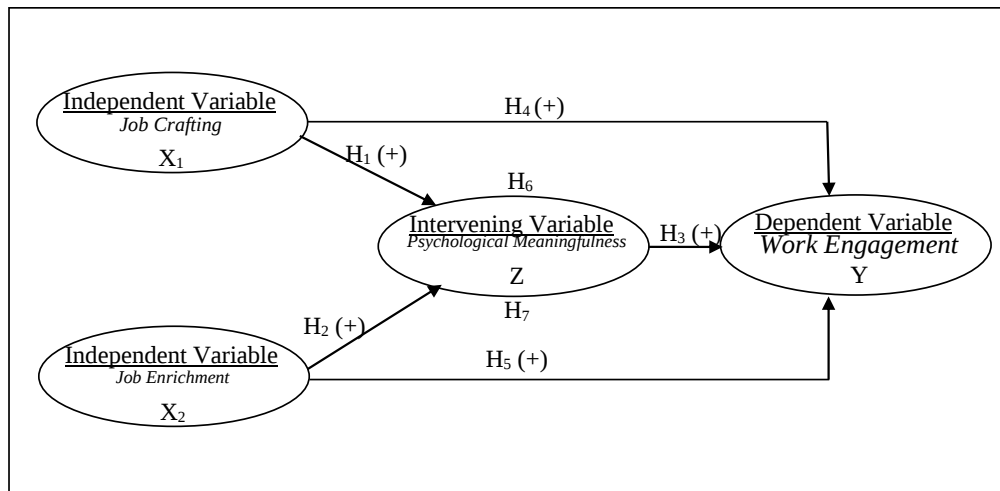


Figure 1. Research Model

RESEARCH METHOD

2.1. Research Approach and Design

Quantitative approach with type is primary data collected through questionnaires arranged. The scale used in the preparation of this questionnaire or questionnaire is the Likert scale which is 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree. The causal association studies are the design of this research, which aims to know the influence of two or more variables. To test influence, various data analysis techniques are required for regression analysis with two models to test direct influences and Sobel tests to test indirect influences using an intervening variable.

2.2. Population and Sample

The population used in this research is a college lecturer in Salatiga City which numbers 948 lecturers. (BPS, 2019). In this study, researchers used only samples from existing populations. Sampling in this study used the formula, Slovin (Sujarweni, 2015).

$$n = \frac{N}{1 + N(e)^2}$$

Description :

n = Number of samples

N = Population Numbers (948)

e = Maximum tolerable error limit in the sample (10%)

then,

$$n = \frac{948}{1 + (948 (0,1)^2)} = 90,45 (100)$$

Sampling technique using snowball sampling is a sampling technique that is first small in number then enlarged. (Sujarweni, 2015)

2.3. Definition of Concept and Operation

The definition of concept and operation in this research is indicated by table 2.

Table 2. Indicators and Scale of Research

No	Research Variables	Definition of Concept	Indicators	Scale
1.	<i>Job Crafting</i> (X ₁)	As a concept, job creation explicitly aims to redesign lecturers' work. (Peral & Geldenhuys, 2016)	1. increase structural work resources, 2. reduce the demands of jobs that hinder, 3. increasingly challenging job demands, 4. increase social work resources (Peral & Geldenhuys, 2016)	Likert scale 1-5
2.	<i>Job Enrichment</i> (X ₂)	Job enrichment is redesigning jobs so that workers have more autonomy, responsibility, and response. (Gondosiswanto & Florencia, 2015)	1. <i>Put two or more tasks together,</i> 2. <i>Create natural work units,</i> 3. <i>Establish client relationships,</i> 4. <i>Expand jobs vertically,</i> 5. <i>Open feedback channels.</i> (Gondosiswanto & Florencia, 2015)	Likert scale 1-5
3.	<i>Psychological Meaningfulness</i> (Z)	Psychological meaningfulness is an individual's assessment that compares the value of a work's goals with its ideals, standards, and values. (Peral & Geldenhuys, 2016)	1. <i>meaning,</i> 2. <i>competence,</i> 3. <i>self determination,</i> 4. <i>impact</i> (Peral & Geldenhuys, 2016)	Likert scale 1-5
4.	<i>Work Engagement</i> (Y)	Work engagement is a lecturer's perception of the purpose and concentration of energy, which arises in the form of initiative, effort, and persistence that leads to organizational goals. (Siswono, 2016)	1. <i>vigor</i> a. the level of energy and stamina of lecturers, b. seriousness at work, c. persistence and perseverance 2. <i>dedication</i> a. the sacrifice of energy thought and time, b. a sense of meaning, c. enthusiasm, d. pride 3. <i>absorption</i> a. concentration, b. seriously, c. enjoy the work. (Siswono, 2016)	Likert scale 1-5

2.4. Data analysis technique

The study used a statistical package for social science (SPSS) application program with data analysis techniques used in descriptive statistics, dual model multiple regression analysis to test direct influences, and Sobel tests to test indirect influences using intervening variables. Before entering the stage, it is necessary to test validity and reliability tests, classic assumption tests and model good tests so that the analysis model used is good. With the equation of the path :

$$\text{Model 1 } PM = \alpha + \beta_1 JC + \beta_2 JE + \varepsilon \quad (H_1), \text{ and } (H_2) \quad (1)$$

$$\text{Model 2 } WE = \alpha + \beta_3 PM + \beta_2 JC + \beta_4 JE + \varepsilon \quad (H_3), (H_4), \text{ and } (H_5) \quad (2)$$

RESULT AND ANALYSIS

3.1. Overview of Research Objects

The object of this research is a college lecturer in Salatiga City which numbers 948 lecturers (BPS, 2019). The purpose of this study is to find out whether there is an influence of job crafting and job enrichment on work engagement through psychological meaningfulness as an intervening variable. The sample in this study amounted to 100 college lecturers in Salatiga City who were registered with the Salatiga City Statistics Central Agency. Sampling techniques use non-probability sampling techniques, which are sampling techniques that do not provide the same opportunities or opportunities for each element or member of the population to be selected into a sample. Sampling using snowball sampling is the determination of samples that originally began small in number and then become large (Sujarweni, 2015). Grouping the criteria of the results of the sum of questionnaires of the researcher's variables, namely the elaboration of job crafting and job enrichment on work engagement through psychological meaningfulness as intervening variables.

3.2. Validity and Reliability Test

Table 3. Validity and Reliability Test Results

Job Crafting		Validity Test Results		Reliability Test Results		Description
No	Question	r count	r table	<i>Cronbach alpha</i>	Ketentuan	
1	X1.1	0,771	0,196	0,868	> 0,700	Valid and Reliable
2	X1.2	0,552	0,196			Valid and Reliable
3	X1.3	0,788	0,196			Valid and Reliable
4	X1.4	0,779	0,196			Valid and Reliable
Job Enrichment		Validity Test Results		Reliability Test Results		Description
No	Question	r count	r table	<i>Cronbach alpha</i>	terms	
5	X2.1	0,783	0,196	0,905	> 0,700	Valid and Reliable
6	X2.2	0,805	0,196			Valid and Reliable
7	X2.3	0,728	0,196			Valid and Reliable
8	X2.4	0,709	0,196			Valid and Reliable
9	X2.5	0,786	0,196			Valid and Reliable
Psychological Meaningfulness		Validity Test Results		Reliability Test Results		Description
No	Question	r count	r table	<i>Cronbach alpha</i>	terms	
10	Z.1	0,704	0,196	0,881	> 0,700	Valid and Reliable
11	Z.2	0,835	0,196			Valid and Reliable
12	Z.3	0,687	0,196			Valid and Reliable
13	Z.4	0,751	0,196			Valid and Reliable
Work Engagement		Validity Test Results		Reliability Test Results		Description
No	Question	r count	r table	<i>Cronbach alpha</i>	terms	
14	Y.1	0,859	0,196	0,97	> 0,700	Valid and Reliable
15	Y.2	0,913	0,196			Valid and Reliable
16	Y.3	0,904	0,196			Valid and Reliable
17	Y.4	0,792	0,196			Valid and Reliable
18	Y.5	0,900	0,196			Valid and Reliable
19	Y.6	0,892	0,196			Valid and Reliable
20	Y.7	0,817	0,196			Valid and Reliable
21	Y.8	0,917	0,196			Valid and Reliable
22	Y.9	0,928	0,196			Valid and Reliable
23	Y.10	0,676	0,196			Valid and Reliable

Source: Primary Data processed, 2021

Based on table 3 results of validity test with the provisions r calculate (Corrected item-total Correlation) $> r$ table (0.196) and reliability test results with the provisions of the value Cronbach Alpha > 0.70 then, variable job crafting, job enrichment, psychological meaningfulness and work engagement, it can be concluded that the question and construct or variable is valid and reliable.

3.3. Multiple Linear Regression Analysis (2 Models)

3.4.1. Classic Assumption Test

Classical assumption testing is used to test the feasibility of data used in research (Ghozali, 2018). Classic assumption tests that will be conducted include:

The normality test aims to test and see if in regression models, confounding or residual variables have a normal distribution (Ghozali, 2018). Here are the normality test results:

Table 4. Kolmogorov-Smirnov test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual XZ Model 1	Unstandardized Residual XZY Model 2
Normal Parameters ^b	N	100	100
	Mean	0,000	0,000
	Std. Deviation	2,206	4,273
Most Extreme Differences	Absolute	0,113	0,094
	Positive	0,113	0,094
	Negative	-0,099	-0,075
Kolmogorov-Smirnov Z		1,132	0,944
Asymp. Sig. (2-tailed)		0,154	0,335

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSS output, processed primary data, 2021

Based on table 8 above, the Kolmogorov-Smirnov test results showed significance values of 0.154 for multiple regression analysis of models 1 and 0.335 for multiple regression analysis of model 2. The significance value is greater than the significance value of 0.050, so it can be concluded that the normal distributed data and regression model are feasible.

The multicollinearity test aims to test and find out if regression models find correlations between independent variables (Ghozali, 2018). Here are the results of the multicollinearity test:

Table 4. Multicollinearity Test (Model 1)

Variable	Collinearity Statistics		Description
	Tolerance	VIF	
Job Crafting	0,571	1,751	Multicollinearity Free
Job Enrichment	0,571	1,751	Multicollinearity Free

a. Dependent Variable: Psychological Meaningfulness

Source: SPSS output, processed primary data, 2021

Table 5. Multicollinearity Test (Model 2)

Variable	Collinearity Statistics		Description
	Tolerance	VIF	
Job Crafting	0,436	2,292	Multicollinearity Free
Job Enrichment	0,473	2,114	Multicollinearity Free
Psychological Meaningfulness	0,403	2,483	Multicollinearity Free

a. Dependent Variable: Work Engagement

Source: SPSS output, processed primary data, 2021

Tables 4 and 5 above show that in the variables job crafting, job enrichment and psychological meaningfulness have a tolerance value of ≥ 0.100 and a VIF value of ≤ 10 , which means there is no correlation between independent variables and regression models are worth using.

The purpose of the heteroskedasticity test is to test and see if this regression model has residual variance inequality from one observation to another. (Ghozali, 2018). Here are the results of the heteroskedasticity test:

Table 6. Glejser Test (Model 1)

Variable	Sig.	Description
Job Crafting	0,242	heteroskedasticity free
Job Enrichment	0,179	heteroskedasticity free

a. Dependent Variable: Glejser_XZ
Source: SPSS output, processed primary data, 2021

Table 7. Glejser Test (Model 2)

Variable	Sig.	Description
Job Crafting	0,467	heteroscedasticity free
Job Enrichment	0,067	heteroskedasticity free

Psychological Meaningfulness 0,183 heteroskedasticity free

a. Dependent Variable: Glejser_XZY
Source: SPSS output, processed primary data, 2021

Based on tables 6 and 7 showing the significance values for job crafting and job enrichment variables in model 1 and for variables job crafting, job enrichment and psychological meaningfulness in model 2 greater than 0.050 so it can be concluded that free heteroskedasticity in regression models and regression models are worth using.

3.4.2. Goodness of Fit Test

The F test shows whether all the independent variables included in the model have a common effect on the dependent variables (Ghozali, 2018). Here are the results of the simultaneous significance test:

Table 8. F Statistical Test Results (Model 1)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	714,909	2	357,455	71,936	0,000
	Residual	482,001	97	4,969		
	Total	1196,910	99			

a. Predictors: (Constant), Job Enrichment, Job Crafting

b. Dependent Variable: Psychological Meaningfulness

Source: SPSS output, processed primary data, 2021

Table 9. F Statistical Test Results (Model 2)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	6294,760	3	2098,253	111,427	0,000
	Residual	1807,750	96	18,831		
	Total	8102,510	99			

a. Predictors: (Constant), Psychological Meaningfulness, Job Enrichment, Job Crafting

b. Dependent Variable: Work Engagement

Source: SPSS output, processed primary data, 2021

Based on tables 8 and 9 the results of statistical calculations on the model show a significance value of 0.000 which is less than 0.050. The value shows that H_0 is rejected, in other words, H_a is accepted, so all independent variables of model 1 namely (job crafting (X1), and job enrichment (X2)) have an influence on dependent variables (psychological meaningfulness (Z)) and model 2 namely (job crafting (X1), job enrichment (X2)) and (psychological meaningfulness (Z)) influence dependent variables (work engagement (Y)). That means that the sample data of a study has been fit with the proposed regression model and can proceed to the next stage of testing (statistical test t).

The degree of determination (R^2) test measures how far the model's ability to explain independent variable variation (Ghozali, 2018). Here are the results of the coefficient of determination:

Table 10. Coefficient of Determination Test (Model 1)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,773	0,597	0,589	2,229

a. Predictors: (Constant), Job Enrichment, Job Crafting

b. Dependent Variable: Psychological Meaningfulness

Source: SPSS output, processed primary data, 2021

Table 11. Coefficient of Determination Test (Model 2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	0,881	0,777	0,770	4,339

a. Predictors: (Constant), Psychological Meaningfulness, Job Enrichment, Job Crafting

b. Dependent Variable: Work Engagement

Source: SPSS output, processed primary data, 2021

Based on table 10 above, the adjusted coefficient of determination (Adjusted R Square) in a multiple linear regression analysis is 0.589 which means that 58.9% variation of the free variable job crafting and job enrichment can explain the variable psychological meaningfulness, while the remaining 41.1% is explained by other free variables not proposed in this research model. While based on table 11 above, obtained the value of the adjusted coefficient of determination (Adjusted R Square) in the double linear regression analysis is 0.770 which means that 77.0% variation of the free variable job crafting, job enrichment and psychological meaningfulness can explain the variables bound by work engagement, while the remaining 23.0% is explained by other free variables not proposed in this research model.

3.4.3. t-Test

The statistical test shows how far the influence of one individually independent variable in explaining the variation of the dependent variable [19]. Here are the results of the statistical test t:

Table 12. t Statistical Test (Model 1)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,652	0,943		2,812	0,006
Job Crafting	0,477	0,087	0,467	5,473	0,000
Job Enrichment	0,277	0,062	0,382	4,482	0,000

a. Dependent Variable: Psychological Meaningfulness

Source: Primary Data processed, 2021

Table 13. t Statistical Test (Model 2)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
2 (Constant)	1,543	1,909		0,808	0,421
Job Crafting	0,676	0,194	0,254	3,486	0,001
Job Enrichment	0,310	0,132	0,164	2,341	0,021
Psychological Meaningfulness	1,436	0,198	0,552	7,266	0,000

a. Dependent Variable: Work Engagement

Source: Primary Data processed, 2021

- Based on the results of the t-test in table 12 above, the job crafting variable (X1) has a positive regression coefficient of 0.477 with a significance value of 0.000. This shows that the job crafting variable (X1) has a positive and significant influence due to significance values below 0.050 and positive regression coefficient values. Thus, the hypothesis that job crafting positively affects psychological meaningfulness is **ACCEPTED**.
- Based on the results of the t-test in table 12 above, the variable job enrichment (X2) has a positive regression coefficient of 0.277 with a significance value of 0.000. This shows that the job enrichment variable (X2) has a positive and significant influence because the significance value is below 0.050 and the value of the positive regression coefficient. Thus, the hypothesis that job enrichment positively affects psychological meaningfulness **ACCEPTED**.
- Based on the results of the t-test in table 13 above, the job crafting variable (X1) has a positive regression coefficient of 0.676 with a significance value of 0.001. This shows that the job crafting variable (X1) has a positive and significant influence due to significance values below 0.050 and positive regression coefficient values. Thus, the hypothesis is that job crafting positively affects work engagement **ACCEPTED**.
- Based on the results of the t-test in table 13 above, the variable job enrichment (X2) has a positive regression coefficient of 0.310 with a significance value of 0.021. This shows that the job enrichment variable (X2) has a positive and significant influence because the significance value is below 0.050 and the value of the positive regression coefficient. Thus, the hypothesis is that job enrichment positively affects work engagement **ACCEPTED**.

- e. Based on the results of t-tests in table 13 above, the variable psychological meaningfulness (Z) has a positive regression coefficient of 1,436 with a significance value of 0.000. This shows that the psychological meaningfulness (Z) variable has a positive and significant effect due to significance values below 0.050 and positive regression coefficient values. Thus, the hypothesis that psychological meaningfulness positively affects work engagement **ACCEPTED**.

3.4. Sobel Test

The Effect of Job Crafting On Work Engagement Through Psychological Meaningfulness as an Intervening Variable

Here's a path analysis image :

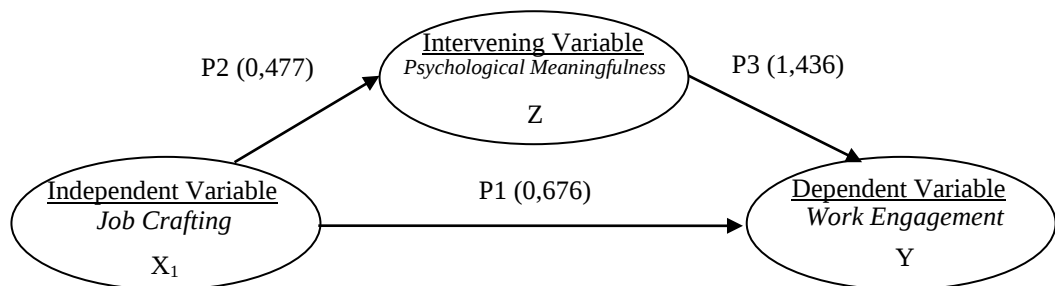


Figure 2. Path Analysis Model

The results of path analysis show that job crafting can have a direct effect on work engagement and can affect indirect, namely from job crafting to psychological meaningfulness (intervening variables) and then to work engagement. The magnitude of the effect is 0.676 while the magnitude of the indirect effect must be calculated by the indirect coefficient, namely $(0.477) \times (1.436) = 0.685$

Calculation of standard error of indirect effect coefficient (Sp2p3) :

$$Sp2p3 = \sqrt{p2^2 Sp3^2 + p3^2 Sp2^2 + Sp2^2 Sp3^2}$$

$$Sp2p3 = \sqrt{(0,477^2 \times 0,198^2) + (1,436^2 \times 0,087^2) + (0,087^2 + 0,198^2)}$$

$$Sp2p3 = \sqrt{0,025}$$

$$Sp2p3 = 0,158$$

Based on the results of this Sp2p3 it can be calculated the statistical t value of the mediation effect with the following formula:

$$t = \frac{p2p3}{Sp2p3} = \frac{0,685}{0,158} = 4,347$$

The value of t calculates this compared to the value of t table which is 1,984. If the value t calculates greater than the value of t table then it can be concluded that there is a mediation effect. The result of t calculated by 4,347, then t calculates greater than t table and hypothesis that states job crafting affects work engagement through psychological meaningfulness **ACCEPTED**.

The Effect of Job Crafting and Job Enrichment on Work Engagement Through Psychological Meaningfulness as An Intervening Variable

Here is a path analysis image:

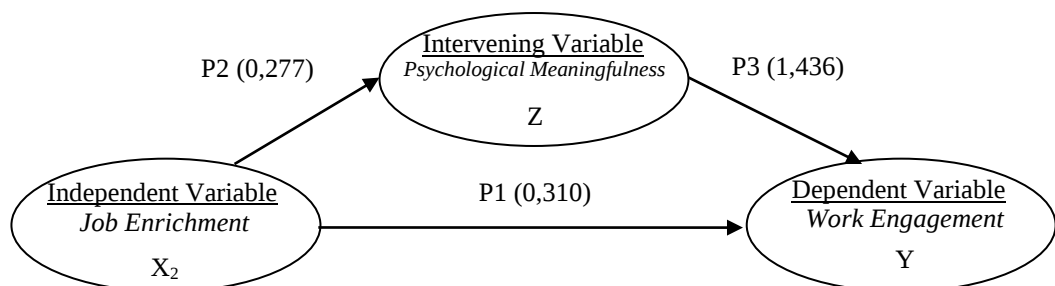


Figure 3. Path Analysis Model

The results of path analysis show that job enrichment can directly affect work engagement and can have an indirect effect, namely from job enrichment to psychological meaningfulness (intervening variables) and then to work engagement. The magnitude of the effect is 0.676 while the amount of indirect effect must be calculated by its indirect coefficient $(0.277) \times (1.436) = 0.398$

Calculation of standard error of indirect effect coefficient (Sp_{2p3}) :

$$Sp_{2p3} = \sqrt{p^2 Sp_3^2 + p^3 Sp_2^2 + Sp_2^2 Sp_3^2}$$

$$Sp_{2p3} = \sqrt{(0.277^2 \times 0.198^2) + (1.436 \times 0.062^2) + (0.198^2 + 0.062^2)}$$

$$Sp_{2p3} = \sqrt{0.011}$$

$$Sp_{2p3} = 0.105$$

Based on the results of this Sp_{2p3} it can be calculated the statistical t value of the mediation effect with the following formula:

$$t = \frac{p_{2p3}}{Sp_{2p3}} = \frac{0.398}{0.105} = 3.778$$

The value of t calculates this compared to the value of t table which is 1,984. If the value t calculates greater than the value of the table, then it can be concluded that there is a mediation effect. And the result of t calculated by 3,778; then t calculate greater than t tables and hypotheses that state that job enrichment affects work engagement through psychological meaningfulness
ACCEPTED.

3.5. Discussion

The results of hypothesis testing showed that job crafting statistically had a positive and significant effect on psychological meaningfulness so that these results matched the hypothesis proposed in this research. That means the better job crafting, the better psychological meaningfulness, and otherwise. Based on the study results, things need to be considered: the Merdeka Belajar-Kampus Merdeka program is very involving mental pressure for lecturers, so that the ideas and thoughts of lecturers are less channeled in Merdeka Belajar-Kampus Merdeka program. The good thing and need to be maintained is that lecturers continue to learn new things in Merdeka Belajar-Kampus Merdeka programs implemented by universities so that lecturers are confident in their ability to implement Merdeka Belajar-Kampus Merdeka programs.

The results of hypothesis testing show that job enrichment statistically has a positive and significant effect on psychological meaningfulness, so that these results are by the hypothesis proposed in this research. That means the better job enrichment, the better psychological meaningfulness, and otherwise. Based on the results of the study, things need to be considered: lecturers have not been given much authority to make their own decisions related to Merdeka Belajar-Kampus Merdeka programs so that it impacts the ideas and thoughts of lecturers less channeled in Merdeka Belajar-Kampus Merdeka programs. The good thing and needs to be maintained is about lecturers trying to build relationships with students so that students want to follow Merdeka Belajar-Kampus Merdeka program. so that lecturers are confident in their ability to implement Merdeka Belajar-Kampus Merdeka program.

The results of hypothesis testing show that job crafting is statistically positive and significant for work engagement, so that these results are by the hypothesis proposed in this research. That means the better job crafting, the better the work engagement, and otherwise. Based on the study results, things need to be considered: Merdeka Belajar-Kampus Merdeka programs are very involving mental pressure for lecturers, so that lecturers have not enjoyed studying independent programs independent campuses so that lecturers have not enjoyed in Merdeka Belajar-Kampus Merdeka programs. The good thing and need to be maintained is that lecturers continue to learn new things in Merdeka Belajar-Kampus Merdeka programs implemented by universities, so that Merdeka Belajar-Kampus Merdeka programs that is done meaningfully for universities and students.

The results of hypothesis testing show that job enrichment statistically has a positive and significant effect on work engagement, so that these results are in line with the hypotheses proposed in this research. That means the better job enrichment, the better the work engagement, and otherwise. Based on the study results, things need to be considered: lecturers have not been given much authority to make their own decisions related to Merdekathe Belajar-Kampus Merdeka program so that lecturers have not enjoyed studying Merdeka Belajar-Kampus Merdeka program. The good thing that needs to be maintained is that lecturers try to build relationships with

students so that students want to follow Merdeka Belajar-Kampus Merdeka program so that Merdeka Belajar-Kampus Merdeka program that is done meaningfully for universities and students.

The results of hypothesis testing show that psychological meaningfulness is statistically positive and significant for work engagement so that these results are in line with the hypotheses proposed in this study. That means the better psychological meaningfulness, the better the work engagement, and otherwise. Based on the study results, things need to be considered about the ideas and thoughts of lecturers are less channeled in Merdeka Belajar-Kampus Merdeka program, So that lecturers have not enjoyed studying Merdeka Belajar-Kampus Merdeka program. The good thing and needs to be maintained is that the lecturer is confident in his ability to carry out the Merdeka Belajar-Kampus Merdeka program, so that the Merdeka Belajar-Kampus Merdeka program is done meaningfully for universities and students.

The results of hypothesis testing show that job crafting in Sobel calculations affects work engagement through psychological meaningfulness as an intervening variable so that these results are by the hypothesis proposed in this research. That means the better job crafting, the better psychological meaningfulness and good impact also on work engagement, and otherwise. Based on the results of the study that things need to be considered is Merdeka Belajar-Kampus Merdeka program is very involving mental pressure for lecturers, so the thing that needs to be considered is about the ideas and thoughts of lecturers are less channeled in Merdeka Belajar-Kampus Merdeka program, It will also have an impact on lecturers who have not enjoyed in studying Merdeka Belajar-Kampus Merdeka program. The good thing and need to be maintained is that lecturers continue to try to learn new things in Merdeka Belajar-Kampus Merdeka programs implemented by universities so that the lecturer is confident in his ability to carry out Merdeka Belajar-Kampus Merdeka program and impact of Merdeka Belajar-Kampus Merdeka program that is done meaningfully for universities and students.

The results of hypothesis testing showed that job enrichment in Sobel calculations affects work engagement through psychological meaningfulness as an intervening variable, so these results are by the hypothesis proposed in this research. That means the better job enrichment, the better psychological meaningfulness and positively impact work engagement, and otherwise. Based on the results of the study that things need to be considered is that lecturers have not been given much authority to make their own decisions related to Merdeka Belajar-Kampus Merdeka program, so the thing that needs to be considered is about the ideas and thoughts of lecturers are less channelled in Merdeka Belajar-Kampus Merdeka program, It will also have an impact on lecturers who have not enjoyed in studying Merdeka Belajar-Kampus Merdeka program. The good thing that needs to be maintained is that lecturers try to build relationships with students so that the lecturer is confident in his ability to carry out Merdeka Belajar-Kampus Merdeka program and the impact of Merdeka Belajar-Kampus Merdeka program that is done meaningfully for universities and students.

CONCLUSION

Based on the analysis of the data and previous discussions, the following conclusions were obtained job crafting is statistically positive and significant on psychological meaningfulness. These results are in line with the hypotheses proposed in this research. Job crafting and Job enrichment are statistically positive and significant on psychological meaningfulness so that these results are by the hypotheses proposed in this research. Job crafting, job enrichment, and psychological meaningfulness is statistically positive and significant on work engagement so that these results are in accordance with the hypotheses proposed in this research. In calculation, Sobel job crafting and job enrichment affect work engagement through psychological meaningfulness as an intervening variable. These results are in accordance with the hypothesis proposed in this research.

Advice can be used for lecturers in saratoga city in implementing Merdeka Belajar Kampus Merdeka program. To pay attention to the mental pressure of lecturers in running Merdeka Belajar-Kampus Merdeka program. In order to pay attention to lecturers are given the authority to

make their own decisions related to Merdeka Belajar-Kampus Merdeka program. To pay attention to the distribution of ideas and thoughts of lecturers in Merdeka Belajar-Kampus Merdeka program. There needs to be webinars or training for lecturers with different money atmospheres to enjoy studying the Merdeka Belajar-Kampus Merdeka program.

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