



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN JOB CRAFTING AND JOB
ENGAGEMENT IN THE TOURISM INDUSTRY**

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THE TOURISM INDUSTRY**

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This project is submitted in partial fulfilment of the requirements for
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In the name of Allah, the Most Gracious, the Most Merciful. Ending this voyage of my final year project was just as challenging as it was rewarding. It has never diminished from my mind that this project is a part and parcel of the series of test from our Creator, Allah S.W.T. I owe my gratitude to Allah S.W.T the Almighty, The Merciful, for giving me strength and courage. Without His consent, all of these will not be a reality. Syukur Alhamdulillah.

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Abstract

This study investigates the relationship between job crafting and job engagement among tourism industry employees. Understanding the relationship between job crafting and job engagement in the tourism industry is vital as they are known to have a dynamic workforce and unique workload unlike traditional work settings. Job crafting is becoming more crucial as the tourism industry begins to thrive again post pandemic. A correlational quantitative approach was adopted for this study with an online survey questionnaire distributed among tourism employees upon approval and help from the HR representative of the chosen organization. Cronbach's Alpha and Spearman correlation was conducted to explore whether there are a statistically significant relationships between job crafting and job engagement. The results of this study revealed that there are positive significant relationship between the 3 types of job crafting (task, cognitive and relational crafting) and 3 dimensions of job engagement (vigor, dedication and absorption). Additionally, cognitive crafting showed the strongest significant relationship with dedication, further emphasizing the idea that finding meaning and purpose in work is far more important than traditional benefits of working. Job crafting is crucial as the freedom to alter your working experience to better suit your own personal strengths, values and interests can help to increase and sustain high levels of engagement among employees. HR practitioners in the tourism industry can use these valuable insights to tailor a suitable initiatives or programs that could help encourage job crafting practices to foster a positive working environment and engaged employees.

Keywords : *job crafting, job engagement, tourism industry, dynamic workforce*

Abstrak

Kajian ini menyelidik hubungan di antara *job crafting* dan penglibatan kerja dalam kalangan pekerja industry pelancongan. Memahami hubungan antara *job crafting* dan penglibatan kerja dalam industri pelancongan adalah penting kerana mereka mempunyai tenaga kerja yang dinamik dan beban kerja yang unik, berbeza dengan persekitaran kerja yang tradisional. Job crafting menjadi semakin penting di dalam industry pelancongan yang semakin berkembang semula selepas pandemik. Pendekatan kuantitatif telah digunakan dalam kajian ini, di mana soal selidik dalam talian telah diedarkan kepada pekerja industry pelancongan dengan kebenaran daripada wakil Sumber Manusia organisasi yang terlibat. Analisis Cronbach Alpha dan korelasi Spearman telah dijalankan untuk melihat sama ada adakah hubungan yang ketara secara statistik di antara *job crafting* dan penglibatan kerja. Hasil kajian ini mendapati bahawa terdapat hubungan positif yang ketara antara ketiga-tiga jenis *job crafting* (*task*, *cognitive* dan *relational crafting*) dan tiga dimensi penglibatan kerja (tenaga, dedikasi dan penyerapan). Cognitive crafting menunjukkan hubungan yang paling kuat dengan dedikasi, menekankan lagi bahawa mencari makna dan tujuan dalam kerja adalah lebih penting daripada faedah kerja secara tradisional. Oleh itu, job crafting amat penting kerana mempunyai kebebasan untuk mengubah cara seseorang itu melakukan pekerjaan agar lebih selaras dengan kekuatan, nilai dan minat peribadi dapat membantu dalam meningkatkan tahap penglibatan kerja. Pihak Sumber Manusia dalam industry pelancongan boleh menggunakan dapatan kajian ini untuk merangka inisiatif atau program yang sesuai bagi menggalakkan amalan job crafting sekaligus mewujudkan persekitaran kerja yang lebih positif.

Kata kunci : *job crafting, penglibatan kerja, industry pelancongan, tenaga kerja dinamik*

CHAPTER 1

INTRODUCTION

1.1 Background of Research

Work plays a significant role in most people's lives, it is one of the aspects of living that contributes to a full and healthy life. Experiences gained and learned from work have the possibility to impact the well-being and the development of humans, improving self-confidence, efficacy and ultimately, worth (Letona-Ibañez et al., 2021). Hence, finding ways to support job holders could positively affect employees' work experience in their career journey. That is where job crafting becomes relevant, especially when in this study, the focus will be towards the tourism industry employees, known for its unique and distinct challenges. Job crafting encompasses both the physical and emotional involvement of employees when crafting their job as there are 3 different types of job crafting which are task crafting, cognitive crafting and relational crafting thereby influencing their job engagement in vigor, dedication and absorption in their work.

Job crafting is the proactive action employees make towards their tasks, interactions and perceptions in the workplace in order to better align it with their own skills, abilities and personal values while job engagement is a concept that reflects the level of energy, commitment, and immersion an employee experiences in their work. After the tragedy of the worldwide pandemic, COVID which struck in 2019, it has dramatically altered the workforce landscape, with the tourism industry being one of the hardest hit. Hence, it really shows how the tourism industry is negatively affected from this, leading to staggering economic and social impacts (Al- Mughairi et al., 2021), causing the people in this industry to work relentlessly in efforts to bounce back. With the sudden rapid changes in job expectations, tourism employees,

especially frontliners, had to adapt quickly to ensure the industry's survival and recovery, making job crafting an essential contributor to this.

The pandemic staggered the economic toll, costing the global economy \$2.96 trillion and the global GDP to drop by 3.4% back in 2020. Further highlighting at how the tourism industry is most affected by the pandemic (Al-Ababneh et al., 2022). Fast forward to today, with the pandemic now behind us, the tourism industry is back in all its glory again. In Malaysia, the tourism industry experienced a notable recovery from January to November 2024 with visitors increasing by 5.6% (Tourism Malaysia, 2024). However, while the recovery brings promising growth to the tourism sector and its employees, it also comes with a new set of challenges who will now face heightened demands and increased pressure to meet the needs of the tourism activities. This highlights the importance of job engagement to maintain employees who are constantly motivated and are a part of the productive workforce. This results in the emergence of this study to further understand how job crafting can enhance job engagement among tourism employees that has now become more critical than ever.

1.2 Problem Statement

The existing research of job crafting mainly consists of employees that are of a white-collar background, this has most certainly limits the result of the research itself. Hence, there is a research gap in understanding on how job crafting affects the job engagement among a diverse range of employees with different socio-demographic characteristics such as employees from diverse backgrounds and different industries. Past research by Letona-Ibañez et al., (2021), mainly comprises white-collar workers, thus, the results of the study is just a representative of the said group of workers. Another past research is by Beer et al., (2016), who investigated job crafting and its impact on work engagement among employees in the mining

industry in South Africa. Aside from that, there is a need to replicate the previous research with different groups of people that are more diverse in terms of socio demographic to see if the same results are found yet again. This is to ensure that the previous findings are valid and reliable and that it can be applied to a wider range of employees even if they're from different industries and backgrounds (Letona-Ibañez et al., 2021).

Moreover, the general relationship between job crafting and job engagement is primarily the main focus of past research. An example of this is a study by Baghdadi et al., (2020), who investigated the relationship between the behaviours of job crafting and work engagement among nurses in Saudi Arabia. Despite technological developments, the tourism industry still continues to be labour intensive due to the fact that employees who are in the front line of this industry are always in close contact with visitors (Toksoz et al., 2019). These factors make it an ideal context to further explore specifically on the relationship of job crafting and job engagement as tourism employees will always be in constant need to alter their task, interactions and perception to cope with the demands of their job and maintain their overall engagement.

Job Demands Resources theory pioneered by Bakker & Demerouti (2007), provides a valuable framework to understand how job crafting affects job engagement. This is because JD-R theory suggests that job-related factors can be categorized into job demands and job resources, where both play a vital role in influencing employee engagement and well-being. Job demands are the physical, emotional and cognitive demands that require constant effort while job resources refers to the aspects of the job that help employees to cope when achieving goals or even stimulate professional growth. JD-R theory has been used in previous research to predict issues such as job burnout, job enjoyment and job engagement. (Bakker et., al, 2014). Therefore, in this specific study, the focus will be on the levels of job engagement among employees.

The objective is to get respondents who are working in the service industry or more specifically tourism industry employees which is known for its unique obstacles such as high employee turnover and even seasonal fluctuations. Thus, It will then give a better understanding overall towards the impact of job crafting in tourism industry employee's job engagement especially after COVID 19 where they faced immense levels of employee turnover and burnout. The contribution from these findings will help tourism organizations, big or small, to create interventions in the job crafting aspect to help improve the productivity of their employees that will impact the success of the organization as a whole.

1.3 Research Objectives

General Objective

To investigate the relationship between job crafting and job engagement.

Specific Objective

1. To investigate the relationship between task crafting and vigor.
2. To investigate the relationship between task crafting and dedication.
3. To investigate the relationship between task crafting and absorption.
4. To investigate the relationship between cognitive crafting and vigor.
5. To investigate the relationship between cognitive crafting and dedication.
6. To investigate the relationship between cognitive crafting and absorption.
7. To investigate the relationship between relational crafting and vigor.
8. To investigate the relationship between relational crafting and dedication.
9. To investigate the relationship between relational crafting and absorption.

1.4 Research Question

1. Is there any significant relationship between task crafting and vigor?
2. Is there any significant relationship between task crafting and dedication?
3. Is there any significant relationship between task crafting and absorption?
4. Is there any significant relationship between cognitive crafting and vigor?
5. Is there any significant relationship between cognitive crafting and dedication?
6. Is there any significant relationship between cognitive crafting and absorption?
7. Is there any significant relationship between relational crafting and vigor?
8. Is there any significant relationship between relational crafting and dedication?
9. Is there any significant relationship between relation crafting and absorption?

1.5 Research Hypothesis

1. There is a significant relationship between task crafting and vigor.
2. There is a significant relationship between task crafting and dedication.
3. There is a significant relationship between task crafting and absorption. .
4. There is a significant relationship between cognitive crafting and vigor.
5. There is a significant relationship between cognitive crafting and dedication
6. There is a significant relationship between cognitive crafting and absorption.
7. There is a significant relationship between relational crafting and vigor.
8. There is a significant relationship between relational crafting and dedication.
9. There is a significant relationship between relational crafting and absorption.

1.6 Conceptual Framework

Figure 1 depicts the conceptual framework to investigate the relationship between job crafting and job engagement. The independent variable is job crafting. It consists of 3

individual forms of job crafting that is task crafting, cognitive crafting and relational crafting. The dependent variable is job engagement, characterized by 3 dimensions which are vigor, dedication and attention. This framework hypothesizes how job crafting behaviours will significantly affect its influence on job engagement, where different forms of job crafting will potentially impact the different dimensions of job engagement.

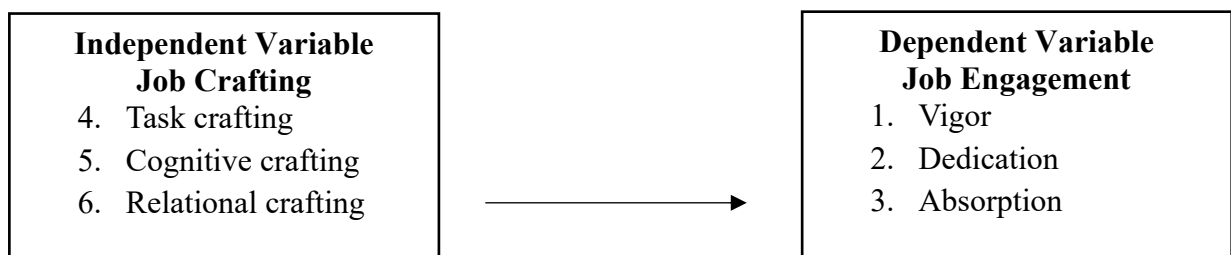


Figure 1 The Conceptual Framework of Job Crafting and Job Engagement

1.7 Definition of Terms

1.7.1 Job Crafting

Job Crafting is a proactive process where employees redesign and curate their job responsibilities and resources to align better with their own personal skills, abilities and even interests (Wrzesniewski & Dutton, 2001). This can help them to feel more engaged and motivated to do their work. Operationally, in this study, job crafting can be measured by using Job Crafting Scale adapted from Niessen et al., (2016), which covers the 3 forms of job crafting which are task, cognitive and relational crafting.

1.7.2 Task Crafting

Task crafting is defined as employee alteration of the task they perform during working where employees modify the number, scope and even the type of job duties that they need to do (Niessen et al., 2016). Preferring to select tasks that align closely with their personal interest

and strengths as well as taking additional tasks along the way. Operationally, in this study, it is the proactive approach of an employee in modifying their tasks and responsibilities, either by focusing on preferred tasks or even by taking extra tasks to enhance their job engagement. Task crafting will be measured using the Job Engagement Scale adapted from Niessen et al., (2016). As an example, ‘I concentrate on specific tasks’ and ‘I undertake or seek additional tasks’.

1.7.3 Cognitive Crafting

Cognitive crafting is an employee’s will to try to find a meaning or a purpose in their responsibility. The perception they have towards their work will shift because it involves them to reframe the work to reflect directly on their personal beliefs and values (Geldenhuis et al., 2021) Operationally, in this study, it refers to the mental and cognitive alteration made by employees in order to make their job more meaningful and align with their personal values and interests. It involves viewing the responsibilities as something that goes beyond just a responsibility, but something that resonates personally with a deeper purpose. Cognitive crafting will be measured using the Job Engagement Scale adapted from Niessen et al., (2016). As an example, ‘I view my tasks and responsibilities as being more than just part of my job’ and ‘I have at work a deeper meaning than is readily apparent.’

1.7.4 Relational Crafting

Relational Crafting refers to self-initiated behaviours in which employees alter their social environment or even expand the interactions in the workplace to work more effectively (Rofcanin et al., 2018). Operationally, in this study, it refers to intentional actions employees do to have social interaction and build meaningful relationships. It showcases their own personal initiative to find opportunities working with positive people for a positive work

environment. Relational crafting will be measured using the Job Engagement Scale adapted from Niessen et al., (2016). As an example, ‘I invest in relationships with people whom I get along with the best’ and ‘I look for opportunities to work together with people whom I get along well with at work’.

1.7.5 Job Engagement

Job engagement was conceptualized by Kahn (1990), it is the level of an employee's emotional and cognitive involvement in their work, characterized by high levels of vigor, dedication, and absorption . Operationally, in this study, it is when employees heavily involve themselves emotionally and mentally into their job. Job Engagement will be measured using the Utrecht Work Engagement Scale (UWES) (Schaufeli and Bakker, 2003) which will measure an individual's level of engagement in 3 dimensions which are vigor, dedication and absorption.

1.7.6 Vigor

Vigor is a state of high physical strength, energy and the spirit of enthusiasm, the willingness to invest effort in one's work, and persistence even in the face of difficulties (Lopez-Zafra et al., 2022). Operationally, in this study, it refers to when an employee has a strong persistence to invest their energy, time and effort into their job even if they have to face challenges. This requires a great level of physical and mental strength. Vigor will be measured using the Utrecht Work Engagement Scale (UWES) (Schaufeli & Bakker, 2003) that evaluates energy levels, enthusiasm, and resilience in the workplace. As an example, ‘at my work, I feel that I am bursting with energy’ and ‘at my job, I am very resilient, mentally’.

1.7.7 Dedication

Dedication refers to the level of commitment, involvement and often, pride that an employee has towards their work, reflecting a strong sense of purpose (Schaufeli, 2017). Operationally, in this study, it refers to the commitment, pride, and sense of purpose employees experience in their work. Dedication will be measured using the Utrecht Work Engagement Scale (UWES) (Schaufeli & Bakker, 2003), that evaluates an individual's commitment, pride, and sense of importance in their work. As an example, 'I find the work that I do full of meaning and purpose' and 'I am proud of the work that I do'.

1.7.8 Absorption

Absorption refers to being fully concentrated and happily absorbed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. Operationally, in this study, it refers to when employees are fully immersed in their job till it becomes hard for them to disengage from it. Absorption will be measured using the Utrecht Work Engagement Scale (UWES) (Schaufeli & Bakker, 2003) that evaluates the extent to which an employee is mentally immersed and focused on their tasks at work. As an example, 'I am immersed in my work' and 'I feel happy when I'm working intensely'.

1.8 Significance of Research

As mentioned before, despite there being a significant attention in aspects of the relationship between job crafting and job engagement's relationship, there still remains a gap in understanding affects the job engagement among a diverse range of employees with different socio-demographic characteristics such as employees from diverse backgrounds and different industries. (Letona-Ibañez et al., 2021). Hence through this study, It will help bridge the gap in knowledge by focusing on various demographic factors such as age, gender and especially cultural background. Particularly when the study's focus is on employees who work in a dynamic workforce but also on Sarawak's diverse tourism workforce. Employees in the tourism sector often face multiple hardships in their career development including job insecurity due to negative public opinion on their chosen profession which can undermine their sense of pride and identity ultimately leading to a decrease in job engagement which can definitely tore their pride and identity apart (Guo & Hou, 2022).

In addition, there will be valuable insight on whether Malaysians actively practice job crafting. The reason for this is because job crafting originates from a Western context, and most past studies are either dominated by Western perspectives or conducted in other countries. This is important because the backgrounds of Western people are entirely different from people from Southeast Asia in various aspects such as cultural backgrounds and work practices. Thus, this study will help in providing findings in this particular aspect, helping to give a better understanding on whether job crafting is practiced or how job crafting is practiced in a Southeast Asian context, specifically in Malaysia. Besides that, another significant aspect of this study will be providing a valuable perspective of what kind of job crafting tourism employees are currently actively practicing and why it is vital to study the forms of job crafting especially when it involves employees from the said industry. Understanding this is crucial to

identify how employees are currently engaging in their job crafting practices and in which area they may have difficulties with.

The knowledge will then allow organizations to implement targeted interventions and training programs made to support employees in their engagement and overall performance. This is particularly important when tourism industry employees are the focus for this study, where their roles often involve unique challenges, trends and unpredictable events that require a high level of adaptability. Tailored intervention and training programs are needed to be curated for the people in this industry for its unique workforce. Tourism organizations can benefit from these findings as their proactive action to address these would help to maintain the competitiveness of their organization in both the public and private sector (Mihalic & Aramberri, 2015).

1.9 Summary

In summary, this research aims to investigate the relationship between job crafting and job engagement specifically towards the tourism industry employees. This shows the need to delve deeper into this. Thus, this gap in research highlights the need for a more in-depth investigation. Furthermore, through this research, there will be a better understanding on how job crafting influences job engagement among employees of the tourism industry who often face multiple hardships in their career development. Though there will be a few limitations along the way throughout the completion of this research which are uncontrolled external variables that may affect tourism employees as well as social desirability bias, both that may influence the responses to questionnaires. Despite that, the study seeks to contribute valuable findings and insights into enhancing employees' job engagement within the tourism sector

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This part of the research will be the comprehensive literature review regarding the independent and dependent variable of this study which are job crafting and job engagement. The independent variable is job crafting which consists of 3 different types of job crafting which are task crafting, cognitive crafting and relational crafting where each offer unique and distinct approaches for employees to craft their job and working environment to better align with their personal values and strengths. The dependent variable is job engagement, characterized by 3 different dimensions as well which are vigor, dedication, and absorption that reflects the degree in which employees are emotionally and mentally invested in their job. This review aims to explore the existing studies on how job crafting affects job engagement of employees, highlighting key theoretical framework and findings of past research to elucidate this relationship.

2.2 Independent Variables

2.2.1 Job Crafting

Job crafting is theorized as a process that can enhance the meaningfulness of one's job. It is simply when employees would make an effort in altering their tasks, relationships and interactions between colleagues, aiming to create a more purposeful work experience, which in turn, will modify their overall experience and perceptions towards their own responsibility. The adjustment that they made towards their job will allow them to define their personal identity to align with their professional identity. Furthermore, employees who are heavily

involved in personally meaningful job have been linked to having a higher job engagement overall.

The reason is because employees who find positivity, value and personal meaning towards their own responsibilities will most likely be more interested and passionate in their career. Hence, job crafting is currently the most discussed topic in work and organizational psychology, especially in the 21st century, where millions of jobholders around the world had to be more adaptive and agile in their work due to the rapid change in the workforce (Hornung, 2019). Job crafting will ultimately enhance employees' professional identities, making their work more purposeful, motivating and fulfilling (Hornung, 2019). In addition, it is identified that job crafting consists of 3 different types which are task crafting, relational and cognitive crafting.

Task crafting, involves the modification of tasks in terms of type, quantity and scope ; relational crafting, altering the relationships and the social interaction among colleagues at work and lastly cognitive crafting, viewing the responsibility as something more than a task instead is something that has greater meaning and purpose (Letona-Ibanez, 2021). Such interventions which are job crafting may offer opportunities for employees to alter their work environment to better align with their goals, abilities and even passion. In today's fast paced, constantly evolving work environments, job crafting will provide employees with a valuable tool to improve their job engagement as a whole. It helps employees to cope with the rapid changes in the workforce, and the changes in their own organization as well (Dubbelt et al., 2019).

2.2.2 Task Crafting

Task crafting is a proactive approach where employees modify the number, scope and even the type of job duties that they need to do. A simple example to do this would be taking

new tasks, changing the way to execute one's task and dedicating extra time to certain aspects of the job. Task crafting consists of adding or removing unnecessary tasks, altering the time and effort spent on tasks given as well as redesigning aspects of the task (Niessen et al., 2016). Tasks crafting is the most common type of job crafting as it will only require employees to focus on changing their responsibilities and embracing new things. When they have initiative to do variation and differences in their daily tasks, employees can set themselves free from doing monotony of routine work, which often leads to disengagement.

Therefore, through task crafting, employees can create more dynamic and fulfilling work experiences despite having to do the same task every day. This can reduce boredom and a greater sense of autonomy and enthusiasm in their roles (Hornung, 2019). Needless to say, they are still responsible in their roles but have the flexibility to tailor their own work experiences. Furthermore, by having control over one's work experiences, employees make their work their own and not just simply "go through the motions" of their job, instead, they actively engage in executing the task in a way that promotes personal and professional growth, sustained performance and most importantly, job engagement.

According to Bakker & Demerouti (2017), they indicate that employees who optimize the resources within their work environment tend to more likely experience a greater autonomy in their responsibility as well as enhance their performance and emotional resilience. Moreover, past research has found that compared to general office jobs, tourism industry employees possess higher job autonomy and the need to meet the needs of a high number of tourists. Their job characteristics require greater levels of work discretion, variety of skills and initiative (Guo & Huo, 2021). The sense of ownership is essential as it can greatly reduce negative feelings among employees such as alienation and disengagement, which often arise when employees

are disconnected from their work (Geldenhuys, 2021). It is essential to have a sense of ownership as it can decrease negative feelings among employees such as disengagement and even alienation, which is often linked to employees own disconnection for their work (Geldenhuys, 2021).

2.2.3 Cognitive Crafting

Cognitive crafting is an approach where it requires one to reshape or reframe their professional role, tasks and boundaries in their job. As an example, perceiving their roles and responsibilities as something larger in context or focusing on the meaningful aspects that align with them personally (Hornung, 2019). Cognitive crafting differs from task crafting as it is a strategy of job crafting that works mentally and not a behavioural form. This means that there's no changes in the objective characteristics of the tasks as it firmly takes place inside the mind of employees. Cognitive crafting is considered to be the first step in the job crafting process. Furthermore, previous research has shown how cognitive crafting is one of the most powerful strategies that an employee can use to create meaningfulness in the work, maintain high level of job engagement as well as performing well in their job (Wijngaards et al., 2021).

However, the notion that cognitive crafting is a requirement for behavioural crafting does not imply that the efforts will lead to behavioural changes. In some cases, there are times where employees are not able to engage themselves in behavioural crafting and may find it more effective to simply reframe their tasks mentally without making any physical changes on how they perform their work (Zhang & Parker, 2019). Cognitive crafting has the potential to enhance a better self-image, work identity, promote a sense of autonomy and lastly inspire employees to stay motivated and engaged in their tasks (Slemp & Vella-Brodrick, 2013). Supporting this idea, empirical studies have found moderate to strong positive correlations

between cognitive crafting and job engagement among employees (Hu et al., 2020). In simpler words, cognitive crafting is where employees think of their roles and responsibilities as something more than that, as something that personally resonates with them on a deeper level.

This will ensure that employees can curate their own personal meaning at work by connecting personal values and ideas with their professional goals, empowering them to feel that they can make a meaningful impact (Geldenhuys, 2021). Cognitive crafting can foster resilience among employees even in challenging circumstances as it allows them to find stability and meaning to their responsibility. Moreover, to relate this study which focuses on tourism industry employees, they face multiple difficulties in their career development and often face insecurities towards their self-job perception. This is due to the negative opinion of the public towards their occupational choice. Cognitive crafting then will play a significant part as it allows employees to reframe the meaning of their work and reshape their own personal connection to it (Guo & Huo, 2022).

2.2.4 Relational Crafting

Relational crafting has been emphasized by researchers as behaviours that are self-initiated in which employees alter their social environment or even expand the interactions in the workplace to work more effectively (Rofcanin et al., 2018). It can be categorized into 2 approaches which are approach oriented and avoidance oriented. Approach oriented is when an employee actively improves the relationship with colleagues or the people they interact with at the workplace, expanding the type, number and quality of their interactions among one another.

Avoidance approach is when employees limit interactions with difficult people in the workplace, aiming to focus on relationships that they trust and familiar with only (Doden et al., 2022). Connections among colleagues are an essential part in organizational life, as it can

enhance employees' engagement when they get to work in an environment that is supportive and provides a sense of belonging. Furthermore, a significant amount of research indicates that social interactions and relationships are heavily influenced by the relational crafting initiatives within employees (Doden et al., 2022). It has been found that relational crafting gives a positive influence towards employees normative commitment.

Normative commitment is when an employee has a strong sense of loyalty to their organization, which may drive employees to be more actively engaged in their job because they feel responsible to contribute to the success of the organization. Their commitment can lead them to invest more time and effort, therefore enhancing their overall engagement (Noesgaard & Jørgensen, 2023). The idea of a positive social relationship at the workplace can motivate employees' job engagement has been recognized in research for decades, but the level of interest or focus on this idea has changed over time. It hasn't always been a main theme in the literature of job crafting, despite that, it still remains as an important concept (Noesgaard & Jørgensen, 2023).

2.3 Dependent Variables

2.3.1 Job Engagement

Khan (1990) put forward the concept of engagement in the workplace, it is a personal engagement which is also defined as an employee's individual commitment to their roles and responsibilities in the organization. Job engagement encompasses one's role and orientation of their tasks, it is often considered as a positive and satisfactory state of mind characterized in 3 distinct dimensions which are vigor, dedication and absorption. Vigor indicates a high level of energy and mental resilience, dedication refers to strong commitment and enthusiasm in one's work and lastly, absorption reflects when an employee is fully engrossed and immersed in their responsibility. In a psychological point of view, job engagement is deemed as the feeling of

being carried away at work and where job holders have a great level of devotion in performing their duty (Walden et.al, 2017).

Job engagement is closely linked with an organization's performance, the greater the involvement of employees in their tasks, roles and the organization as whole, the greater the likelihood of improved overall performance (Andrianto & Yasser Alsada, 2019). Furthermore, several more studies have also shown that higher engagement among employees can be associated with positive effects such as higher levels of productivity, greater level of employee retention and better overall performance. Hence, creating a positive culture within the organization that gives full support for employee's job engagement will be extremely beneficial for the organization in the long run.

Past research by Kaushik and Tiwari (2023) stated that employees who are highly engaged will constantly be ready to go above and beyond their given duties and can be alleviate more effectively. Besides that, active job engagement among employees in their professional endeavours would also evoke positive emotional response, not just towards as a broader work atmosphere, but to the job itself. In addition, further empirical research has proven that job engagement is a significant indicator of expected positive organizational behaviours (Reig-Botella et al., 2024).

2.3.2 *Vigor*

The vigor dimension is characterized by one's energy levels, it includes mental resilience, persistence and effort at the workplace. (Lopez-Zafra et al., 2022). It embodies the true essence of an engaged and proactive employee, someone who not only has the willingness but also the energy to exceed expectations, often referred to as "discretionary effort" in professional settings. Furthermore, vigor can also be defined as enthusiasm that can be felt with high levels of energy and resilience of the mental state while working, willing to give the best

shot while also having complete perseverance when facing hardships (Schaufeli, 2017). This positive affective state evokes from constant interactions among different aspects or elements in the workplace and is also primarily related to the availability of personal resources such as social and physical resources.

In this regard, vigor at work can be seen as a precursor or prerequisite of motivation and consequently, of job engagement as well. While vigor at work is closely linked to job engagement, it still differs from the vigor dimension of job engagement itself. The reason is because individuals can experience vigor in their work independently, regardless of their mental resilience or ability to recover from challenging situations. Moreover, studies have also shown that high levels of energy in vigor among employees usually uses the vigor dimension of the engagement scale (Lopez-Zafra et al., 2022). In addition, vigor can be influenced by job crafting behavior, specifically task and relational crafting. When employees craft their jobs, they can curate their tasks and social relationships to match their passion, personal values and strength ultimately increasing their energy levels and enthusiasm in their job and workplace.

2.3.3 *Dedication*

Dedication is defined as the strength of being engaged in a job and embracing the sense of significance, pride, inspiration and challenges (Schaufeli, 2017). It is also characterized by a strong sense of purpose and challenges towards accomplishing goals. Dedication is akin to the involvement and is referred to as a psychological connection an individual has with their job. This dimension of engagement, which is dedication, reflects both the cognitive commitment and emotional engagement and employee experiences in relation to performing their job and responsibilities (Lu et al., 2016).

It also refer to the commitment among individuals in their work behaviour, usually would involve complying to rules, working diligently while demonstrating persistence and

resilience even in the face of hardships (Jaya & Ariyanto, 2021). Employees who are high in dedication always feel more involved in the task which is assigned to them and are able to generate deliverables more effectively. Furthermore, this dimension of engagement shares the same similarity in concept with the more traditional concept of job involvement which is defined as the extent to which an employee psychologically connects with their job and the tasks they perform in. However, dedication appears to be a more expansive phenomena, in terms of its operationalization.

Dedication encompasses a broader range of emotions such as enthusiasm, pride and inspiration (Arora & Adhikari, 2013). Employees who have high levels of dedication will constantly feel more involved in their assigned task and have the ability to generate deliverables more efficiently. Employees who are positively and effectively engaged with their organization tend to form a personal emotional connection. This will lead to employees having a better attitude towards colleagues and even clients. Such employees will constantly demonstrate greater levels of engagement and loyalty towards their organization. To support this, past research by Arora and Adhikari (2013), found that personality traits could be a potential contributor to increase job engagement among employees

2.3.4 Absorption

Absorption is the dimension of engagement that refers to an individual's pervasive and sustained mental state. It is a condition where one is emotionally and intellectually committed to their job in the organization. Absorption describes where employees become so engrossed and focused in their work that they get carried away, losing awareness of their surroundings including the passage of time. According to the Utrecht Work Engagement Scale (UWES) (Schaufeli & Bakker, 2003), absorption is assessed by factors such as full concentration at job, feeling joyfully immersed in tasks to the point where time flies so quickly without them

noticing and the difficulty to detach from the job (Jaya & Arianto, 2021). Moreover, it is related to intrinsic enjoyment, where employees find genuine happiness and pleasure in doing their job, rather than relying on external rewards or recognition.

Instead, they are fully immersed in their job, deriving pleasure purely from the process and experience itself without worrying how they are perceived by others. (Lu et al., 2016). Past research has proven that a high level of absorption is closely linked to improved performance among employees as it directly reflects employee's deep immersion and commitment towards their task. This focused engagement fosters diligent attitude as it encourages employees to be more thorough and meticulous in their job, which in turn enhances the quality of their work. Absorption, one of the dimensions of job engagement, contributes significantly to success in the organization as it motivates employees to be fully invested in their roles and responsibilities (Jaya & Arianto, 2021).

2.4 Related Theory

The Job Demands Resources (JD-R) model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) first made its appearance in the beginning of the 21st century and has truly gained its popularity among researchers, recognized as one of the most prominent job stress models (Schaufeli & Taris, 2013). The JD-R model assumes that the health and well-being of the employee are influenced by a balance between positive job characteristics which are the resources and the negative part of job characteristics which are the demands. Earlier models of JD-R highlighted the importance of balance. This broad scope makes the JD-R model more comprehensive than its predecessors, as it encompasses all job demands and resources. In

addition, the flexibility of the JD-R model allows it to be adapted to various ranges or working environments. Hence, it explains why this model is appealing to researchers and practitioners (Schaufeli & Taris, 2013). Three years after the JD-R model was introduced, Schaufeli and Bakker (2004) presented an updated and revised version of the model. This revised model incorporated work engagement alongside burnout and viewed both as the mediators in the relationship between job demands as well as job resources.

In doing so, Schaufeli and Bakker (2004), introduced a dimension of the JD-R model that is positive-psychological, while the original main focused on explaining the negative psychological effects (burnout), the updated version also accounted for the positive counterpart as well which is work engagement. Work engagement is defined as a positive and fulfilling work-related state, characterized by 3 distinct dimensions which are vigor, dedication and absorption (Schaufeli & Taris, 2013). All in which reflects an employee's overall enthusiasm and involvement they have towards their job as it highlights the emotional and psychological investment that employees do to perform their job well. The JD-R model has abundant empirical support.

In 2014, in a review of the JD-R model, it was highlighted that there are 12 studies that confirmed the mediating role of burnout in the stress process and engagement in the motivational process. Past studies have also shown 8 longitudinal studies that involve workers from a wide range of countries and found that 5 out of the 8 studies largely supported the JD-R model regarding the causal relationship between job characteristics which are the job demands and resources and employee's well-being which are burnout and job engagement (Schaufeli, 2017).

To relate it with job crafting, the JDR model has established a perfect theoretical framework for understanding employees well-being as it suggests that there is a significant relationship between an increased job related sources and greater levels of engagement. Within the JD-R model, job crafting has emerged as one of the most extensively researched personal resources and has truly become a considerable significance in the study of employee's well-being. This is due to its strong association with other key variables in the work environment. Numerous studies have shown how positive the relationship is between job crafting and engagement, further validating the JD-R theory as the optimal lens for studies that investigates the relationship between job crafting and job engagement (Letona-Ibañez et al., 2021).

2.5 Past Research Related the Relationship between Job Crafting and Job Engagement

The significant influence that job crafting can have on the work environment has become increasingly evident as it offers benefits to both individual and organizational level. Based on the findings of the research by Letona-Ibañez et al., (2021), the benefits can be further enhanced by giving support to individuals to modify their task in the cognitive perception of the work, which is one of the types of job crafting. Organizations can do this by helping employees understand the purpose and meaning behind their assigned task that they need to perform and emphasizing how their contribution can help to a larger, mutual goal. In doing so, it is shown that it can foster higher levels of employee engagement in their job. In return, it will lead to improved overall performance, reduced work-related stress and higher employee retention (Letona-Ibañez et al., 2021). The positive shift in psychological aspects that comes from cognitive crafting among employees will not only benefit them but also strengthen the organization's image and competitive edge in the long term.

In addition, another research of the relationship between job crafting and job engagement is by Meng et al., (2021). The research has shown that the shaping and increasing of job engagement among social workers would be an excellent way to retain employees and at the same time promote the quality of social services. Job crafting has been identified to have the potential to cultivate engaged employees, either directly or indirectly through several mechanisms such as psychological meaningfulness and psychological availability. This research has also suggested that employees should proactively opt to practice job crafting in the workplace. The result of practicing the 3 types of job crafting which are task crafting, cognitive crafting and relational crafting will most definitely further enhance their job engagement.

As an example, in terms of cognitive crafting, employees can expand their perception towards the way they perceive their job, the impact and the purpose of it, shifting their focus to see their task as something more than a responsibility, but something that is personally important or rewarding. By strategically modifying their work experience, employees can enhance their job engagement, well-being and even overall job satisfaction (Meng et al., 2021). Lastly, to relate the past research of the relationship between job crafting and job engagement even more, especially towards the tourism industry employees, there is a research by Guo and Huo, 2022, that shows empirical results towards their study. Their study reported higher levels of work meaningfulness (related to a type of job crafting which is cognitive crafting), could improve tourism industry employees' job engagement.

In addition, they recommended that the meaningfulness of work is far more crucial to employees than other aspects of their career. Benefits such as higher wages are no longer the sole aspirations for the new generation of tourism employees, they find that having positive meaning and purpose in their job and overall career has become a key priority as the absence

of finding meaning can lead to negative effects such as burnout and hence, lower job engagement. Thus, the meaningfulness of work which derives from job crafting, cognitive crafting to be precise, can significantly boost job engagement among tourism industry employees (Guo & Huo, 2022).

2.6 Summary

This literature review explored the relationship between job crafting (task crafting, cognitive crafting and relational crafting) and job engagement (vigor, dedication and absorption) framed within the Job Demands-Resources model, also known as the JD-R model. The theoretical framework has suggested that job resources which is job crafting can positively influence employee engagement. In support of this, past research has also confirmed that job crafting is closely linked to higher levels of job engagement. Overall, fostering proactive behaviours such as job crafting is the key to enhancing employee engagement, productivity and retention in an organization.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This part of the research outlines the methodology utilized to achieve the objective of this study. It explains the details of research design, instruments, subject and procedure used to measure the variables. Research instruments will be elaborated in this chapter which will include the questionnaire for the variables, It delves into the specific instruments used to assess job crafting and job engagement along with the demographic factors in the study as well. This chapter aims to highlight clarity and transparency and ensure the thoroughness of this study's methodology to provide a clear framework on how the research is conducted.

3.2 Research Design

Quantitative research design approach is chosen towards the process of this research study. As this study is about investigating the relationship between 2 variables which are the independent (job crafting) and dependent variable (job engagement), this approach allows for quantifying the data collected and making generalizations from large populations. Statistical data would help to establish facts and find patterns in the research. As this study would consist of 2 variables, it would be a correlational study that aims to investigate the relationship between job crafting and job engagement among tourism industry employees. Correlational study was chosen because it aligns with the objective of this study, to measure the correlation between 2 variables. The data collection was done through online surveys/questionnaires which would be distributed to the participants.

3.3 Research Instrument

The instrument chosen for this study is a questionnaire. The questionnaires for the independent variable, job crafting and the dependent variable, job engagement were adapted from questionnaires that have been utilized by past researchers whose studies are deemed suitable towards the completion of this study. There were a total of 11 items job crafting which are task crafting, cognitive crafting and relational crafting. Meanwhile there were a total of 15 items in total that covers the 3 dimensions of job engagement which are vigor, dedication and absorption. The questionnaire was organized in 7 sections. Section A: Demographic, Section B: Job Crafting; Task Crafting, Section C: Job Crafting; Cognitive Crafting, Section D: Job Crafting; Relational Crafting, Section E: Job Engagement; Vigor, Section F: Job Engagement; Dedication and Section G: Job Engagement; Absorption.

Section A comprises 4 questions which are gender, age, race/ethnicity and years of service in the organization. Moving on to the independent variable, job crafting which is addressed in Sections B, C, and D, with 3 items in section B and 4 items in section C and D. The questionnaires were adapted from Niessen et al., (2016). Each section would cover the individual type of job crafting which are task crafting, cognitive crafting and relational crafting. Some of the questions included were 'I concentrate on specific tasks', 'I look for opportunities to work together with people whom I get along well with at work' and 'I view my tasks and responsibilities as being more than just part of my job'. This section used the Likert scale that consists of 5 scales in which 1 = strongly disagree; 2 = disagree; 3 = neutral; 4= agree; and 5= strongly agree. Higher scores indicate a greater tendency towards each job crafting behaviours.

In Section E, F to G, questions regarding dependent variables, job engagement would be addressed with 5 questions in each section. The questionnaires were adapted from Utrecht

Work Engagement Scale (UWES) developed by Schaufeli & Bakker (2003). Each section would cover the individual dimension of job engagement which are vigor, dedication and absorption. Some of the questions included were ‘At my work, I feel that I am bursting with energy’, ‘I find the work that I do full of meaning and purpose’ and ‘I am immersed in my work’. This section used the Likert scale that consists of 7 scales in which 1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = neutral; 5 = slightly agree; 6 = agree and 7 = strongly agree. Higher scores indicate a higher level of job engagement in each of the different dimensions. The table below shows the summary of research instruments.

Section	Variables	Number of Items	Scale	Source
A	1. Gender	5	Multiple	
	2. Job Position		Choice &	
	3. Languages Spoken		Short Answer	
	4. Age		Question	
	5. Race			
	6. Lengths of Service			
	7. Employment Status			
B	Task Crafting	3	Likert Scale, 1= Strongly Disagree, 5= Strongly Agree	Niessen et al., (2016).
C	Cognitive Crafting	4		
D	Relational Crafting	4		

E	Vigor	5	Likert Scale, 1= Strongly Disagree, 7= Strongly Agree	Utrecht Work Engagement Scale (UWES) (Schaufeli & Bakker, 2003)
F	Dedication	5		
G	Absorption	5		

Table 1 Summary of Research Instruments

3.4 Research Subject

3.4.1 Research Population

For this study, the target population was the employees working as the front liners in the tourism industry such as cultural performers, tourist guides, basically the employees whose works usually involves interacting with visitors directly. Truly the ideal participants for investigating the relationship between job crafting and job engagement as this requires high levels of energy, adaptability and interpersonal skills. Furthermore, as the tourism industry has continues to rebound, employees now must face increasing demands and pressure to meet the expectations of the upcoming tourism growth, hence, growing numbers of visitors. They need to maintain great levels of service quality, managing hectic schedules which underscores the need for an effective job crafting practices in order for them to adapt and stay engaged in their job.

3.4.2 Research Sampling

The sample for this study was only limited to employees working in the tourism industry, specifically at Sarawak Cultural Village. There are a total of 159 employees in the

said organization. Their dynamic nature of work being in the tourism sector makes it a suitable choice to investigate the relationship between job crafting and job engagement. Sarawak tourism has emerged as one of the main contributors to Sarawak's economy.

Looking at future undertakings in tourism development has made it clear that the tourism industry must initiate a strategic approach in order to accommodate more efficiently to the needs and requirements of the constant increasing of tourist arrival. Sarawak Cultural Village employee's job revolves around interacting with diverse visitors, local and foreigners alike along with their unique and culturally rich work settings. Their roles involve them to be creative, adaptive and social which directly aligns with the 3 forms of job crafting which are task, cognitive and relational crafting.

Convenience sampling was chosen to gather data as it helped to provide an accessible and practical approach for this study. This sampling method offered advantages such as time saving, cost effective and practicality to ensure easy recruitment of participants from Sarawak Cultural Village. Calculated using Raosoft Sample Calculator, the minimum sample size for this study is 69. This calculation was based on a 90% confidence level, a 7% margin of error and an assumed response distribution of 50%, to validate that the calculated sample size is statistically adequate to represent the targeted population effectively.

3.4.3 Demographic Characteristics of the Sample

The sample included a diverse range of participants in terms of age, gender and cultural background. The participants were comprised the staff of Sarawak Cultural Village. Furthermore, analysing the division of ethnicity, the sample comprises the diversity of race in Sarawak which are Malay, Iban, Bidayuh, Orang Ulu, Penan and Chinese, to accommodate the special requirement of the living museum that are revolving based on the traditional house of

each ethnic. In all the diversities of their responsibilities and tasks, they share the same work condition which is functioning as frontliner for all visitors that come to Sarawak Cultural Village - engaging with visitors , coordinating activities , facilitating and performing cultural presentations.

3.5 Validity and Pilot Study

Pilot Study was conducted at Jong's Crocodile Farm. Jong's Crocodile Farm due to it similar nature of work and frontline tourism environment, aligning with the population targeted for the main data collection. A total of 30 respondents was collected for the purpose of examining the feasibility, reliability and validity of the research instruments and the study overall. All procedures including formal letter request from the faculty, organization approval and ethical requirements followed the same process as those used during the main data collection. The table below shows the reliability analysis for each section of the questionnaire.

Section	No. of Items	Cronbach Alpha	Reliability Level
Task Crafting	3	.664	Questionable
Cognitive Crafting	4	.788	Acceptable
Relational Crafting	4	.738	Acceptable
Vigor	5	.864	Good
Dedication	5	.836	Good
Absorption	5	.873	Good

Table 2 Reliability Analysis for Pilot Study

In this study, for Task Crafting, there are 3 items to measure the variable. The table above shows the Cronbach's Alpha coefficient of 0.664, which according to reliability interpretation guidelines falls within the 'questionable' range. Internal consistency is somewhat acceptable

but may not be strong enough to ensure full reliability. Despite that, the items for task crafting was retained due to its relevance.

For Cognitive Crafting, there are 4 items to measure of the variable. it shows the Cronbach's alpha coefficient of 0.788, indicating an acceptable strength of reliability. Similarly, Relational crafting reported the same acceptable association with Cronbach's alpha coefficient of 0.738 . As a result, the coefficient calculated for the items of the Cognitive Crafting and Relational Crafting variable are valid.

For dependent variable, Vigor, Dedication and Absorption. There are 5 items to measure the each of the variable. It shows the Cronbach's alpha coefficient for all 3 dependent variables falls within the 'good' range according to reliability interpretation guidelines, where vigor with Cronbach's alpha of 0.864, dedication with Cronbach's alpha of 0.836 and absorption with Cronbach's alpha of 0.874. This result indicates an acceptable internal consistency and valid coefficient. These findings suggest that all three engagement dimensions were measured using reliable items.

Overall, based on the reliability and relevance, all items both for the independent and dependent variables were retained where no modifications were needed for further analysis in the final data collection of the main organization.

3.6 Research Procedure

3.6.1 Data Collection Procedure

Before initiating the process of gathering respondents for this study, permission from the faculty was obtained and acknowledged regarding the questionnaires, purpose of the survey and overall study. Once approved, there were an official formal letter provided by the faculty

to be given to the chosen organisation, Sarawak Cultural Village. The organization was contacted and then the official letter was sent to them via email to get consent and approval for the study to be conducted.

Furthermore, Sarawak Cultural Village was also informed on the purpose of the study, the process of the survey and the participation of their employees as well as providing them an opportunity for further clarification if there are any. All ethical considerations regarding the survey was informed as well to ensure transparency and ethical compliance throughout the research process. Upon approval, the representative of SCV helped distributed the survey to the employees. This data collection procedure is crucial to be done systematically to ensure formality and professionalism in the completion of this study.

3.6.2 Data Collection Tools

The data for this study was collected through online surveys distributed via Google Form. This platform was chosen due to its accessibility, user friendliness and for being cost effective as well. Since the respondents will vary in age, race and background, it is important to make sure that the online questionnaire is as simple as possible to make it easier for them to participate in it. In addition, Google Form's ability to automatically record responses in a structured spreadsheet format simplifies the collection of data and analysis process, surely an ideal tool to ensure efficiency and accuracy. Not only is it easy to manage, it provides accuracy in terms of the collected data as well.

3.6.3 Data Analysis Phase

Data was validated through SPSS 30.0.0.0. SPSS is a software program that provides analysis of statistical data. This was helpful for this study as the data analysis will allowed all the information collected from the questionnaire to be extracted and organized in its final form. This will help in avoiding collecting inaccurate data, which can skew the study's result. The

collected data then went through descriptive analysis such as mean, mode and standard deviation to outline the demographic aspect of the data.

Other analyses include reliability test and correlation analysis. Reliability test through Cronbach Alpha was to assess the consistency of measurement scales and correlation analysis, specifically Spearman Correlation was done to determine the correlation between the variables of job crafting and job engagement. The integration of these analytical test provided deeper insights of the relationship between job crafting and job engagement which offered valuable findings to this study.

3.7 Ethical Considerations

Since online surveys are being used for the collection of data in this study, ethical considerations are of paramount importance to ensure that participants' rights and the integrity of the study process is protected. In this study, several ethical considerations are followed which are informed consent and confidentiality and anonymity. Informed consent is a situation where the participants will be informed about the survey and thoroughly understand the purpose of the study before agreeing to participate. This also means that their participation is on a voluntary basis only and not coerced.

Regarding confidentiality and anonymity, participants' privacy was fully protected, secured in a confidential manner. All the responses collected was done anonymously, meaning that there was no personal identifiers such as names and email addresses needed (Bhandari, 2021). Data was only used for research purposes, and access to the data was restricted to the researcher only. The data was used solely for the purpose of the research and data accessibility will be strictly limited to the researcher to maintain confidentiality. In addition, all the questions in the survey were strictly job-related and does not include any sensitive or personal topics.

3.8 Summary

This is a quantitative and correlational study to explore the relationship between the independent variable (job crafting and dependent variable (job engagement) among tourism employees in Sarawak Cultural Village. Before the process of gathering respondents, acknowledgement and approval was obtained both from the faculty and the selected organization as well. Data was collected through online surveys via Google Form with a structured questionnaire adapted from Niessen et al. (2016) and the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2003).

There were 7 sections in total that covered demographics, job crafting (task, cognitive and relational crafting and job engagement (vigor, dedication and absorption). Convenience sampling was used for its cost effectiveness and time saving benefits to recruit a minimum sample size of 69 participants. Collected data was analysed through SPSS 30.0.0.0 where analyses such as descriptive, and reliability analysis was conducted. Ethical considerations were also highlighted to ensure that participants consent, confidentiality and anonymity was maintained to ensure their rights are heard and their data are confidential and strictly used for the study only.

CHAPTER 4

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This part of the research presents a comprehensive discussion of the research findings in relation to the relationship between the independent and dependent variables of this study which are job crafting (task, cognitive and relational crafting) and job engagement (vigor, dedication and absorption). The findings and discussion will further be elaborated and explained in this chapter to interpret all the findings within the context of past research, literature reviews as well as the theoretical frameworks used. This chapter aims to provide deeper insights into how the different dimensions of job crafting influence various aspects of job engagement in the tourism workforce.

4.2 Research Findings and Discussion

4.2.1 Demographic Profile

This section explains the respondents demographic data, in which there are 7 sections including gender, age, race, job position, employment status, lengths of service and languages spoken. The table below shows the summary of demographics data.

Variables		Frequency (n)	Percentage (%)
Gender	Male	34	51.4
	Female	36	48.6
Age	20-29	47	67.1
	30-39	12	17.1
	40-49	7	10.0
	50-60	4	5.7

Race	Malay	36	51.4
	Iban	23	32.9
	Bidayuh	2	2.9
	Chinese	5	7.1
	Others	4	5.7
Job Position	Customer Service	25	35.7
	Performer	24	34.3
	Visitor Attendant	12	17.1
	Others	4	5.7
	Craftsperson	3	4.3
	Tourist Guide	2	2.9
Employment Status	Permanent	31	44.3
	Contract	18	25.7
	Temporary	21	30.0
Lengths of Service	0-5	52	74.3
	6-15	13	18.6
	16-30	3	4.3
	31-40	2	2.9
Languages Spoken	2 Languages	26	37.1
	3 Languages	17	24.3
	4 Languages	15	21.4
	1 Language	8	11.4
	5 Languages	4	5.7

Table 3 Summary of Demographics

According to the gathered data, the questionnaire encompasses 36 female respondents (51.4%) and 34 male respondents (48.6%). The highest number of respondents were from 47 individuals (67.1%) aged 20-29 years while the lowest group comprised individuals aged 50-60 years (5.7%). The mean age of respondents was 29.87 years. In terms of ethnicity, 47 (51.4%), respondents identified as Malay, 23 (32.9%) respondents identified as Iban, 5 (7.1%) respondents identified as Chinese, 4 (5.7%) respondents came from other ethnicities specifically, Melanau and Beketan at 5.7%, while the lowest 2 (2.9%), identified as Bidayuh. The job position among respondents stated that the highest number came from Customer Service roles with a total of 25 (35.7%) respondents. This was followed by Performer roles with 24 (34.3%) respondents. A total of 4 (5.7%) respondents held other roles including HR assistant, event organizer, dance instructor and food vendor. In addition, 3 (4.3%) respondents were in craftsperson roles while the least comprises tourist guides made up of 2 (2.9%) respondents.

As for employment status, 31 (44.3%) respondents held permanent positions, followed by 21 (20%) by those in temporary positions, while the lowest consists of 18 (25.7%) respondents who are on contract based position. As for length of service, the majority of respondents had been working for 0-5 years (52 individuals, 74.3%), 13 (18.6%) respondents had 6-15 years of service. 3 (4.3%) respondents had served 16-30 years, while the least number of respondents had served 31-40 years with only 2 (2.9%) individuals. The mean length of service among all respondents was 5.79 years. Lastly, in terms of languages spoken, the highest number of respondents were bilingual, speaking 2 languages (26 individuals, 37.1%). This was followed by 17 (24.3%) respondents who speak 3 languages, and 15 (21.4%) respondents spoke 4 languages. A smaller group reported speaking only one language (8 individuals,

11.4%), with the lowest number of respondents (4 individuals, 5.7%) reported speaking 5 languages.

4.2.2 Reliability Analysis

The table below shows the reliability analysis for each section of the questionnaire.

Section	No. of Items	Cronbach Alpha	Reliability Level
Task Crafting	2	.707	Acceptable
Cognitive Crafting	2	.684	Questionable
Relational Crafting	4	.654	Questionable
Vigor	5	.769	Acceptable
Dedication	5	.788	Acceptable
Absorption	5	.704	Acceptable

Table 4 Reliability Analysis for Each Section

In this study, for task crafting, there were originally 3 items to measure the variable. However, the initial Cronbach alpha was relatively low at 0.547, indicating poor internal consistency. To improve reliability, 1 item has been removed. This adjustment resulted in an improved Cronbach's alpha of 0.707 for the remaining 2 items, indicating an acceptable level of reliability. The coefficient calculated for Task Crafting variable items are valid.

As for cognitive crafting, originally there were 4 items to measure the variable. The initial Cronbach alpha was again relatively low at 0.622. To improve reliability, 2 items has been removed which resulted in an improved Cronbach's alpha of 0.684 for the remaining 2

items, indicating a better level of reliability but at the same time it also falls within the questionable range of reliability as well. However, it is still partially acceptable but may inadequate to ensure full reliability.

Lastly for independent variable, there are 4 items to measure relational crafting. Table 0.0 shows that the Cronbach's alpha coefficient of 0.654, which is according to reliability interpretation guidelines as this value falls within the 'questionable' range. Internal consistency is somewhat acceptable but may not be strong enough to ensure full reliability.

For vigor, there are 5 items to measure the variable. It shows that the Cronbach's alpha coefficient of 0.769, indicating an acceptable strength of association. As a result, the coefficient calculated for the items of the vigor variable are valid. Similarly, dedication was assessed using 5 items, yielding a Cronbach's alpha coefficient of 0.788, also reflecting an acceptable level of reliability for the scale. Hence, the scale for dedication is valid and consistent. Absorption consisted of 5 items as well, with a Cronbach's alpha result of 0.704 which likewise indicates an acceptable internal consistency. Resulting a valid coefficient . These findings suggest that all three engagement dimensions were measured using reliable items.

4.2.3 Correlation Analysis

Variables	1	2	3	4	5	6
1. Task Crafting	-	.726**	.452**	.621**	.709**	.489**
2. Cognitive Crafting	-	-	.353**	.562**	.760**	.518**
3. Relational Crafting	-	-	-	.384**	.430**	.395**
4. Vigor	-	-	-	-	.699*	.633**
5. Dedication	-	-	-	-	-	.648**
6. Absorption	-	-	-	-	-	-

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

Table 5 Correlation Analysis between Variables

Spearman correlation was computed to assess the relationship between the individual types of job crafting (task crafting, cognitive crafting and relational crafting) and dimension of job engagement (vigor, dedication and absorption) among Sarawak Cultural Village employees.

Task crafting was positively correlated with vigor ($r = .621$, $p < .001$), dedication ($r = .709$, $p < .001$), and absorption ($r = .489$, $p < .001$). The result provides enough evidence to reject the null hypothesis as the p-value is below the alpha level of 0.05. Thus, there is a significant relationship between the presence of task crafting and each dimension job engagement. Therefore, H1: There is significant relationship between task crafting and vigor, H2: There is significant relationship between task crafting and vigor and H3: There is significant relationship between task crafting and absorption are all supported. Among the 3 dimension, dedication reported the strongest correlation.

Next, there was a significant positive relationship between cognitive crafting with vigor ($r = .562, p < .001$), dedication ($r = .760, p < .001$), and absorption ($r = .518, p < .001$). Hence, the result is statistically significant and the null hypothesis is rejected. Therefore, H4: There is significant relationship between cognitive crafting and vigor, H5: There is significant relationship between cognitive crafting and vigor and H6: There is significant relationship between cognitive crafting and absorption are all supported. Once again, among the 3 dimension dedication reported the strongest correlation as well.

As for relational crafting, it exhibited a slightly lower but still significant correlations with vigor ($r = .384, p < .001$), dedication ($r = .430, p < .001$), and absorption ($r = .395, p < .001$). The result provides enough evidence to reject the null hypothesis. Although the result were weaker compared to task and cognitive crafting, there is still a significant correlation in the result. Hence, H7: There is significant relationship between relational crafting and vigor, H8: There is significant relationship between relational crafting and vigor and H9: There is significant relationship between relational crafting and absorption are all supported. Notably, dedication consistently showed the strongest correlation across all 3 types of job crafting, further emphasizing its central role in employee engagement within tourism setting.

4.3 Discussion

The results of the correlation analysis revealed significant and positive relationships between all 3 types of job crafting (task, cognitive and relational) and all 3 dimensions of job engagement characterized by vigor, dedication and absorption. Task crafting showed significant result with dimensions of job engagement where vigor ($r = .621, p < .001$), dedication ($r = .709, p < .001$) and absorption ($r = .489, p < .001$). This finding indicates that when employees are given the opportunity to have flexibility to reshape or personalize their

tasks, it can lead to greater engagement in terms of energy, emotional involvement and increased focus at the workplace.

Moreover, this finding aligns with Guo & Huo (2021), who found that tourism industry employees often work with higher job autonomy which are unlike those in general offices role as they need to constantly interact with tourists and manage other tasks as well. These job characteristics create an environment where job crafting becomes essential and necessary as they require greater levels of work discretion, variety of skills and initiative. Among these, the strongest link was with dedication, implying that task crafting can boost the sense of pride and purpose in employee's roles. This is particularly important when it comes to the tourism industry which is known to have a dynamic and high contact environment.

As for cognitive crafting, the results shows significant results with each dimension of engagement where vigor ($r = .562, p < .001$), dedication ($r = .760, p < .001$), and absorption ($r = .518, p < .001$). This finding aligns with previous research by Letona-Ibañez et al., (2021), which found that supporting employees to reshape their tasks through cognitive crafting can enhance their job engagement, boosts performance, reduce workplace stress and increase job retention. The positive shift in psychological aspects that comes from cognitive crafting will benefit the employees and strengthen the organization's image and competitive edge in the long term.

Another past study that aligns with this finding is by Guo & Huo (2022) who demonstrated that work meaningfulness, linked to cognitive crafting enhances job engagement among tourism industry employees. Purpose and meaning in work outweigh traditional benefits. The absence of finding meaning in one's responsibilities can lead to negative effects

such as burnout and disengagement. Hence, the present findings further affirm this perspective by revealing results that demonstrates employees who practices cognitive crafting in their role are more dedicated and engaged in their work.

Relational crafting revealed slightly lower but still significant correlations with all 3 dimensions of job engagement where vigor ($r = .384, p < .01$), dedication ($r = .430, p < .01$), and absorption ($r = .395, p < .01$). Despite these results being lower and moderate, it still shows that building positive work relationships still plays a vital role in enhancing engagement. Positive social connection and relationships contributes to a supportive and happy work environment. Notably, dedication consistently showed the strongest correlation with all 3 types of job crafting, with the highest being between cognitive crafting and dedication ($r = .760, p < .001$) reinforcing the notion that when employees find meaning in their responsibilities, they become more emotionally engaged and committed.

Hence, all the significant results between job crafting and engagement are well aligned with the framework of JD-R model (Demerouti et al., 2001), which emphasized that engagement and wellbeing or employees are influenced by the balance between job resources (job crafting) and job demands (job characteristics) of tourism industry employees that includes unique tasks such as high interaction with visitors and unpredictable workload. The results of this study support this framework by demonstrating significant results of employees who actively engage in job crafting, whether by altering tasks, finding purpose in work or improving workplace relationships can lead to positive overall work experience reflected in higher levels of job engagement in vigor, dedication and absorption.

Additionally, in the unique context of Sarawak Cultural Village, employees represent diverse ethnic groups and serves as cultural ambassadors to tourist, taking proactive action such

as job crafting is both necessary and crucial to maintain energy, commitment and focus in their dynamic responsibilities. The demographic diversity of Sarawak Cultural Village employees spanning from multiple age groups, ethnicities, unique job roles adds further depths into understand the impact of job crafting in employees job engagement.

4.4 Summary

The findings of study revealed that there are significant relationships between task, cognitive and relational crafting with all 3 dimensions of job engagement which are vigor, dedication and absorption. Cognitive crafting showed the strongest correlation with dedication ($r = .760, p < .001$) indicating that employees tend to be more engaged in their work when they are emotionally committed in it. Consistent with past studies by by Letona-Ibañez et al., (2021) and Guo & Huo (2022) which highlights cognitive crafting as a key driver in increasing job engagement among employees.

Thus, these findings align with JD-R model (Demerouti et al., 2001), which stated that the balance between job resources and job demands influenced employees engagement in their responsibilities. Hence, job crafting empowers individuals to match their work with their own personal strengths and values which in turn sustain their job engagement in the dynamic workforce of tourism industry like Sarawak Cultural Village.

CHAPTER 5

IMPLICATIONS, SUGGESTIONS AND CONCLUSION

5.1 Introduction

This final part of the research outlines the implications, limitations and future research derived from the findings of this study which focused on the relationship between job crafting (task, cognitive and relational crafting) and job engagement (vigor, dedication and absorption). Based on the findings from previous chapter, the theoretical and practical implications will highlight on job crafting practices that can be implemented through targeted job crafting strategies to enhance job engagement among employees. Future research provides suggestions for further extension and improvement of the study including areas that could be explored in more depth or approached with different methodologies. The chapter will conclude by summarizing all the key insights gained from this overall research and its contribution to the field.

5.2 Implications

Theoretically, this study contributes strong support for the JD-R model and further validates its applicability in non-traditional work settings. Furthermore, it provides a fresh perspective focusing on the tourism industry, especially at Sarawak Cultural Village where diversity and culturally rich work environment is prominent, a complete contrast from past research findings where the focus was on white collar Letona-Ibañez et al., (2021), or industry specific settings such as nursing (Baghdadi et al., 2020) or mining (Beer et al., 2016).

The strong correlation between task crafting and the dimensions of job engagement suggests that HR practitioners should focus on allowing task autonomy and flexibility among

employees. This can reduce boredom and a greater sense of autonomy and enthusiasm in their roles (Hornung, 2019). Task crafting would include allowing them to have choices in what tasks they are allowed to do in their daily responsibilities, encouraging and offering opportunities employees to adjust their roles based on their own personal strengths and interests.

In order to proactively practice job crafting, employees need to independently do their tasks and have some autonomy to make small alterations in their responsibility. This is to ensure that they know that job crafting is encouraged and not a punishable act (Dubbelt et al., 2019). Overall, employees who are allowed to structure their task based on their personal values and interests will more likely remain energetic, committed and focus in their responsibilities. In particular, given the strong positive correlation between cognitive crafting and dedication. This highlights the importance of finding meaning in daily tasks and responsibilities.

Furthermore, cognitive crafting is also one of the most powerful way to create meaningfulness in the work, maintain high level of job engagement as well as performing well in their job (Wijngaards et al., 2021). HR practitioners should help employees understand the significance their roles such as through reflective sessions and purpose driven communication. These activities will boost their morale and self-esteem knowing that their presence in the organization is appreciated. Additionally, this allows employees to see that their responsibilities go beyond routine tasks contributing to something more impactful within the organization (Guo & Huo, 2022).

Moreover, when they are dedicated to their work, they will tend to be more energized and absorbed in their job as well. This could ensure that employees remain engaged and resilient especially when the tourism industry is thriving once again. Lastly, although relational

crafting had the lowest correlation with all 3 dimensions of job crafting, it is still an important element in sustaining job engagement as work relationships and having a positive work environment is crucial. HR practitioners should encourage teamwork that emphasizes on open communication in the workplace.

This includes implementing activities such as team building across departments, recognition programmes and even workshop sessions. Furthermore, a substantial amount of research found that social interactions and relationships are heavily influenced by the relational crafting initiatives within employees (Doden et al., 2022). In addition, positive work relationships is crucial when a multicultural tourism setting is in mind where employees comes from different backgrounds, upbringing and culture. It is crucial to take these aspects into consideration as some employees might tend to have difficulties to interact with their peers especially when everyone comes from diverse backgrounds.

Thus, relational crafting is particularly important when it comes to tourism industry where interaction, collaboration and service based roles are central in daily responsibilities, positive internal relationships can certainly influence engagement levels of employees.

5.3 Limitations

There are a few limitations in the process of completing this study. The first one would be an uncontrolled external variable. The tourism industry is a highly dynamic industry, the environment and work pace is heavily influenced by external factors such as seasonal fluctuations (Yuan, 2023), and demands, conditions of the economy and even unpredictable global events such as Covid 19 pandemic. It is difficult to make predictions, anticipate and manage many tourism crises taking into consideration the complex and multifaceted nature of the industry (Yuan, 2023). Issues such changes in tourism trends or even the economy could

influence and affect employees behaviour and perception when participants answer when answering the surveys. Therefore, it is crucial to acknowledge this limitation to explain if there are any unexpected variations in job crafting and job engagement levels among the employees.

Another limitation is the self-reported data bias. Since this study relies on using questionnaires and surveys to collect data, the primary concern would possibly have participants providing inaccurate responses. This could be caused by a few factors such as participants having social desirability bias, where they will have the tendency to give inaccurate answers that don't even align with their own true behaviours and feelings due to providing answers that are more socially acceptable. This usually happens when there are questions that are sensitive in nature. Another concern would be having response bias in participants, whereas they would be answering 'Yes' in every question regardless of the context (Demetriou et al., 2015).

5.4 Future Research

Future research could consider to adopt a mixed method approach. Since this study is a quantitative study approach to study the correlations between the 2 variables, integrating qualitative approach such as individual and focus group interviews which could provide findings that are stronger than using each approach on their own (Wasti et al., 2022). This becomes especially important when job crafting originates from the Western context and may not be widely practiced or understood in Southeast Asian work environments.

Therefore, a mixed method approach could capture how cultural and work practices differences shapes how job crafting is perceived and applied . Additionally, this approach could also get deeper insights in employees job crafting behaviour especially when the tourism

industry highly depends on tourism trends, seasonal fluctuations and such. Thus, making it more important to for a more in depth approach for such complex working situations.

Additionally, future studies should also consider comparing job engagement levels across different job roles particularly when the tourism industry includes a variety of unique functions such as customer service, visitor attendants, performers, crafts making and tour guiding. These diverse roles involves different levels of interaction, creativity and workload which may influence on how employees engage with their work both physically and emotionally.

Thus, exploring job engagement based on each job roles could provide a more specific insights on the job engagement levels in all the different roles of the tourism industry. This careful consideration and prioritization would then help HR practitioners to create strategies that are more tailored on each roles to provide better support (Mihalic & Aramberri, 2015).

5.5 Summary

Overall, this research investigated the relationship between job crafting and job engagement specifically towards the tourism industry employees. The gap in research highlighted the need for a more comprehensive investigation. Furthermore, through this research, there is a better understanding on how job crafting influences job engagement among employees of the tourism industry who often face multiple hardships in their career development.

The literature review explored the relationship between job crafting and job engagement framed within the Job Demands-Resources model which emphasized that job resources can positively influence employee engagement. This is a quantitative and

correlational study to explore the relationship between the independent variable (job crafting and dependent variable (job engagement) among tourism employees in Sarawak Cultural Village.

Data was collected through online surveys via Google Form with a structured questionnaire that includes 7 sections comprising items of job crafting and job engagement adapted from Niessen et al. (2016) and the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2003). Approval and ethical considerations are also obtained and approved from the chosen organizations.

The findings of study revealed that there are significant relationships between task, cognitive and relational crafting with all 3 dimensions of job engagement which are vigor, dedication and absorption with cognitive crafting showing the strongest correlation with dedication. Emphasizing on the importance being emotionally committed and involved in work can lead to better engagement which aligns with past studies by Letona-Ibañez et al., (2021) and Guo & Huo (2021).

Organizations should consider supporting job crafting by encouraging job autonomy, promoting purpose driven roles and fostering positive workplace relationships. To conclude, all types of job crafting (task, cognitive and relational) positively enhance job engagement across all dimensions (vigor, dedication and absorption) in tourism industry such as Sarawak Cultural Village. Encouraging job crafting practices can help sustain not only engagement but motivation and long term loyalty among employees.

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APPENDICES

Appendix A : Questionnaire for Job Crafting

QUESTIONNAIRE FOR JOB CRAFTING

Task Crafting

1. I undertake or seek additional tasks.

2. I concentrate on specific tasks.

3. I work intensively on tasks I enjoy.

Cognitive Crafting

1. I view my tasks and responsibilities as being more than just part of my job

2. I try to look upon the tasks and responsibilities I have at work as having a deeper meaning than is readily apparent.

3. I find personal meaning in my tasks and responsibilities at work.

4. I see my duties and responsibilities as being 'a small cog in a large wheel' (as part of something bigger).

Relational Crafting

1. I usually limit the amount of time I spend with people I do not get along with and only contact them for things that are absolutely necessary.

2. I invest in relationships with people whom I get along the best.

3. I look for opportunities to work together with people whom I get along well at work.

4. I invest in relationships with people whom I get along the best.

QUESTIONNAIRE FOR JOB ENGAGEMENT

Vigor

1. At my work, I feel that I am bursting with energy,
 2. When I get up in the morning, I feel like going to work.
 3. I can continue working for very long periods of time
 4. At my job, I am very resilient, mentally.
 5. At my work, I always persevere, even when things do not go well.
-

Dedication

1. I find the work that I do full of meaning and purpose.
 2. I am enthusiastic about my job.
 3. My job inspires me.
 4. I am proud of the work that I do.
 5. To me, my job is challenging.
-

Absorption

1. Time flies when I am working.
 2. When I am working, I forget everything else around me.
 3. I feel happy when I am working intensely.
 4. I am immersed in my work.
 5. It is difficult to detach myself from my job.
-

Appendix C: Consent Letter Obtained from Faculty

UNIMAS/NC-16.03/04-13/01 Jld.33 ()

16 April 2025

Zaini bin Zainuddin
Pengurusan Pemasaran dan Penjualan/Pengarah Acara
Kampung Budaya Sarawak
Pantai Damai Santubong
93752 Kuching
Sarawak.

Tuan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Ghinayatul Fitriah Binti Zakaria (83938)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"The Relationship between Job Crafting and Job Engagement in the Tourism Industry"</i>
Penyelia	: <i>Associate Professor Dr. Zaiton binti Hassan</i>
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Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

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Yang benar,

Puan Julia Anak Clifton Akoi @ Empadeng
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