

**Effect of Job Crafting and Organizational Identification on Innovative Work Behavior with Work Engagement as an Intervening Variable****Winanda Dwi Novianti**

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ABSTRACT

This study aims to 1) identify and analyze the direct effect of Job Crafting on the innovative work behavior of online transportation employees; 2) know and analyze the direct effect of organizational identification on the innovative work behavior of online transportation employees; 3) know and analyzing the direct effect of work engagement on innovative work behavior of online transportation employees; 4) knowing and analyzing the direct effect of Job Crafting on online transportation employee work engagement; 5) knowing and analyzing the direct effect of organizational identification on online transportation employee work engagement; 6) knowing and analyzing the indirect effect of work engagement in mediating Job Crafting on innovative work behavior of online transportation employees; 7) knowing and analyzing the indirect effect of work engagement in mediating organizational identification on innovative work behavior of online transportation employees. The research was conducted on 360 online transportation employees. The data analysis technique uses the Structural Equation Model.

The results showed that 1) there is a direct effect of Job Crafting on the innovative work behavior of online transportation employees; 2) there is a direct effect of organizational identification on the innovative work behavior of online transportation employees; 3) there is a direct effect of work engagement on innovative work behavior of online transportation employees; 4) there is a direct effect of Job Crafting on online transportation employee work engagement; 5) there is a direct effect of organizational identification on online transportation employee work engagement; 6) there is an indirect effect of work engagement in mediating Job Crafting on innovative work behavior of online transportation employees; 7) there is an indirect effect of work engagement in mediating organizational identification on innovative work behavior of online transportation employees.

KEYWORDS: job crafting, organizational identification, work engagement, innovative work behavior**Introduction**

Today's unpredictable economic upheavals make human resource management (HR) an aspect that plays an important role in determining the direction and goals of the company. In line with this, Heliyon (2023) argues that meeting the needs of competent human resources must be seriously considered by companies to meet the need for successors in the future, especially to increase the existence and competitive advantage.

The era of earthquakes or population growth is very influential in developing alternative community actions in contributing to technological developments. Advances in information technology are changing mobile applications as well as computers. Currently, the computer is an electronic machine that is not only used to process data information. Technology is always

innovating all the time. Technology that was originally still traditional has shifted to the digital world, such as the internet (Kato, 2022). Internet users continue to increase all the time. The internet can be easily accessed anytime and anywhere by various groups of people. The shift to all-digital technology certainly has an impact on markets, consumers, companies, and marketing. Expansion of the internet network can be used as a medium for business success (Chikaraishi, 2022).

Following up on competitive advantage competition, the industrial sector that is of particular concern to the government is the digital industry sector. This is directly proportional to the monitoring of growth in Indonesia's digital economy value which is estimated to reach around US\$77 billion in 2022, an increase of 22% from the previous year (Katadata.co.id, 2022). A report from



the e-Conomy SEA annually projects that the value of Indonesia's digital economy will soon reach US\$77 billion in gross merchandise value (GMV) in 2022. Likewise, after the digital economy grows by 22% in 2022, it is estimated that it will grow by more than three double in the range of US\$ 220 to US\$ 360 billion in 2030.

Along with the rapid rate of growth in the digital economy, the government continues to strive to encourage the rate of economic growth in the digital industry (Kominfo.go.id, 2022). When viewed from the industrial sector, the industry that is experiencing rapid growth is the transportation and warehousing industry. This is evidenced by the growth of the transportation and warehousing industry which touched up to 19.87% on an annual basis, aka year on year (YoY).

One of the most versatile devices that are commonly combined with computers is the smartphone, with the latest technology. Smartphones have become gadgets that are very often used by most people, from small children to adults, especially young people or what is commonly called the millennial generation and current generation Z. as part of their success. Company management must be able to implement marketing strategies that can create, maintain and increase customer satisfaction (Ketter, 2020). One of the businesses that use the Internet as a milestone for the company's operations is a company engaged in online transportation services. The company's work system is the same as motorcycle taxis, and passengers ask to be taken to their destination. However, one thing that is very different from motorcycle taxis, in general, is that online transportation uses the Internet as a connecting medium between drivers and consumers. The driver will take the customer to the place according to the destination requested in the application (Axhausen, 2021).

Data published by the Central Bureau of Statistics shows that one of the industries with the highest projected growth in the third quarter of 2022 is transportation and warehousing (Central Bureau of Statistics, 2023). In 2023, Supply Chain Indonesia (SCI) predicts the contribution of the business sector or the transportation and logistics sector to the Gross Domestic Product (GDP) will exceed IDR 1,090.2 trillion (Bisnis.com, 2023). The transportation sector, especially online transportation, is also superior to manufacturing growth, which has grown by around 4.89% (Nasional.co.id, 2023). Based on research by Google, including Bain & Company entitled e-Conomy SEA 2019, GMV (gross merchandise value), in 2015, the online transportation sector only reached 980 million in finance. However, this figure has grown to 5.7 billion and will continue to grow to 18 billion in 2025 which is now the largest in Southeast Asia (Katadata.co.id, 2019).

Online transportation users are increasing all the time from various groups, both children, students, students, and parents. Of course, there are several factors why consumers prefer to use online transportation compared to conventional motorcycle taxis, namely: ease of ordering, speed of travel time, the price offered, and quality of service that is trusted by most people in increasing consumer satisfaction (Seetharaman, 2020). The

company's success factor is mainly determined by customer satisfaction. Customers are satisfied with the company for many reasons, such as service quality and price. Service quality focuses on meeting customer needs and providing satisfaction to meet customer expectations. Online insurance companies try to meet consumer needs. The features in the online transportation application are made as complete as possible as consumers wish (Sarram, 2022).

Seeing large-scale online transportation, researchers are interested in further reviewing innovative employee behavior at online transportation companies by not limiting this research to just one object. As is known by the general public, in Indonesia there are approximately 15 online transportation applications including Go-JEK, Grab, Maxim, In Driver, Anterin, Asia Trans, Oke Jek, Linkaran, Nujek, Shejek, M-Ojek, Jogjakita, Draiv, Kuririo, and Walan (Kompasiana.com, 2023).

The large number of companies engaged in online transportation certainly forces companies to be able to be competitive, one of which is by developing the right marketing strategy and increasing innovation in various fields continuously. However, the facts on the ground show that there are still many problems that occur in the world of online transportation. A survey conducted by DigiAds (2022) shows various common problems that occur in the field of online transportation with the most problems being poor customer service. This was reinforced by ShopBack's online research (2023) which was conducted in five major cities in Indonesia, including Jabodetabek, Bandung, Surabaya, Medan, and Makassar, on more than 1,000 respondents who had made online transportation transactions who showed common complaints when using online transportation. The results of this research show that poor customer service stems from driver errors as well as inadequate facilities and infrastructure.

Poor customer service can also be seen from the application side, Gojek and Maxim do not provide customer service that can directly connect with customer service if there is a problem in the process of using the application. However, the two companies continue to provide customer service via telephone, although the speed of problem-solving services is still an obstacle. Unlike the two previous applications, the Grab application already has a complaint service that can be directly connected to customer service, even though the service still uses the automatic message reply feature. As a company engaged in services, it is appropriate for online transportation companies to increase program innovation and quality in winning the market competition. Program and product innovations arise from the creative ideas of Human Resources. It is appropriate to encourage the company to change independently, especially in determining the right marketing strategy for the company.

From the human resources side, the desire to demonstrate innovative behavior is a must. This is considering the high competition to join the online transportation industry. It should be a consideration for online transportation employees who are reluctant to present their innovations, namely the high competition to join the online transportation industry. Employee competition



in online transportation is reflected in the high interest of the public to join the company. Issues about jobs in online transportation are on the rise, with rumors of extraordinary salaries with a comfortable work environment, not only that at the end of the year, many bonuses make company employees enthusiastic.

Competition is now very tight and innovation is demanded by companies in the field of online transportation. Companies will naturally experience natural selection, through innovation competition so that they can survive in the digital market, this competition will be limited by strategies such as price discounts, bonuses, and various services offered to consumers. Innovation competition is marked by the development of reliable and user-friendly site and application systems, as well as responsive customer service which are also factors that determine the resilience of online transportation applicators. Therefore, it takes employees who are reliable enough to develop the company through the latest innovations so that the company can provide services that are cost-efficient, comfortable, safe, and at the right time. This is the key to success in the online transportation business. Service innovation is carried out to achieve things that aim to increase the company's existence.

The majority of Indonesian people are skilled users of digital technology, especially smartphones. As a result, currently, Indonesia has a lot of businesses related to technology. The company's success is influenced by various factors, including the availability of quality human resources (Solid State Technology, 2020). In addition, a successful company needs people who can exceed the company's targets. Companies certainly need superior competence from human resources to continue to survive in an uncertain situation. In the end, companies must win in all forms of competition and build their competitive advantage, especially in terms of innovation (Muttaqin et al., 2020). This is in line with the opinion of Benedek et al, (2019) where companies will appreciate employees if they can contribute, show creative ideas, provide services, and produce innovative products.

Gojek, Grab, and Maxim are the most widely used online transportation companies based on Katadata. co, id, 2022. The high competition between the three online transportation companies also requires companies to be able to improve innovative work behavior and find the right marketing strategy to be able to outperform their competing companies. . Therefore, researchers are interested in examining the innovative work behavior of employees of the marketing division of three online transportation companies in Indonesia, namely Gojek, Grab and Maxim.

Online transportation employees need to dedicate themselves to the company and improve their respective Job Crafting. With high demands for innovation, employees need to improve their competence and ignore the pressure to innovate to actualize themselves so they are not displaced by other, more innovative resources. Employees are required to be able to redesign their work according to their abilities so that they can produce better service output for customers. In addition, employees must also be able to identify themselves with the

company where they work so that they can determine what strategies and innovations are most appropriate to be developed according to the company's needs to achieve company goals and excel from competing companies. Company identification is carried out to get to know the organizational culture and see the work patterns of other employees

In this study, work engagement was chosen as the intervening variable. The thing that justifies the selection of the intervening variable is the fact in the field which shows that Job Crafting is based and the identification of a company that can increase innovative work behavior if employees feel attached to the company. Job engagement is associated with positive mind behaviors at work that lead to positive job-related outcomes. Work engagement is considered important for organizational success if employees can identify with their organization and make themselves important resources that are more committed (Bakker and Albrecht, 2018). In line with the previous opinion, when an employee needs to convince other employees about new ideas and changes to be implemented (idea promotion), the employee needs to have the mental strength to be consistent with his efforts (Sari et al., 2021). This description illustrates that work engagement is a mediator owned by the company to increase personal resources in the form of Job Crafting and employee behavior to identify the organization so that the role of work engagement as an intervening variable becomes interesting to study.

Literature Review

Innovative Work Behavior

Kanter (1988) defines innovative work behavior as complex and non-routine behavior in which employees speak up for new ideas, eschew traditional thinking, and disagree with superiors through challenging the status quo. Then, West & Farr (1989) define innovative work behavior as the intentional creation, introduction, and implementation of new ideas in a work role, group, or organization, to benefit the performance of the role, group, or organization. Furthermore, Scott et al., (1994) define innovative work behavior as complex and multilevel work behavior including idea generation, idea promotion, and idea implementation, which do not have to be in a strict sequence, employees can engage in a combination of these behaviors at any time, thereby complicating the whole process of innovative work behavior.

Yinping et al (2022) define Innovative Work Behavior as the act of intentionally creating, introducing, and implementing new ideas in work roles, teams, or organizations to benefit role, team, or organizational performance. Scott et al. (1994), formulated that the dimensions of innovative work behavior according to Janssen (2000) consist of a series of three different behavioral tasks: idea generation, idea promotion, and idea realization. Based on the opinion of previous experts, it can be synthesized that innovative work behavior is work behavior in the form of creating, introducing, and implementing new ideas to benefit role, group, or organizational performance.



Job Crafting

Dutton defines Job Crafting as a self-initiated behavioral change that engages employees intending to align their work with their preferences, motives, and desires. Oldham & Hackman (2010) suggest that employees can redesign their work on their initiative with or without management involvement, which is in line with the definition proposed by Dutton.

Another opinion was expressed by Z. Yang (2021) who defined Job Crafting as a change that employees can make to balance the demands of their work and work resources with their abilities and needs. Lichtenthaler (2019) defines Job Crafting as an action that leads to changes in employee work beliefs, making it an effective supplement for management. In line with the previous opinion, Wenqing (2021) defines Job Crafting as a behavioral process by which employees redesign their jobs to suit their abilities and preferences, thereby enhancing personal outcomes.

Tims et al., (2012) suggest that to measure Job Crafting you can use four dimensions, namely Increasing Structural Job Resources, Decreasing Hindering Job Demands, Increasing Social Job Resources, and Increasing Challenging Job Demands. Based on the opinion of previous experts, it can be synthesized that Job Crafting is a behavioral process in which employees redesign their jobs with or without management involvement to balance the demands of their work and work resources with their abilities and needs and improve personal results.

Organizational Identification

Organizational identification was defined in 1992 by Mael & Ashforth (1992) as the perception of oneness with or belonging to an organization, in which an individual defines himself about the organization of which he is a member. Then, Dutton et al. (1994) also define Organizational Identification as the cognitive link between the definition of organization and self-definition. Furthermore, Dongying Ji (2021) defines Organizational Identification as a belief shared by members representing the employee's feelings of belonging to the organization and limiting cognitive, emotional, and behavioral aspects that are following Identification as members of the organization. Porck et al., (2020) stated that Organizational Identification refers to the desire of employees to define themselves as part of their organization, this is a psychological relationship that increases employees' sense of belonging to the organization, which even goes far beyond their formal contract, and they exhibit behavior profitable work.

Parker & Haridakis (2008) stated that organizational identification consists of four dimensions, namely Relationship Management, Embedded Self-Concept, integrated goals and values, and co-worker connections. Based on the opinion of previous experts, it can be synthesized that Organizational Identification is the Perception of unity which represents the feeling of belonging to the employees of the organization by defining themselves as part of the organization to increase employees' sense of belonging to the organization.

Work Engagement

Work engagement was defined in 1990 by Kahn as the psychological connection of an employee with his work assignments that allows them to invest their energy and personal resources in their job performance (Kahn, 1990). Furthermore, Sheikh et al. (2019) define work engagement as a state in which employees achieve well-being, and employees achieve this state by being optimistic, satisfied, and motivated when performing work tasks. In line with the previous opinion, Carla et al. (2022) defines work engagement as employees' cognitive and psychological identification with their work, including the notion that work fulfills needs and expectations. Furthermore, Dongying Ji (2021) defines work engagement as a positive, satisfying, work-related state of mind that is characterized by enthusiasm (high level of energy and mental resilience), dedication (work involvement, enthusiasm, and inspiration), and appreciation (concentration of work) and sunk. Furthermore, Wenqing et al. (2021) define work engagement as a feeling of energy and enthusiasm about one's work and consists of three dimensions: passion, dedication, and appreciation.

Schaufeli et al. (2006) conceptualized three dimensions of work engagement. This dimension consists of Vigor which refers to a high level of energy and mental resilience at work, a willingness to invest in one's work, and persistence in the face of adversity. The second dimension is Dedication characterized by a sense of importance, enthusiasm, inspiration, pride, and challenge. And the third dimension is Absorption which refers to being fully concentrated and deeply engrossed in one's work and is characterized by the fast passing of time and difficulty in detaching oneself from work. Based on the opinion of previous experts, it can be synthesized that work engagement is the psychological relationship of an employee with his work assignments where employees achieve prosperity by being optimistic, satisfied, and motivated when carrying out work tasks with the idea that work fulfills their needs and hopes to improve their job performance.

Research Methods

This research was conducted at three popular online transportation companies in Indonesia, namely Gojek, Grab, and Maxim. Researchers chose Gojek, Grab, and Maxim as research objects due to high business competition in the field of online transportation for these three companies which made researchers interested in analyzing the role of Human Resources in producing innovative work behavior as the main source of organizational sustainability.

This research uses quantitative research, namely research that emphasizes testing theories through measuring research variables with numbers and requires data analysis with statistical procedures. The measuring tool for this study was a questionnaire, the data obtained was in the form of answers from Gojek, Grab, and Maxim employees to the statements submitted. The population in this study were employees of the marketing division of Gojek, Grab, and Maxim companies, totaling 3,599 population consisting of 1,163 Gojek employees, 2,358 Grab employees, and 78 Maxim employees so that the total population studied was



3,599 people. The determination of the number of samples in this study is based on the Slovin formula. Based on the calculation results, the sample size (n) in this study was 360.26 people. Researchers used as many as 360 employees of Gojek, Grab, and Maxim companies as the sample size for the study.

The model used in this study is a causal model of relationship and influence, also known as path analysis. This model was chosen because in this study the independent variable

and the dependent variable have mediating influences. In this study, researchers used primary data for all variables, including the independent variables namely Job Crafting (X₁), Organizational Identification (X₂), Work Engagement (Y₁) as variables, and Innovative Work Behavior (Y₂) as the dependent variable. The data analysis used is descriptive analysis and Structural Equation Model analysis.

Research Result

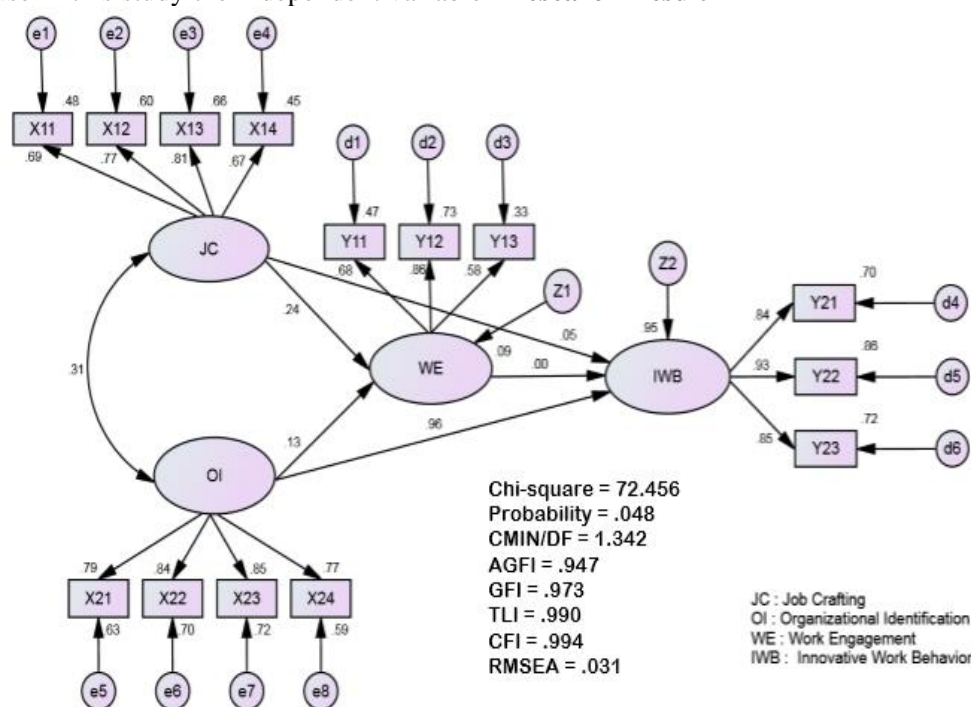


Figure 1. Full Model SEM

The results of the feasibility testing of the research model developed in this study are presented in Table 1 below.

Table 1. Research Model Feasibility Test Results

<i>The Goodness of Fit Index</i>	<i>Cut off Value</i>	<i>Result Model Test</i>	<i>Results Description</i>
Chi-Square	< 81,069 df (=54)	72,456	<i>Fit</i>
Probability	≥ 0,05	0,048	<i>Fit</i>
CMIN/DF	≤ 2,00	1,342	<i>Fit</i>
AGFI	≥ 0,90	0,947	<i>Fit</i>
GFI	≥ 0,90	0,973	<i>Fit</i>
TLI	≥ 0,95	0,990	<i>Fit</i>
CFI	≥ 0,95	0,994	<i>Fit</i>
RMSEA	≤ 0,08	0,031	<i>Fit</i>

Source: Primary data processing, 2023

Based on the results of the model feasibility testing presented in Table 1, shows that overall the test criteria are in the very good category or meet the required assessment criteria. In the Chi-Square test, a model will be considered good if the results show a calculated Chi-Square value that is smaller than the table Chi-Square value. The smaller the calculated Chi-Square than the table Chi-Square value indicates that the better the model means that

there is no difference between the estimated population and the sample tested. This research model shows that the calculated Chi-Square value is 72.456, while the critical value/table Chi-Square is 81.069. Because the calculated Chi-Square value in this study is smaller than the critical value, it means that this research model is not different from the estimated population/model considered very good (accepted).



Table 2. Causality test results between variables

Hip	Variable			Regression Coefficient			
	Exogenous	Mediation	Endogenous	Direct Effects	Indirect Effects		Total
				Koef.	Prob.		
H ₁	<i>Job Crafting</i>	<i>Work Engagement</i>	-	0.305	0,001	-	-
H ₂	<i>Organizational Identification</i>	<i>Work Engagement</i>	-	0.117	0,038	-	-
H ₃	<i>Work Engagement</i>	-	<i>Innovative Work Behavior</i>	0.012	0.015	-	-
H ₄	<i>Job Crafting</i>	-	<i>Innovative Work Behavior</i>	0.050	0.041	-	-
H ₅	<i>Organizational Identification</i>	-	<i>Innovative Work Behavior</i>	1.400	0,026	-	-
H ₆	<i>Job Crafting</i>	<i>Work Engagement</i>	<i>Innovative Work Behavior</i>	-	-	0.305 x 0.012 = 0.004	0.004 + 0.050 = 0.054
H ₇	<i>Organizational Identification</i>	<i>Work Engagement</i>	<i>Innovative Work Behavior</i>	-	-	0.117 x 0.012 = 0.001	0.001 + 1.400 = 1.401

Source: Primary data processing, 2023

Based on Table 2, it can be seen that the direct effect of Job Crafting on Work Engagement is 0.305; Organizational Identification on Work Engagement of 0.117; Work Engagement on Innovative Work Behavior of 0.012; Work Engagement has an influence on Innovative Work Behavior of 0.012; and Job Crafting has an influence on Innovative Work Behavior of 0.050; Organizational Identification influences Innovative Work Behavior of 1,400. Based on the value of the direct influence on each variable, it can be seen that Organizational Identification is the main or dominant variable that influences Innovative Work Behavior.

The indirect effect of the Job Crafting variable has an influence on Innovative Work Behavior through Work Engagement of 0.004; Organizational Identification has an

influence on Innovative Work Behavior through Work Engagement of 0.001. Based on the value of the indirect effect on each variable, it can be seen that Job Crafting is the dominant variable that influences Innovative Work Behavior mediated by Work Engagement.

The total effect of the Job Crafting variable has an influence on Innovative Work Behavior through Work Engagement of 0.0054; Organizational Identification has an influence on Innovative Work Behavior through Work Engagement of 1,401. Based on the total influence value on each variable, it can be seen that Organizational Identification is the dominant variable that influences Innovative Work Behavior mediated by Work Engagement.

Table 3. Research Hypothesis Testing

Variable			Estimate	S.E.	C.R.	P
WE	<---	JC	0.305	0.095	3.201	0.001
WE	<---	OI	0.117	0.042	4.892	0.038
IWB	<---	JC	0.05	0.071	3.705	0.041
IWB	<---	OI	1.4	0.086	12.077	***
IWB	<---	WE	0.012	0.051	4.234	0.015

Source: Primary data processing, 2023

Testing the seven hypotheses proposed in this study was carried out by analyzing the value of the Critical Ratio (CR) and the probability of a causality relationship. Based on Table 3, presented, hypothesis testing can be explained as follows:

a. Hypothesis Testing 1

H1: Job Crafting has a significant positive effect on Work Engagement

The estimation parameter for testing the effect of Job Crafting on Work Engagement shows a CR value of 3.201 with a probability of 0.001. Because the probability value is < 0.05, it can

be concluded that the Job Crafting variable is proven to have a positive and significant effect on work engagement. The results of the research show that hypothesis 1 is tested.

b. Hypothesis Testing 2

H2: Organizational Identification has a significant positive effect on Work Engagement

The estimation parameter for testing the influence of Organizational Identification on Work Engagement shows a CR value of 4,892 with a probability of 0.038. Because the probability value is < 0.05, it can be concluded that the Organizational



Identification variable is proven to have a positive and significant effect on Work Engagement. The results of the research show that hypothesis 2 is tested.

c. Hypothesis Testing 3

H3: Work Engagement has a significant positive effect on Innovative Work Behavior

The estimation parameter for testing the influence of Work Engagement on Innovative Work Behavior shows a CR value of 4,234 with a probability of 0.015. Because the probability value is < 0.05 , it can be concluded that the Work Engagement variable is proven to have a positive and significant effect on Innovative Work Behavior. The research results prove that hypothesis 3 is tested.

d. Hypothesis Testing 4

H4: Job Crafting has a significant positive effect on Innovative Work Behavior

The estimation parameter for testing the effect of Job Crafting on Innovative Work Behavior shows a CR value of 3.705 with a probability of 0.041. Because the probability value is < 0.05 , it can be concluded that the Job Crafting variable is proven to have a positive and significant effect on Innovative Work Behavior. The research results prove that hypothesis 4 is tested.

0.05, it can be concluded that the Innovative Work Behavior variable has a positive and significant effect on Innovative Work Behavior. The research results prove that hypothesis 4 is tested.

e. Hypothesis Testing 5

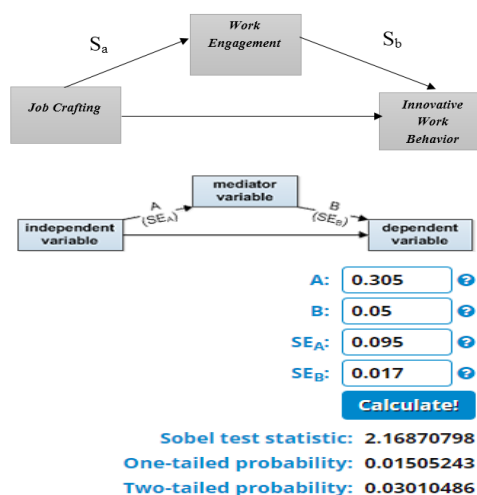
H5: Organizational Identification has a significant positive effect on Innovative Work Behavior

The estimation parameter for testing the effect of Organizational Identification has a positive and significant effect on Innovative Work Behavior showing a CR value of 12,077 with a probability of 0.000. Because the probability value is < 0.05 , it can be concluded that the Organizational Identification variable has a positive and significant effect on Innovative Work Behavior. The research results prove that hypothesis 5 is tested.

f. Hypothesis Testing 6

H6: Job Crafting has a significant positive effect on Innovative Work Behavior through Work Engagement

The results of the Sobel test calculations are obtained by using the online Sobel Test Calculator. The results of the Sobel test calculations can be seen in the following figure:

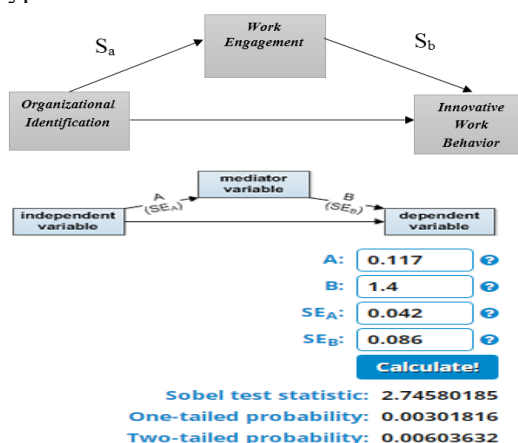


The path coefficient (mediation) of the indirect effect of Job Engagement significantly mediates the effect of Job Crafting on Innovative Work Behavior with a z value (Sobel Test) of (2.168). Because the Z value (2.168) is greater than 1.96, it can be concluded that the indirect effect of Job Crafting on Innovative Work Behavior through Work Engagement is positive and significant. The research results prove that hypothesis 6 is tested.

g. Hypothesis Testing 7

H7: Organizational Identification has a significant positive effect on Innovative Work Behavior through Work Engagement

The results of the Sobel test calculations are obtained by using the online Sobel Test Calculator. The results of the Sobel test calculations can be seen in the following figure:





The path coefficient (mediation) of the indirect effect of Work Engagement significantly mediates the effect of Organizational Identification on Innovative Work Behavior with a z value (Sobel Test) of (2.745). Because the Z value (2.745) is less than 1.96, it can be concluded that the indirect effect of Organizational Identification on Innovative Work Behavior through Work Engagement is positive and significant. The research results prove that hypothesis 7 is tested.

Conclusion

Based on the results of research on the mediating role of Work Engagement and its impact on Innovative Work Behavior and the variables that influence Job Crafting and Organizational Identification, among Gojek, Grab, and Maxim employees, as follows:

1. Job Crafting

The establishment of Job Crafting is shaped by Increasing structural job resources, reducing constraints in job demands, increasing social work resources, and increasing challenging job demands. The main thing in forming Job Crafting is to increase the demands of challenging work. Indicators Increase social work resources as a measure of the Job Crafting variable. Increasing social work resources provides the largest contribution to the Job Crafting variable. The results of the study show that the indicators determining Increasing social work resources are the best reflection of the Job Crafting variable.

2. Organizational Identification

The formation of Organizational Identification is shaped in this study by Relationship Management, Embedded Self-Concept, Integrated Purpose and values, and Co-worker Connections. The main thing in forming an Organizational Identification is forming a coworker connection. Indicators Objectives and values are integrated as a measure of Organizational Identification variables. Integrated goals and values provide the largest contribution to measuring Organizational Identification variables. The results showed that the indicators of integrated goals and values were the best reflection of the Organizational Identification variable

3. Work Engagement

Formation of Work Engagement is formed by the indicators of Vigor, Dedication, and Absorption. The main thing in the formation of work engagement is Vigor. The indicator that contributes to the formation of the Work Engagement variable is Dedication. The main thing in Work Engagement is Dedication. The results of the study show that the Dedication indicator is the best reflection of the Work Engagement variable.

4. Innovative Work Behavior

The formation of Innovative Work Behavior is formed by the indicators of Idea Generation, Idea Promotion, and Idea Realization. The main thing in the formation of Innovative Work Behavior is Idea Generation. The Innovative Work Behavior variable is formed by the Idea Promotion indicator. Idea Promotion Indicator as a measure of Innovative Work Behavior variable. The results showed that the Idea Promotion indicator was the best reflection of the Innovative Work Behavior variable.

Based on the results of the Sobel test, it was found that:

1. The indirect effect of Job Engagement significantly mediates the effect of Job Crafting on Innovative Work Behavior with a Sobel Test score greater than the cut-off value. It can be concluded that the indirect effect of Job Crafting on Innovative Work Behavior through Work Engagement is positive and significant.
2. The indirect effect of Work Engagement significantly mediates the influence of Organizational Identification on Innovative Work Behavior with a value with a Sobel Test value greater than the cut-off value, so it can be concluded that the indirect effect of Organizational Identification on Innovative Work Behavior through Work Engagement is positive and significant.

Implications

This research is used as a reference for literature studies, observations, and research related to human resource management activities, especially in producing innovative behavior and research results can be used as input and evaluation material for online transportation, especially policymakers to increase the company's competitive advantage in the field of innovation through individual factors, organizational and relational and can be used as reference material in the form of literature studies which can increase students' knowledge and concern for the variables studied, make the academic community pay attention to human resource management and become library collection material.

Recommendation

Based on the results of research on the mediating role of Work Engagement and its impact on Innovative Work Behavior and the variables that influence Job Crafting and Organizational Identification, among Gojek, Grab, and Maxim employees, as follows:

1. It should be considered for the management of Online Transportation, through various continuous improvements, especially those related to indicators Increasing social work resources that give the lowest value to the formation of Job Crafting using supervisory management must guide employees with continuous training and training results for employees evaluated for further improvement on an ongoing basis.
2. This needs to be considered for Online Transportation, through various continuous improvements, especially those related to Integrated goals and values indicators which provide the lowest value for the formation of Organizational Identification, namely using organizational goals must be disseminated to all employees according to directions from organizational leadership so that employees can carry out organizational values so that employees are proud of the products/services offered by the organization
3. It needs to be considered for Online Transportation management, through various continuous improvements, especially about the Absorption indicator which gives the



lowest score to the formation of Work Engagement using Online Transportation management must provide rewards for employees who are diligent with high loyalty to the organization and provide punishment for employees who do not have a sense of belonging

4. It should be a consideration for the management of Online Transportation, through various continuous improvements,

especially the Idea Promotion indicator which gives the lowest score to the formation of Innovative Work Behavior using employees who have innovative ideas that must be appreciated by management and management must Enthusiastic about the ideas possessed by employees.

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