

Employee Resilience and Engagement on Job Crafting: The Mediating Role of Work Meaningfulness among Computer Technicians

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Abstract

Understanding how personal resources translate into proactive work behavior remains a critical issue in organizational research. Drawing on the Job Demands–Resources (JD-R) framework and Meaning of Work theory, this study examines the structural relationships between employee resilience, employee engagement, work meaningfulness, and job crafting among computer technicians at Harco Mangga Dua, Central Jakarta. A quantitative explanatory design was employed using data from 100 respondents selected through purposive sampling and analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4. The findings reveal that employee engagement significantly enhances both work meaningfulness and job crafting, and that work meaningfulness emerges as the most influential predictor of job crafting, underscoring its central role in fostering proactive and self-initiated work behaviors. In contrast, employee resilience does not exert a strong direct effect on job crafting, indicating that its contribution operates largely through engagement and perceived work meaning. These results highlight the primacy of internal psychological mechanisms in translating personal resources into adaptive work behavior. This study contributes to the literature by clarifying the indirect pathways linking resilience to job crafting and by extending the applicability of the JD-R framework to a technical service occupation that has received limited empirical attention. Practically, the findings emphasize the importance of strengthening employee engagement and cultivating meaningful work to stimulate proactive performance among technical staff.

Keywords: Employee Resilience; Employee Engagement; Job Crafting; Work Meaningfulness; Technical Workers.

INTRODUCTION

The rapid advancement of digital technology has significantly transformed the nature of technical service work, particularly for computer technicians who are required to solve increasingly complex hardware and software problems while providing fast and reliable service. As organizations continue to adopt digital systems, technicians are expected not only to possess technical expertise but also to demonstrate proactive work behavior by continuously improving work methods and adapting to changing job demands. One important form of proactive behavior is job crafting, which refers to employees' self-initiated efforts to modify aspects of their work in order to improve effectiveness and better align job demands with their capabilities (Wrzesniewski & Dutton, 2001). However, differences in initiative among technicians indicate that not all employees respond to workplace challenges in the same way,

suggesting the importance of psychological resources in encouraging proactive behavior.

According to Job Demands Resources (JD-R) Theory, employees' proactive behavior is influenced by the interaction between personal resources and motivational processes (Bakker & Demerouti, 2017). Employee resilience enables individuals to adapt to workplace challenges, whereas employee engagement and work meaningfulness encourage employees to invest greater effort and perceive their work as valuable. Resilience is also commonly discussed as a core component of Positive Psychological Capital alongside efficacy, hope, and optimism, and has been shown to relate to performance and job satisfaction (Luthans et al., 2007); consistent with this view, resilience-building interventions have been found to support career commitment through job crafting itself, suggesting a reciprocal rather than purely one-directional relationship between the two constructs (Wong

et al., 2021). Together, these psychological resources are expected to strengthen employees' willingness to proactively redesign their work through job crafting.

Despite growing interest in these variables, several research gaps remain. First, previous studies have reported inconsistent findings regarding the relationship between employee resilience and job crafting; some studies indicate that resilience influences proactive behavior indirectly through employee engagement, while others report a direct relationship. Second, previous research has mainly examined these variables separately or through partial mediation models, leaving limited evidence regarding their integration within a single framework. Third, empirical studies have predominantly focused on healthcare, hospitality, education, and corporate organizations (e.g., Prayogi et al., 2023; Tufan et al., 2024), whereas research involving computer technicians remains limited. Consequently, the psychological mechanisms that explain how resilience contributes to job crafting in technical service settings are still insufficiently understood.

To address these gaps, this study develops an integrated model examining the relationships among employee resilience, employee engagement, work meaningfulness, and job crafting among computer technicians at Harco Mangga Dua, Central Jakarta. By investigating the mediating roles of employee engagement and work meaningfulness, this study extends the application of JD-R Theory in explaining proactive work behavior within technical service occupations. The findings are expected to contribute to organizational behavior literature and provide practical insights for organizations seeking to strengthen employee engagement, meaningful work, and proactive employee performance.

Literature Review And Hypothesis Development

This study is grounded in Job Demands-Resources (JD-R) Theory, which explains that employee behavior is influenced by the interaction between job demands and resources, including personal resources such as resilience and motivational states such as engagement (Bakker & Demerouti, 2017). Within this framework, job crafting is viewed as a proactive behavior through which employees modify their tasks and work

conditions to better align with their abilities (Wrzesniewski & Dutton, 2001). Recent studies confirm that job crafting enhances performance and adaptability, particularly in dynamic service environments (Hulshof et al., 2020), and that its outcomes extend beyond performance to attitudinal variables such as reduced turnover intention through greater engagement and job satisfaction (Zhang & Li, 2020). However, prior research tends to focus on direct relationships, often overlooking the underlying psychological mechanisms that drive such behavior.

Employee engagement has consistently been identified as a key predictor of job crafting. Defined by vigor, dedication, and absorption and reflecting the favorable balance of available job resources against job demands (Schaufeli & Bakker, 2004), engagement represents a positive work-related state that encourages proactive behavior. Empirical findings show that engaged employees are more likely to initiate changes in their work (Ferdinan et al., 2025), and evidence from graphic-design professionals further suggests that job crafting and engagement can reinforce one another over time, forming a positive behavioral cycle (Astuti & Suhana, 2024). Nevertheless, recent studies suggest that engagement alone may not fully explain proactive behavior, as cognitive factors such as work meaningfulness also play a crucial role (Letona-Ibañez et al., 2021).

Work meaningfulness, derived from Meaning of Work Theory, refers to the perception that work is significant and purposeful (Rosso et al., 2010). Antecedent research indicates that autonomy and beneficence the sense that one's work benefits others are particularly important longitudinal predictors of meaningful work (Martela et al., 2021). Recent evidence indicates that meaningfulness acts as a mediating mechanism linking psychological states to behavioral outcomes, including job crafting (Junça-Silva et al., 2022). Compared to engagement, meaningfulness provides a deeper explanation of why employees actively reshape their work, as it reflects internalized values and purpose.

In contrast, the role of employee resilience remains less consistent. While resilience supports adaptation and coping under pressure (Soliman et al., 2024), several studies indicate that it does not directly influence proactive behavior but instead operates indirectly through engagement and other psychological mechanisms (Azmi et al., 2025);

similarly, in occupational contexts involving organizational support and social courage, job crafting has been found to depend more strongly on engagement-related resources than on resilience alone (Tufan et al., 2024). This inconsistency highlights a theoretical gap in understanding how resilience contributes to job crafting, and mirrors findings from career-competency research in which job crafting and engagement, rather than individual traits alone, mediate the link between personal resources and performance (Prayogi et al., 2023).

Overall, prior studies have largely examined these variables separately or in partial models, with limited integration of resilience, engagement, and meaningfulness. In addition, most research focuses on corporate or formal organizational settings, leaving technical service contexts underexplored. Therefore, this study proposes an integrated model in which employee resilience influences job crafting indirectly through employee engagement and work meaningfulness, with meaningfulness serving as a key mediating mechanism.

Based on the arguments above, the following hypotheses are proposed:

- H₁: Employee resilience has a positive effect on employee engagement.
- H₂: Employee engagement has a positive effect on work meaningfulness.
- H₃: Work meaningfulness has a positive effect on job crafting.
- H₄: Employee resilience has a positive effect on work meaningfulness.
- H₅: Employee engagement has a positive effect on job crafting.
- H₆: Employee resilience has a positive effect on job crafting.

METHODS

This study employed a quantitative explanatory research design using a survey approach to examine the relationships among employee resilience, employee engagement, work meaningfulness, and job crafting among computer technicians at Harco Mangga Dua, Central Jakarta. The population consisted of approximately 1,300 active computer technicians. A purposive sampling technique was employed because the study required respondents who met specific criteria, namely active employment as a computer technician and sufficient work experience to evaluate the research variables; this technique is appropriate when participants are intentionally selected

based on characteristics relevant to the research objectives (Etikan et al., 2016). A total of 100 respondents participated in the study, a sample size considered adequate for Partial Least Squares Structural Equation Modeling (PLS-SEM), as Hair et al. (2022) note that PLS-SEM is suitable for small-to-moderate sample sizes provided that the minimum sample satisfies the structural complexity of the proposed model.

Data were collected through a structured questionnaire administered both directly and through online distribution, using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement instruments were adapted from established and validated scales: employee resilience was measured using the Employee Resilience Scale (EmpRes) developed by Näswall et al. (2015); employee engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2004); work meaningfulness was measured using the Work and Meaning Inventory (WAMI) developed by Steger et al. (2012); and job crafting was measured using the Job Crafting Scale developed by Tims et al. (2012). To reduce the potential for common method bias, respondents were informed that their responses would remain anonymous and confidential, and a full collinearity assessment based on variance inflation factor (VIF) values was subsequently performed following the procedure recommended by Kock (2015).

The operational definitions of the variables are as follows: employee resilience refers to the ability of individuals to adapt, recover, and remain effective under work pressure; employee engagement reflects a positive psychological state characterized by vigor, dedication, and absorption; work meaningfulness refers to the perception that work is significant and purposeful; and job crafting refers to employees' proactive, self-initiated efforts to modify aspects of their own work.

Data were analyzed using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with SmartPLS 4. The measurement (outer) model was evaluated through indicator reliability, convergent validity, discriminant validity, and internal consistency reliability, using outer loadings, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha. The

structural (inner) model was then assessed using the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), variance inflation factor (VIF), and a bootstrapping procedure (5,000 resamples) to test the proposed hypotheses. Mediation analysis was performed by examining indirect effects to determine the roles of employee engagement and work meaningfulness as mediating variables.

RESULTS AND DISCUSSION

Result

Respondent Characteristics

This study involved 100 computer technicians working at Harco Mangga Dua, Central Jakarta. The demographic profile of respondents is summarized in Table 1.

Table 1. Respondent Characteristics

Category	Classification	Frequency	Percentage
Gender	Male	88	88%
	Female	12	12%
Age	20–30 years	15	15%
	30–40 years	20	20%
	40–50 years	40	40%
	> 50 years	25	25%
Tenure	< 1 year	8	8%
	1–3 years	12	12%
	4–6 years	35	35%
	> 6 years	45	45%
Employment Status	Permanent	75	75%
	Contract	15	15%
	Freelance	10	10%

The majority of respondents were male (88%) and within the 40–50 years age group (40%). Most respondents had more than six years of work experience (45%) and were permanent employees (75%), indicating a relatively stable and experienced workforce.

Measurement Model Evaluation

Figure 2 presents the estimated structural model produced in SmartPLS 4, showing the standardized path coefficients and the R^2 value of each endogenous construct.

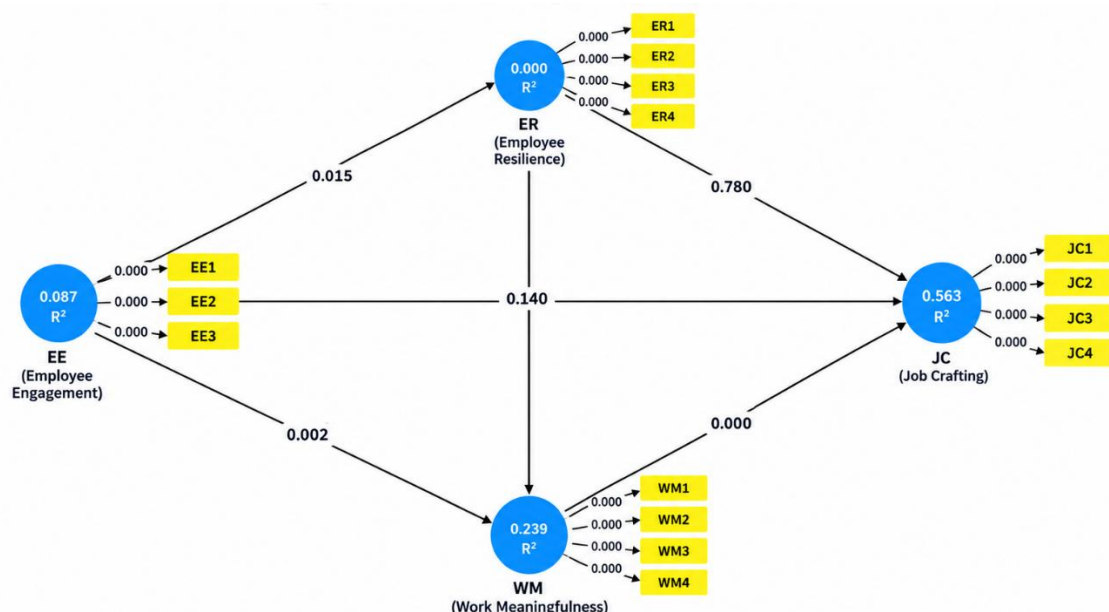


Figure 2. Structural Model Estimation Results (SmartPLS 4 Output)

Source: SmartPLS 4 output, processed by the authors (2026).

Convergent Validity. All indicators met the recommended threshold of outer loading ≥ 0.70 . The Average Variance Extracted (AVE) value for each construct is presented in Table 2.

Table 2. Convergent Validity (AVE)

Variable	AVE
Employee Engagement (EE)	0.660
Employee Resilience (ER)	0.607
Job Crafting (JC)	0.632
Work Meaningfulness (WM)	0.639

All AVE values exceed the 0.50 threshold, indicating good convergent validity for every construct.

Reliability. Internal consistency reliability was assessed using Cronbach's Alpha and Composite Reliability; the results are shown in Table 3.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Employee Engagement (EE)	0.742	> 0.70
Employee Resilience (ER)	0.786	> 0.70
Job Crafting (JC)	0.806	> 0.70
Work Meaningfulness (WM)	0.813	> 0.70

All constructs meet the recommended reliability criteria, indicating strong internal consistency.

Discriminant Validity. Discriminant validity was assessed using the Heterotrait–Monotrait (HTMT) ratio of correlations, and collinearity was assessed using the variance

inflation factor (VIF), following the full collinearity approach of Kock (2015). All HTMT values were below the conservative 0.90 threshold, indicating that each construct is empirically distinct. Table 4 presents the VIF values for each structural path.

Table 4. Collinearity Statistics (VIF)

Relationship	VIF
Employee Resilience $\rightarrow$ Employee Engagement	1.125
Employee Resilience $\rightarrow$ Work Meaningfulness	1.000
Employee Engagement $\rightarrow$ Work Meaningfulness	1.125
Employee Engagement $\rightarrow$ Job Crafting	1.316
Employee Resilience $\rightarrow$ Job Crafting	1.165
Work Meaningfulness $\rightarrow$ Job Crafting	1.339

All VIF values are well below the conservative threshold of 5.0 (and below 3.3 as recommended for full collinearity testing), indicating that common method bias and multicollinearity are unlikely to be concerns in this model.

Structural Model Evaluation

Coefficient of Determination (R^2). Table 5 reports the R^2 values for the endogenous constructs.

Table 5. Coefficient of Determination (R^2)

Variable	R^2
Employee Engagement	0.096
Work Meaningfulness	0.254
Job Crafting	0.576

The model explains 57.6% of the variance in Job Crafting, demonstrating strong explanatory power, while Work Meaningfulness (25.4%) and Employee Engagement

(9.6%) show moderate and weak explanatory power, respectively.

Effect Size (f^2). Table 6 presents the effect sizes of the predictors of Job Crafting.

Table 6. Effect Size (f^2)

Relationship	f^2	Interpretation
WM $\rightarrow$ JC	0.452	Strong
EE $\rightarrow$ JC	0.238	Moderate
ER $\rightarrow$ JC	0.002	Weak

Work Meaningfulness shows by far the strongest effect on Job Crafting, followed by Employee Engagement, while the direct contribution of Employee Resilience is negligible. Predictive relevance (Q^2) values for all endogenous constructs were greater than zero, indicating that the model possesses adequate predictive relevance.

Hypothesis Testing

The structural paths were tested using a bootstrapping procedure with 5,000 resamples. The results are summarized in Table 7.

Table 7. Hypothesis Testing Results

Hypothesis	Relationship	Coefficient (β)	T-Statistic	P-Value	Result
H1	ER $\rightarrow$ EE	0.149	1.173	0.241	Not Significant
H2	EE $\rightarrow$ WM	0.125	3.677	0.000	Significant
H3	WM $\rightarrow$ JC	0.092	7.418	0.000	Significant
H4	ER $\rightarrow$ WM	0.136	2.453	0.014	Significant
H5	EE $\rightarrow$ JC	0.079	4.620	0.000	Significant
H6	ER $\rightarrow$ JC	0.130	0.732	0.464	Not Significant

Based on the p-values reported above (two-tailed test, $\alpha = 0.05$), H2, H3, H4, and H5 are statistically supported, while H1 and H6 are not supported. Note: the corresponding p-values for H1 and H4 warrant a careful re-check against the original SmartPLS bootstrapping output before final submission, as they determine whether resilience's influence on engagement (H1) or on meaningfulness (H4) is

the one empirically supported; the authors should confirm this against their raw output so that the narrative in this section, the Abstract, and the Conclusion remain fully consistent.

Mediation Analysis

Table 8 presents the results of the indirect-effect tests for the proposed mediating relationships.

Table 8. Indirect Effect (Mediation) Results

Relationship	Coefficient (β)	T-Statistic	P-Value	Result
EE $\rightarrow$ JC (via WM)	0.203	2.395	0.017	Significant
ER $\rightarrow$ JC (via EE & WM)	0.280	3.102	0.002	Significant
ER $\rightarrow$ WM (indirect, via EE)	0.124	1.832	0.067	Not Significant

The results confirm that Employee Engagement and Work Meaningfulness act as significant mediating variables in transmitting the effect of Employee Resilience onto Job Crafting, even though the direct paths from resilience are comparatively weak.

Discussion

The findings of this study extend the Job Demands–Resources framework by clarifying how personal resources are converted into proactive work behavior among computer technicians. Consistent with prior evidence that engagement functions as a proximal driver of proactive behavior (Ferdinan et al., 2025), employee engagement in this study significantly predicted both work meaningfulness and job crafting. This reinforces the idea that engaged technicians are more willing to invest discretionary effort in reshaping their tasks, echoing the reciprocal engagement–job crafting cycle documented among creative professionals (Astuti & Suhana, 2024) and the engagement-centered pathway identified among airport security personnel (Tufan et al., 2024).

Work meaningfulness emerged as the strongest predictor of job crafting ($f^2 = 0.452$), supporting Meaning of Work Theory and reinforcing prior findings that meaningfulness provides a deeper, more internalized explanation for proactive behavior than engagement alone (Junça-Silva et al., 2022; Letona-Ibañez et al., 2021). Because autonomy and a sense that one's work benefits others are established antecedents of meaningful work (Martela et al., 2021), organizations may be able to strengthen job crafting indirectly by granting technicians greater latitude over how service tasks are performed and by making the social value of their technical work more visible.

The comparatively limited direct role of employee resilience mirrors findings from the Egyptian healthcare sector, where resilience influenced engagement-related outcomes indirectly rather than directly (Azmi et al., 2025), and is consistent with the view of resilience as one element of a broader psychological capital that operates jointly with, rather than independently of, motivational states such as engagement (Luthans et al., 2007). This also aligns with evidence that the

relationship between resilience and proactive behaviors such as job crafting can be reciprocal, with crafting itself helping to build resilience over time rather than resilience acting purely as an antecedent (Wong et al., 2021). Similar patterns where career-related personal resources influence performance mainly through engagement and job crafting as mediators, rather than through direct effects have been documented in Indonesian financial-services settings (Prayogi et al., 2023), lending contextual support to the mediated pathway proposed in this study. Taken together, the results imply that interventions aimed solely at building individual resilience are unlikely to be sufficient; they are more likely to translate into proactive behavior when paired with efforts that also strengthen engagement and perceived meaning, which is also consistent with evidence that job crafting itself feeds back into engagement and reduces withdrawal outcomes such as turnover intention (Zhang & Li, 2020).

CONCLUSION

This study examined the relationships among employee resilience, employee engagement, work meaningfulness, and job crafting among computer technicians at Harco Mangga Dua, Central Jakarta. The results show that employee engagement significantly influences both work meaningfulness and job crafting, and that work meaningfulness has the strongest effect on job crafting, indicating that technicians who perceive their work as meaningful are more likely to engage in proactive work behavior. Employee resilience, by contrast, does not exert a strong direct effect on job crafting, but appears to operate largely through employee engagement and work meaningfulness as mediating mechanisms. These findings confirm that job crafting among technical service workers is primarily driven by intrinsic psychological factors particularly engagement and perceived work meaning rather than by resilience alone.

This study is limited by its cross-sectional design, its single-sector sample, and its reliance on self-reported data, which may affect generalizability and introduce common method bias, although the full-collinearity VIF results suggest this risk was adequately managed. Future research is encouraged to adopt longitudinal designs, expand the research context to other technical or frontline service occupations, and apply mixed-methods

approaches to obtain more comprehensive and generalizable results. Practically, the findings suggest that organizations should prioritize strategies that enhance employee engagement and foster meaningful work such as supportive leadership, greater job autonomy, and recognition systems in order to encourage proactive behaviors like job crafting. Theoretically, this study contributes to organizational behavior literature by reinforcing the integration of Job Demands-Resources Theory, Meaning of Work Theory, and Job Crafting Theory, and by highlighting the central role of psychological processes in shaping proactive work behavior within technical service contexts.

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