

## **THE INFLUENCE OF MEANINGFUL WORK AND JOB CRAFTING ON PSYCHOLOGICAL CAPITAL**

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**Abstract.** *This study examines how meaningful work and job crafting contribute to employees' psychological capital. Meaningful work is understood as the extent to which employees experience their work as valuable, purposeful, and personally important. Job crafting refers to employees' proactive efforts to adjust tasks, relationships, and ways of interpreting work so that their jobs better fit their strengths and needs. Psychological capital in this study covers self-efficacy, hope, optimism, and resilience. A quantitative method was applied using survey data from 100 respondents, and the data were processed through SPSS. The analysis included validity testing, reliability testing, classical assumption testing, and multiple linear regression. The findings show that the research instruments are valid and reliable. The regression model is significant, with meaningful work and job crafting jointly explaining 58.6% of the variance in psychological capital. Partially, meaningful work does not show a significant effect on psychological capital, whereas job crafting has a positive and significant effect. These results indicate that employees' proactive redesign of work plays a more direct role in strengthening psychological capital than the perceived meaning of work alone. The study suggests that organizations should support job crafting practices through autonomy, constructive feedback, and flexible work design to enhance employees' positive psychological resources.*

**Keywords:** *Job Crafting; Meaningful Work; Psychological Capital; SPSS*

### **1. INTRODUCTION**

Organizations increasingly need employees who are not only technically capable but also psychologically ready to face uncertainty, workload pressure, and continuous organizational change. In this context, psychological capital becomes an important concept in human resource management because it represents positive psychological resources that enable employees to remain confident, hopeful, optimistic, and resilient when dealing with work demands (Luthans, Youssef, & Avolio, 2007; Luthans & Youssef-Morgan, 2017).

Two work-related factors are frequently associated with the development of employees' positive psychological resources: meaningful work and job crafting. Meaningful work refers to the perception that work is purposeful, valuable, and connected to something beyond routine duties or financial rewards (Steger, Dik, & Duffy, 2012). When employees view their work as meaningful, they tend to develop stronger motivation, work attachment, and a clearer sense of contribution (Grant, 2007; Rosso, Dekas, & Wrzesniewski, 2010).

Job crafting provides a more active perspective on how employees experience their work. It describes employees' initiative to redesign aspects of their jobs by changing task boundaries, improving work relationships, or reframing the way they interpret their roles (Wrzesniewski & Dutton, 2001). From the job demands-resources perspective, this proactive behavior allows employees to increase resources, seek constructive challenges, and reduce unnecessary obstacles in their work environment (Tims, Bakker, & Derks, 2012; Bakker & Demerouti, 2017).

Previous studies have discussed meaningful work, job crafting, and psychological capital as important elements in positive organizational behavior and human resource management (Avey, Reichard, Luthans, & Mhatre, 2011; Luthans & Youssef-Morgan, 2017). However, empirical

results may vary across organizational settings, respondent characteristics, and work contexts. Therefore, this study examines whether meaningful work and job crafting influence employees' psychological capital, while also identifying which variable has the stronger role in the tested model.

The purpose of this study is to analyze the partial and simultaneous effects of meaningful work and job crafting on psychological capital. Theoretically, the study adds empirical evidence regarding the relationship between work meaning, proactive work behavior, and employees' positive psychological resources. Practically, the findings may help organizations design human resource practices that strengthen psychological capital through more meaningful and flexible work design (Luthans, Youssef, & Avolio, 2007; Bakker & Demerouti, 2017).

## **2. LITERATURE REVIEW**

### *2.1 Meaningful Work*

Meaningful work refers to employees' subjective judgment that their work is important, valuable, and connected to something larger than financial reward. Work becomes meaningful when individuals feel that their tasks support personal values, provide a sense of purpose, and contribute to other people, the organization, or a broader social benefit (Grant, 2007; Rosso et al., 2010).

Steger, Dik, and Duffy (2012) explain that meaningful work involves positive meaning, meaning-making through work, and greater good motivation. Employees who experience meaning in work are more likely to regard their job as part of their identity. They may also show stronger commitment and work engagement because the job is not perceived only as an obligation, but also as an activity that contains personal and social value (Rosso et al., 2010).

### *2.2 Job Crafting*

Job crafting is a proactive behavior through which employees modify elements of their work to create a better fit between job demands, job resources, and personal preferences. Wrzesniewski and Dutton (2001) introduced job crafting as changes employees make in the task, relational, and cognitive boundaries of work. This concept positions employees as active participants in shaping the meaning and structure of their jobs.

From a job demands-resources perspective, job crafting helps employees increase useful resources, seek challenges, and reduce unnecessary obstacles (Tims et al., 2012; Bakker & Demerouti, 2017). Employees who craft their jobs can gain a stronger sense of control over work, which may support motivation, adaptability, and positive psychological conditions. Therefore, job crafting is relevant to the development of psychological capital (Berg, Dutton, & Wrzesniewski, 2010).

### *2.3 Psychological Capital*

Psychological capital is a positive psychological state consisting of self-efficacy, hope, optimism, and resilience. Self-efficacy reflects confidence in one's ability to perform tasks successfully. Hope refers to the capacity to set goals, identify pathways, and maintain motivation. Optimism involves positive expectations about present and future outcomes, while resilience refers to the ability to recover from difficulties (Luthans, Youssef, & Avolio, 2007).

Luthans, Youssef, and Avolio (2007) argue that psychological capital can be developed and managed. This makes the concept useful in human resource management because it is not merely a fixed trait. Empirical evidence also shows that psychological capital is related to work attitudes, employee behavior, and performance outcomes (Avey et al., 2011; Luthans & Youssef-Morgan, 2017).

#### *2.4 Relationship Between Variables*

Meaningful work is expected to strengthen psychological capital because employees who see value in their work may have more positive energy and confidence in facing work demands (Steger et al., 2012; Rosso et al., 2010). Nevertheless, this relationship can become weaker when employees experience meaning but do not have sufficient autonomy, resources, or opportunities to translate that meaning into concrete work behavior.

Job crafting is expected to have a stronger direct relationship with psychological capital because it involves concrete employee behavior. By changing tasks, relationships, and work perceptions, employees may create a work environment that supports confidence, goal achievement, optimism, and resilience (Wrzesniewski & Dutton, 2001; Tims et al., 2012). For this reason, job crafting is predicted to contribute positively to psychological capital.

#### *2.5 Hypotheses*

*H1: Meaningful work has a positive and significant effect on psychological capital.*

*H2: Job crafting has a positive and significant effect on psychological capital.*

*H3: Meaningful work and job crafting simultaneously have a significant effect on psychological capital.*

### **3. RESEARCH METHODS**

This study used a quantitative research approach because the relationship among variables was tested through numerical data and statistical procedures. A quantitative design is appropriate when researchers aim to measure variables, examine patterns, and test hypotheses using statistical analysis (Sekaran & Bougie, 2016). The research design was explanatory, as it aimed to explain the influence of meaningful work and job crafting on psychological capital. The population of this study consisted of employees, with 100 respondents used as the research sample.

Data were collected using a structured questionnaire with indicators representing each research variable. Meaningful work was measured through five statement items, job crafting through five statement items, and psychological capital through five statement items. Questionnaire-based measurement is commonly used in survey research because it allows respondents' perceptions to be converted into analyzable numerical data (Sekaran & Bougie, 2016). Each item was assessed using a Likert scale to capture the respondents' level of agreement.

The data were processed using the Statistical Package for the Social Sciences (SPSS). The analysis steps included validity testing using Pearson correlation, reliability testing using Cronbach's Alpha, classical assumption testing, and multiple linear regression analysis. These procedures were selected because they are commonly applied to test instrument quality and examine the influence of independent variables on a dependent variable in quantitative research (Ghozali, 2021; Hair, Black, Babin, & Anderson, 2019). The regression model used in this study is presented below.

$$Y = a + b_1X_1 + b_2X_2 + e$$

In the model, Y refers to psychological capital, X1 refers to meaningful work, X2 refers to job crafting, a represents the constant, b1 and b2 represent regression coefficients, and e represents the error term.

### **4. RESULTS AND DISCUSSION**

#### *4.1 Validity Test*

The validity test was conducted by comparing each item score with the total score of its variable. An item is considered valid when the correlation result is statistically significant and supports the ability of the item to represent the measured construct (Ghozali, 2021; Hair et al.,

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2019). The SPSS output shows that all items of meaningful work, job crafting, and psychological capital have significant correlations with their total variable scores. The summary is presented in Table 1.

**Table 1.** Summary of Validity Test

| Variable              | Item-total correlation range | Sig.  | Decision |
|-----------------------|------------------------------|-------|----------|
| Meaningful Work       | 0.630 - 0.745                | 0.000 | Valid    |
| Job Crafting          | 0.796 - 0.878                | 0.000 | Valid    |
| Psychological Capital | 0.805 - 0.902                | 0.000 | Valid    |

Table 1 indicates that each construct has acceptable item-total correlations, with significance values below 0.05. This means that the instruments are able to represent the measured constructs adequately and can be used in the next stage of analysis (Ghozali, 2021).

#### 4.2 Reliability Test

Reliability testing was carried out using Cronbach's Alpha. A variable is generally considered reliable when the Cronbach's Alpha value is higher than 0.70, indicating acceptable internal consistency among items (Hair et al., 2019; Ghozali, 2021). The reliability results are presented in Table 2.

**Table 2.** Reliability Test Results

| Variable              | Cronbach's Alpha | Number of Items | Decision |
|-----------------------|------------------|-----------------|----------|
| Meaningful Work       | 0.764            | 6               | Reliable |
| Job Crafting          | 0.814            | 6               | Reliable |
| Psychological Capital | 0.818            | 6               | Reliable |

The results show that all variables have Cronbach's Alpha values above 0.70. Thus, the measurement instruments are internally consistent and can be used for hypothesis testing (Hair et al., 2019).

#### 4.3 Multiple Linear Regression Analysis

Multiple linear regression was used to test the effect of meaningful work and job crafting on psychological capital. This technique is suitable because the study examines more than one independent variable in predicting a single dependent variable (Ghozali, 2021; Hair et al., 2019). The model summary is shown in Table 3.

**Table 3.** Model Summary

| Model | R     | R Square | Adjusted R Square | Std. Error |
|-------|-------|----------|-------------------|------------|
| 1     | 0.765 | 0.586    | 0.577             | 2.126      |
|       |       |          |                   |            |

The R Square value of 0.586 indicates that meaningful work and job crafting explain 58.6% of the variation in psychological capital. In regression analysis, R Square describes the proportion of variance in the dependent variable that can be explained by the independent variables in the model (Hair et al., 2019). The remaining 41.4% is influenced by other variables outside the model.

**Table 4.** ANOVA Test

| Model      | Sum of Squares | df | Mean Square | F      | Sig.  |
|------------|----------------|----|-------------|--------|-------|
| Regression | 619.369        | 2  | 309.684     | 68.522 | 0.000 |
| Residual   | 438.391        | 97 | 4.519       |        |       |
| Total      | 1057.760       | 99 |             |        |       |

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The ANOVA result shows an F value of 68.522 with a significance value of 0.000. Since the significance value is below 0.05, the regression model is statistically feasible, and meaningful work and job crafting simultaneously have a significant effect on psychological capital (Ghozali, 2021).

**Table 5.** Regression Coefficients

| Variable        | B     | Std. Error | Beta  | t      | Sig.  | Decision        |
|-----------------|-------|------------|-------|--------|-------|-----------------|
| Constant        | 3.070 | 2.462      | -     | 1.247  | 0.215 | -               |
| Meaningful Work | 0.030 | 0.127      | 0.016 | 0.236  | 0.814 | Not significant |
| Job Crafting    | 0.825 | 0.075      | 0.760 | 10.963 | 0.000 | Significant     |

Based on Table 5, the regression equation is  $Y = 3.070 + 0.030X_1 + 0.825X_2$ . The partial test is interpreted by observing the coefficient direction and significance value of each independent variable (Ghozali, 2021). Meaningful work has a significance value of 0.814, which is greater than 0.05. Therefore, meaningful work does not have a significant partial effect on psychological capital. In contrast, job crafting has a significance value of 0.000 and a positive coefficient of 0.825, meaning that job crafting has a positive and significant effect on psychological capital.

#### 4.4 Multicollinearity Test

The multicollinearity test was carried out by observing the Tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free from serious multicollinearity when tolerance is above 0.10 and VIF is below 10 (Ghozali, 2021; Hair et al., 2019). The results are shown in Table 6.

**Table 6.** Multicollinearity Test

| Variable        | Tolerance | VIF   | Decision             |
|-----------------|-----------|-------|----------------------|
| Meaningful Work | 0.890     | 1.124 | No multicollinearity |
| Job Crafting    | 0.890     | 1.124 | No multicollinearity |

Both independent variables have tolerance values above 0.10 and VIF values below 10. This means that the regression model does not suffer from multicollinearity, so each independent variable can be interpreted properly (Ghozali, 2021).

#### 4.5 Discussion

The findings show that the model is statistically meaningful. Together, meaningful work and job crafting explain a substantial portion of psychological capital. This result supports the view that employees' positive psychological resources are closely related to how they experience, interpret, and shape their work (Luthans & Youssef-Morgan, 2017; Bakker & Demerouti, 2017).

However, the partial test reveals an important distinction. Meaningful work does not significantly influence psychological capital in this model. This finding does not necessarily mean that meaningful work is unimportant, because previous studies have shown that meaningful work may support motivation and work attachment (Steger et al., 2012; Rosso et al., 2010). Rather, the result may suggest that meaning alone is not sufficient to produce stronger confidence, hope, optimism, and resilience when employees do not have enough space to act on that meaning.

Job crafting has a positive and significant effect on psychological capital. This finding is reasonable because job crafting involves direct employee action. When employees adjust their work tasks, seek better interactions, and reframe their job more constructively, they create conditions that support self-efficacy, hope, optimism, and resilience. This result is consistent with the idea that job crafting helps employees build resources and adapt their work to personal strengths and needs (Wrzesniewski & Dutton, 2001; Tims et al., 2012; Berg et al., 2010).

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These results imply that organizations should not only communicate the importance of work but also provide space for employees to redesign how they work. Managers can encourage job crafting by giving autonomy, involving employees in task planning, supporting collaboration, and providing constructive feedback. Such practices are aligned with the job demands-resources perspective, which emphasizes the importance of balancing demands with resources to support employee well-being and performance (Bakker & Demerouti, 2017).

## **CONCLUSION**

This study concludes that the research instruments used to measure meaningful work, job crafting, and psychological capital are valid and reliable. The regression model shows that meaningful work and job crafting simultaneously have a significant effect on psychological capital, with an explanatory power of 58.6%.

Partially, meaningful work does not have a significant effect on psychological capital. Meanwhile, job crafting has a positive and significant effect. These findings indicate that employees' proactive efforts to shape their work are more influential in strengthening psychological capital than the perception of work meaning alone. Therefore, organizations should develop a work environment that allows employees to exercise autonomy, adjust tasks, build constructive relationships, and interpret their roles in a more positive way.

Future studies are encouraged to include other variables such as leadership style, work engagement, organizational support, and employee well-being. Further research may also use a broader sample or different organizational sectors to obtain a richer understanding of how psychological capital can be developed in the workplace.

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