

## PERSONAL RESOURCES AND JOB CRAFTING: IMPLICATIONS WORK ENGAGEMENT FOR MODERN COFFEE SHOPS EMPLOYEE IN MEDAN CITY

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### Abstract

*This research aims to determine and analyze the influence of personal resources and job crafting on work engagement of modern coffee shop employees in Medan City. The type of research used in this research is associative research with a quantitative approach. The population in this study is the population in this study, namely all lecturers at private universities in Medan City. The sampling method in this research uses a probability sampling method with simple random sampling technique, namely taking sample members from the population randomly without paying attention to the strata in the population, with a sample size of 70 respondents in 15 modern coffee shops in Medan City. Data collection methods were carried out by means of questionnaires and interviews. The data analysis method used is multiple linear regression analysis. Based on the research results obtained partially and simultaneously, it shows that personal resources and job crafting affect the work engagement of modern coffee shop employees in Medan City. The results of the coefficient of determination test obtained an adjusted R square value of 0.863 (86.3%). This shows that the variable personal resources and job crafting able to explain work engagement amounting to 86.3%, while the remaining 13.7% is influenced by other variables not examined in this research.*

**Keywords:** Personal resources, job crafting, work engagement

### 1. INTRODUCTION

The development of human resources in a business context, especially in the hotel and restaurant industry such as coffee shops, has experienced a significant transformation along with economic and technological developments. The city of Medan, as one of the large cities in Indonesia, is an attractive center of economic and business activity, presenting challenges and opportunities for human resource management. In this context, HR management not only involves aspects of recruitment and training, but also the importance of understanding the factors that influence employee involvement and productivity, such as work engagement, personal resources, and job crafting.

Coffee shops in Medan City offer a unique work environment, where employees not only interact with various types of customers but also face challenges such as high levels of competition, demands to maintain product quality, and rapidly changing consumer trends. These factors make it important to understand how employees' personal resources and job crafting can influence employees' work engagement levels, which in turn will have an impact on the quality of the service they provide and the sustainability of the coffee shop business.

*Work engagement* or work engagement is an important concept in industrial and organizational psychology (Mazzetti et al., 2024; Zahari & Kaliannan, 2023). This includes the level of employee willingness and dedication to their work. Emotionally and cognitively engaged employees tend to have higher productivity, feel more connected to organizational goals, and are better able to overcome daily work challenges. In coffee shops, where direct interaction with customers and product preparation is at the heart of their work, the level of work engagement can influence the customer experience and overall service quality.

*Personal resources* refers to a collection of personal characteristics that individuals possess, such as knowledge, skills, physical and mental health, and social support (Bakker & van Wingerden,

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2021; Schmitt et al., 2021; Toth et al., 2020). These factors not only influence individual performance, but also the level of employee job satisfaction and work engagement. In the context of coffee shops in Medan City, employees' personal resources can vary, from skills in making quality coffee, ability in communicating with customers, to success in managing stress that may arise from busy work.

In coffee shops in Medan City, a problem phenomenon that often occurs regarding personal resources among employees is a lack of adequate knowledge and skills in dealing with variations in daily tasks. Employees often face challenges in learning new techniques for making high-quality coffee or in interacting with customers who have different preferences. Apart from that, the limited availability of time for training and self-development is also a problem, considering the high work intensity in coffee shops.

This can result in a low level of self-confidence in carrying out their duties well, as well as increasing the level of stress they face. Lack of support and training from management can also affect employee motivation to develop new skills necessary to improve service quality and customer satisfaction. Therefore, improvements in personal resources management are crucial to increasing employee engagement and performance in coffee shops in Medan City.

*Job crafting* is the process by which individuals actively change their tasks, work relationships, and perceptions of work to better suit their personal preferences and maximize their strengths (Kuijpers et al., 2020; Frederick & VanderWeele, 2020). In coffee shops, job crafting can include employee initiatives to develop new skills in processing coffee, improve interactions with customers, or manage their time more efficiently. Job crafting not only increases job satisfaction, but can also increase levels of work engagement because employees feel they have greater control over their work environment.

A problem phenomenon related to job crafting that often occurs in coffee shops in Medan City is the lack of flexibility in changing or adapting work tasks according to individual employee preferences and strengths. Employees often feel limited in reorganizing their tasks to better suit their personal interests or skills. For example, some employees may have a great interest in latte art or special techniques in serving coffee, but they may find it difficult to allocate time or resources to develop these aspects amidst their busy routine. Apart from that, the existence of rigid rules in work procedures can prevent employees from taking the initiative in adapting their work according to developments and changes that occur in the coffee shop environment.

This research is not only relevant for understanding the internal dynamics of employees in coffee shops, but can also provide valuable insights for HR management in the hotel and restaurant industry in general. By understanding the factors that influence work engagement, management can develop more effective strategies to increase employee productivity and satisfaction, as well as promote a more positive customer experience. Thus, research on "The Influence of Personal Resources and Job Crafting on Work Engagement of Modern Coffee Shop Employees in Medan City" is not only theoretically relevant, but also has significant practical implications in the context of human resource management and business development in Medan City.

## 2. LITERATURE REVIEW

### 2.1. Work Engagement (Y)

According to Robbin & Judges (2017), work engagement is employee involvement, individual involvement, satisfaction and enthusiasm for the work they do. We might ask employees whether they have access to resources and opportunities to learn new skills, whether they feel their work is important and meaningful, and whether their interactions with coworkers are appreciated. Work engagement is employees' emotional feelings towards the organization and the actions they take to ensure the organization is successful; Employees who are attached to the company show concern, dedication, enthusiasm, accountability, and focus on results (Allen & Meyer, 2017). Work engagement is the degree to which an employee is able to commit to an organization and the results of this commitment are determined by how they work and the length of time they work (Federman, 2009). It was further explained that *work engagement* is the use of organizational members in the performance of human resource work, in an engaged state, people express themselves physically,

cognitively and emotionally during the implementation of their work roles (Wood et al., 2021; Mazzetti et al., 2023). Work engagement is the opposite of burnout, where someone who is engaged will show energy (not fatigue), involvement (not cynicism), and effectiveness (not ineffectiveness). In other words, work engagement involves a strong attachment to work that is characterized by a high sense of energy, commitment, and personal efficacy (Greenier et al., 2021; Borst et al., 2020). Work engagement as an individual's attachment, satisfaction, and enthusiasm for their work. Work engagement is seen as the result of employee satisfaction which then contributes to better organizational performance. Their research shows that engagement is associated with higher productivity, profitability, employee retention, and better safety (Zahari & Kaliannan, 2023; Huaman et al., 2023; Jufrizen et al., 2023)

## **2.2. Personal Resources (X1)**

According to Bakker (2011), explains that personal resources is a positive evaluation related to resilience and refers to an individual's ability to control and impact their environment. Personal resources include conditions, objects, energy, and personal characteristics that help individuals overcome stress and improve the well-being of human resources, with examples of personal resources including self-confidence, skills, social support, and physical health (Balogun, 2023; Ratri & Budiono, 2023). Personal resources are positive aspects of a person's self that are related to resilience and the ability to control and influence their environment successfully. They identify personal resources as an important factor in increasing work engagement and reducing burnout (Czakert, 2024; Schaufelli, 2017).

It was further explained that *personal resources* is a self-characteristic that is generally related to an individual's resilience and ability to face challenges (Herr et al., 2023; Zeijen et al., 2024). Personal resources are positive psychological aspects that can be developed and utilized to improve individual performance and well-being. (Sánchez-Cardona et al., 2023; Bakker & van Wingerden, 2021). Personal resources are personal assets that help individuals overcome stress and achieve goals. In this case, it emphasizes that personal resources not only help in reducing the negative impact of stress but also contribute to achieving greater goals and improving overall well-being (Schmitt et al., 2021; Toth et al., 2020; Radic et al., 2020).

## **2.3. Job Crafting (X2)**

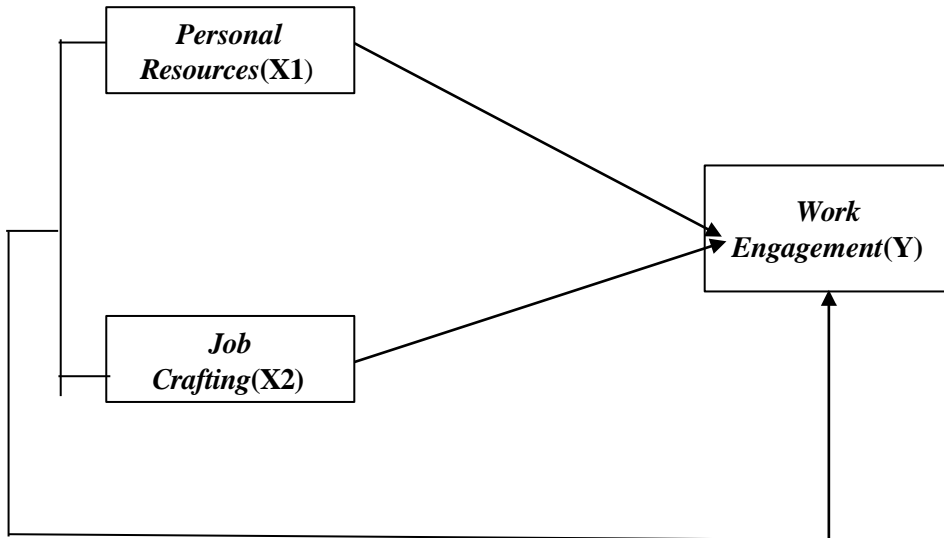
According to Kim et al., (2019), job crafting is a process of organizational members making work more meaningful by making work tasks autonomous and proactive. Job crafting is a way in which individuals change aspects and perceptions of work to suit the characteristics of the job and the employee's own needs (Kirkendall, 2013). Job crafting is a way in which employees have an active role in work by making changes both physically and cognitively (Slemp & Brodrick, 2014). Job crafting means rethinking how to make work more meaningful. If work is likened to a vehicle, then as much as possible the employee is the driver (Berg et al., 2013). Job crafting is also a process carried out by employees to achieve satisfaction in their work, this often occurs when employees feel a decrease in the level of satisfaction in their work (Bakker et al., 2012).

It was further explained that *job crafting* is an employee's attempt to change aspects of their work to increase harmony between work and personal preferences. This includes proactive actions such as seeking new challenges, increasing social interactions, and changing the way work is done to increase motivation and well-being (Kuijpers, 2020; Zhang & Li, 2020; Baghdadi et al., 2021). Job crafting is a way for employees to adjust their work to create a better balance between job demands and abilities or resources (Frederick & VanderWeele, 2020; Garg et al., 2021). Job crafting is an action where employees voluntarily change their jobs to increase satisfaction and performance (Sharma & Nambudiri, 2021; Rafiq et al., 2023; Thai et al., 2023).

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**2.4. conceptual framework**



Source: Researcher (2024)  
**Picture. Framework Conceptual**

**2.5. Hypothesis**

1. **H1:**Personal resources partially have a significant effect on work engagement of modern coffee shop employees in Medan City
2. **H2:**Job crafting partially has a significant effect on work engagement of modern coffee shop employees in Medan City
3. **H3:**Personal resources and job crafting simultaneously have a significant effect on work engagement of modern coffee shop employees in Medan City

**3. RESEARCH METHODS**

**3.1. Research Approach**

According to Sugiyono (2017), a research approach is a design for how research will be carried out. This design is used to obtain answers to the formulated research questions. The research method in this study is a quantitative method which can be interpreted as a research method based on philosophy and positivism, used to research certain populations and samples, data collection using research instruments, data analysis is quantitative/statistical with the aim of describing and testing the hypotheses that have been established ( Sugiyono, 2017).

**3.2. Research Location and Time**

This research was carried out among modern coffee shop employees in Medan City. The research was carried out in March 2024-completed.

**3.3 Research Population and Sample**

The population includes all elements that comply with certain criteria that have been determined by the researcher before collecting data. This is important to ensure that the research results can be generalized to a larger group of subjects studied. (Mohazan, 2020). The population in this research is all employees at modern coffee shops in Medan City. An important step in designing an empirical study. This justification explains how the data collected is expected to provide valuable information in accordance with the researcher's inferential objectives (Lakens, 2022). The sampling method in this research uses a probability sampling method with a simple random sampling technique,

namely taking sample members from the population randomly without paying attention to the strata in the population, with a total sample of 70 respondents recorded based on 15 modern coffee shops in Medan City. .

### 3.4 Data Collection Techniques

The data collection techniques used in this research are as follows:

#### 1. Interview Study (Interview)

This is done by determining direct questions and answers between the interviewer and the interviewee about everything that the interviewer knows.

#### 2. Questionnaire / Questionnaire

Namely the form of statement submitted to respondents, namely modern coffee shop employees in Medan City and the assessment uses a Likert scale.

### 3.5 Data Analysis Techniques

#### 3.5.1 Data Quality Test

##### 1. Validity test

The validity test shows the degree of accuracy between the data that actually occurs on the object and the data collected by researchers to find the validity of an item (Sugiyono, 2017), provided that the corrected item total correlation value is  $> 0.30$ .

##### 2. Reliability Test

The reliability test is the extent to which measurement results using the same object will produce the same data (Sugiyono, 2017), provided that the Cronbach's alpha value is  $> 0.60$ .

#### 3.5.2 Classic Assumption Test

##### 1. Normality test

The normality test is to test the hypothesis that the residuals are normally distributed. For a good linear regression model, these assumptions must be met, and a normality test is carried out on the model residual values.

##### 2. Multicollinearity Test

Test Multicollinearity is a test to find out whether there is a significant relationship between the independent variables in the multiple linear regression model.

##### 3. Heteroscedasticity Test

Heteroskedasticity tests the difference in residual variance from one observation period to another observation period, or describes the relationship between predicted values by studentized deleting the residual values.

#### 3.5.3 Multiple Linear Regression Test

Multiple linear regression analysis was carried out to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2017). The equation model is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Information:

Y	=	Work engagement(Dependent Variable)
$\alpha$	=	Constant
$\beta$	=	Multiple Regression Coefficient ( <i>Multiple Regression</i> )
X1	=	Personal resources(Independent Variable)
X2	=	Job crafting(Independent Variable)
e	=	Term error

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**3.5.4 Hypothesis Testing**

**1. Partial Test (t-test)**

Partial test determines the influence of personal resources and job crafting on work engagement of modern coffee shop employees in Medan City.

**2. Simultaneous Test (F-Test)**

This test was carried out to find out whether personal resources and job crafting affect the work engagement of modern coffee shop employees in Medan City at a confidence interval or hypothesis testing level of 5%.

**3.5.5 Determination Test**

According to Ghozali (2017), explains that the coefficient of determination (R<sup>2</sup>) is a tool to measure how far the model's ability is to explain variations in the dependent variable. The value of the coefficient of determination is between zero or one. A small R<sup>2</sup> value means that the ability of the independent variables to explain variations in the dependent variable is very limited.

**4. RESULTS AND DISCUSSION**

**4.1. Validity and Reliability Test Results**

**Personal Resources Validity Test Results (X1)**

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
P1.1	27.63	23,070	<b>,825</b>	,822
P1.2	27.77	22,738	<b>,819</b>	,875
P1.3	27.82	23,227	<b>,837</b>	,854
P1.4	27.76	23,172	<b>,821</b>	,833
P1.5	27.54	22,091	<b>,891</b>	,820
P1.6	27.39	23,674	<b>,842</b>	,814

Based on the table above, it shows that 6 statements are declared valid, because the corrected item total correlation value is > 0.30 so these statements can be used in research.

**Job Crafting Validity Test Results (X2)**

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
P2.1	25.79	20,124	<b>,821</b>	,864
P2.2	25.67	18,538	<b>,829</b>	,793
P2.3	25.85	19,808	<b>,844</b>	,812
P2.4	26.92	19,986	<b>,783</b>	,823
P2.5	25.74	19,530	<b>,796</b>	,818
P2.6	28.37	19,613	<b>,832</b>	,822

Based on the table above, it shows that 6 statements are declared valid, because the corrected item total correlation value is > 0.30 so these statements can be used in research.

### Work Engagement Validity Test Results (Y)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y.1	26.23	19,535	<b>,778</b>	,881
Y.2	26.25	19,091	<b>,834</b>	,833
Y.3	26.20	17,380	<b>,856</b>	,835
Y.4	27.43	17,079	<b>,892</b>	,819
Y.5	28.23	18,181	<b>,845</b>	,838
Y.6	26.61	19,133	<b>,793</b>	,823

Based on the table above, it shows that 6 statements are declared valid, because the corrected item total correlation value is  $> 0.30$  so these statements can be used in research.

### Personal Resources Variable Reliability Test Results (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
<b>,833</b>	<b>6</b>

Based on the table above, it can be seen that the personal resources variable has 6 statements, the Cronbach alpha value of the work discipline variable is 0.833 so it can be said to be reliable because it is greater than 0.60.

### Job Crafting Variable Reliability Test Results (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
<b>,851</b>	<b>6</b>

Based on the table above, it can be seen that the job satisfaction variable has 6 statements, the Cronbach alpha value of the job satisfaction variable is 0.851 so it can be said to be reliable because it is greater than 0.60.

### Work Engagement Variable Reliability Test Results (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
<b>,895</b>	<b>6</b>

Based on the table above, it can be seen that the work engagement variable has 6 statements, the Cronbach alpha value of the lecturer performance variable is 0.8895 so it can be said to be reliable because it is greater than 0.60.

## 4.2. Multicollinearity Test Results

### Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Personal Resources	<b>,586</b>	<b>1,814</b>
	Job Crafting	<b>,586</b>	<b>1,814</b>

Source: processed SPSS Version.25 (2024)

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Based on the table above, it shows that the tolerance value for the personal resources and job crafting variables is > 0.10 and has a VIF value < 10. Thus, it can be concluded that there are no symptoms of multicollinearity among the independent variables in the regression model of this research.

**4.3. Normality Test Results**

Kolmogorove-Smirnov Normality Test Results		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		70
Normal Parameters, b	Mean	0E-7
	Std. Deviation	2.27321793
Most Extreme Differences	Absolute	,079
	Positive	,075
	negative	-.063
Kolmogorov-Smirnov Z		,864
<b>Asymp. Sig. (2-tailed)</b>		<b>,514</b>
a. Test distribution is Normal.		
b. Calculated from data.		

Source: processed SPSS Version.25 (2024)

Based on the data in the table above, you can see the asymp value. sig (2-tailed) 0.514 > 0.05 so it can be concluded that this research has a normal distribution and has met the normality test requirements.

**4.4. Multiple Linear Regression Test Results**

Model	Unstandardized Coefficient	
	B	Std. Error
(Constant)	<b>3,219</b>	<b>1,633</b>
Personal Resources	<b>,518</b>	<b>.073</b>
Job Crafting	<b>,472</b>	<b>,065</b>

Source: processed SPSS Version.25 (2024)

Based on the table above, the multiple linear regression equation in this research is:

**Work engagement**=3,219 + 0.518 personal resources + 0.472 job crafting + e

Through the multiple linear regression equation, the following explanation is explained:

1. A constant value of 3.219 means that if personal resources and job crafting are considered zero then work engagement has a value of 3,219 units.
2. The coefficient value of the personal resources variable is 0.518, meaning that if the value of personal resources increases by 1 unit, the value of work engagement will increase by 0.518.
3. The coefficient value of the job crafting variable is 0.472, meaning that if the job crafting value increases by 1 unit, the work engagement value will increase by 0.472.



#### 4.5. T-Test Results (Partial Test)

Model	t	Significance
(Constant)	1,891	,373
Personal Resources	5,212	.00
Job Crafting	3,326	,003

Source: processed SPSS Version.25 (2024)

Based on the partial test results in the table above, it can be seen that the test results for each independent variable are as follows:

1. The test results for the personal resources variable show a tcount value of 5.212 > ttable 1.66 with a significance level of 0.000 < 0.05 so it can be concluded that in this study the personal resources variable partially has a significant effect on work engagement.
2. The test results for the job crafting variable show a tcount value of 3.326 > ttable 1.66 with a significance level of 0.003 < 0.05 so it can be concluded that in this study the job crafting variable partially has a significant effect on work engagement.

#### 4.6. F-Test Results (Simultaneous Test)

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1716.425	2	847.156	122,051	,000b
	Residual	852,317	66	8,481		
	Total	2634.166	68			
a. Dependent Variable: Work engagement						
b. Predictors: (Constant), job crafting, personal resources						

Source: processed SPSS Version.25 (2024)

Based on the table above, it shows that the Fcount value obtained is 122.051 > Ftable 2.31 with a significance level of 0.000 < 0.05. Through these results, it can be concluded that in this study the variables of personal resources and job crafting simultaneously have a significant effect on the work engagement of modern coffee shop employees in Medan City.

#### 4.7. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835a	,871	,863	3,342

Source: processed SPSS Version.25 (2024)

Based on the table above, the coefficient of determination test results obtained an adjusted R square value of 0.863 (86.3%). This shows that the variable *personal resources* and *job crafting* able to explain *work engagement* amounting to 86.3%, while the remaining 13.7% is influenced by other variables not examined in this research.

#### **4.8. Discussion of Research Results**

##### **1. The Influence of Personal Resources on Work Engagement**

Based on statistical results on the personal resources variable The results obtained were that the t-count value was  $5.212 > t\text{-table } 1.66$  with a significance level of  $0.000 < 0.05$  so it could be concluded that in this study the personal resources variable partially had a significant effect on work engagement. This indicates that having work discipline will be able to increase work engagement.

##### **2. The Influence of Job Crafting on Work Engagement**

Based on statistical results on the job crafting variable The results obtained were that the t-count value was  $3.326 > t\text{-table } 1.66$  with a significance level of  $0.003 < 0.05$  so it could be concluded that in this study the job crafting variable partially had a significant effect on work engagement. This indicates that job satisfaction will be able to increase work engagement.

##### **3. The Influence of Personal Resources and Job Crafting on Work Engagement**

Based on statistical results on the personal resources variable and job crafting results show that the F-count obtained is  $122.051 > F\text{-table } 2.31$  with a significance level of  $0.000 < 0.05$ . Through these results, it can be concluded that in this study the variables of personal resources and job crafting simultaneously have a significant effect on the work engagement of modern coffee shop employees in Medan City. This indicates that having work discipline will be able to increase work engagement.

## **5 CONCLUSION AND SUGGESTION**

### **5.1 CONCLUSION**

1. Personal resources partially has a significant effect on work engagement of modern coffee shop employees in Medan City.
2. Job crafting partially has a significant effect on work engagement of modern coffee shop employees in Medan City.
3. Personal resources and job crafting simultaneously have a significant effect on work engagement of modern coffee shop employees in Medan City.

### **5.2 SUGGESTION**

1. In order to increase personal resources, employees should focus on developing skills and knowledge through continuous training and education, building strong social networks, maintaining physical and mental health, and increasing self-efficacy and optimism. Additionally, seeking constructive feedback and opportunities for self-development is also very important.
2. In order to improve job crafting, employees should proactively look for new challenges, increase social interactions with colleagues, and change the way they view their work tasks. Taking the initiative in organizing tasks according to personal interests and strengths is also important, as well as asking for feedback and support from superiors.
3. To increase work engagement, employees should set clear and challenging goals, seek meaning in their work, build positive relationships with co-workers, and participate in training and personal development. Additionally, getting constructive feedback and managing work and personal life balance are also very important.

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**PERSONAL RESOURCES AND JOB CRAFTING: IMPLICATIONS WORK ENGAGEMENT FOR MODERN COFFEE SHOPS EMPLOYEE IN MEDAN CITY**

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