

Job Crafting and Employee Engagement Among Employees in Public Organisations in Malaysia

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Abstract

Organizations are continuously seeking ways to make jobs more meaningful to improve employee engagement and productivity. It is important to understand public sector employee perceptions of job crafting and engagement as this group represent a significant number of the workforce, and their engagement directly influences organisational performance. This study investigates the relationship between job crafting and employee engagement among employees in public organisations in Malaysia. A cross-sectional, quantitative research approach was employed with a self-administered survey questionnaire disseminated among employees from two public organisations in Malaysia (N = 114). The respondents comprised of 65 millennials and 49 non-millennials. Findings from an independent sample t-test showed no significant differences in employee engagement levels between millennials and non-millennials. The job crafting dimensions (increasing structural resource and social resources, increasing challenging job demands, and decreasing hindering job demands) were significantly associated with employee engagement. Public organisations and human resource development practitioners can leverage these insights to design interventions and formulate policies that encourage job crafting behaviours thereby fostering a highly engaged workforce.

Keywords: Job crafting, Employee engagement, Malaysia, Millennials, Public organisations

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1. INTRODUCTION

As businesses are increasingly challenged to thrive and advance in the ever-changing business environment, organizations are increasingly adopting new methods and tools to design and structure their work in ways that enhance engagement and performance (Donthu & Gustafsson, 2020). Employee engagement, defined as the effective integration of positive emotions and strong motivation in the workplace, has become crucial for organizations aiming to mitigate immediate stress while maintaining long-term competitive advantages (Ozturk et al., 2021). In the post-COVID-19 era, the concept has gained prominence due to significant shifts in work dynamics. These include increased diversity, boundaryless career paths, heightened mental and emotional demands, and the growing importance of teamwork. These changes highlight the need for adaptable employees who are willing to go above and beyond in their roles (Schaufeli, 2013). As a result, employees must transition from traditional, static job structures to more flexible models where they can take ownership of shaping their tasks and responsibilities (Grant & Parker, 2009). These practices of making changes to redefine their task boundaries, definition boundaries, and relational boundaries to align with personal needs, skills, and interests are known as job crafting (Wrzesniewski & Dutton, 2001).

Over the past decade, extensive literature has found support for the positive correlation between job crafting and employee engagement (Ghadi, 2023; Baghdadi et al., 2021; Schuler et al., 2019;

Rudolph et al., 2017). However, a full and mature understanding of the underlying mechanisms is still lacking as contended by Letona-Ibañez et al. (2021), especially from a generational perspective of the millennials. This new generation ranging in age from early twenties to early forties represents a significant talent wave in the present-day workforce. They are the “Digital Natives” - the first generation born after the Internet was invented (Akçayır et al., 2016).

The influencing factors of employee engagement among public service employees have also received surprisingly little attention, despite the proliferation of related studies (Mostafa & Abed El-Motalib, 2020). It is believed that the over demanding job demands, and negatively affected employee well-being brought about by successive waves of public management changes may be addressed by cultivating job crafting behaviours (Audenaert *et al.*, 2020). As for the job crafting literature, most by far have concentrated on the private sector, or on a combination of the private sector and other industries (Tims et al., 2016). Public sector research is scarce, with notable exceptions like Demerouti et al. (2017), Petrou et al. (2018), and Audenaert et al. (2020). Further, considering that Malaysian employees are only 67% engaged according to a Qualtrics report (Herbert et al., 2023), there is room for improvement.

This study investigates the link of job crafting and employee engagement in the public sector of Malaysia. Increasing structural and social job resources, increasing challenging job demands, and decreasing hindering job demands have been hypothesised to positively correlate with employee engagement despite having contradictory findings in past studies (Nissinen et al., 2022; Rošková & Faragová, 2020; Harju et al., 2016). Most of the studies were done in a Western setting. Hence, in Asian countries like Malaysia, further research is needed to address the gap on whether the concept of job crafting as a predictor of employee engagement can be applied cross-culturally (Sakuraya *et al.*, 2017; Laurence et al., 2020). The study also aims to investigate how millennials and non-millennials differ in their employee engagement levels.

The research questions for this study are:

1. Is there a significant association between job crafting and employee engagement of public sector employees?
2. Do millennials and non-millennials differ in their employee engagement?

2. LITERATURE REVIEW

2.1. Employee Engagement

Kahn (1990) introduced the concept of engagement as a psychological state of attentiveness, connectedness, and emotional investment in work. He emphasized that engagement involves the physical, cognitive, and emotional energy an employee brings to their role performance. Saks (2006) echoed this idea, defining employee engagement as a “long-term emotional, psychological, and behavioural involvement in role performances (p.602). Schaufeli et al. (2002) expanded on this, describing employee engagement as a persistent, fulfilling state characterized by vigour, dedication, and absorption. Employee engagement has been linked to organizational success, contributing to higher job satisfaction, performance, and creativity (Harter et al., 2020; Bakker et al., 2014).

Despite these benefits, only 15% of employees globally are engaged at work, with higher engagement rates seen in Western countries (Gallup, 2022). A 2024 Qualtrics study reported that only 67% of employees in Malaysia are engaged compared to Indonesia (86%) and Thailand (76%) (Herbert et al., 2023). This trend highlights the growing interest of the current investigation in finding more effective ways to increase employee engagement in Malaysia, specifically among employees in the public sector due to its significant relevance to economic development.

2.2. Job Crafting

Job crafting, stands out among job redesign studies as a bottom-up alternative that fosters employees’ proactive participation in the construction of their own work (Grant & Parker, 2009). The literature of job crafting is observed to be rooted in two dominant schools of thought: the role-based approach (Wrzesniewski & Dutton, 2001) and the resources-based approach (Tims & Bakker, 2010). On one hand, Wrzesniewski and Dutton (2001) claimed job crafting to be a series of actions encompassing redefining one’s tasks (task crafting), modifying how one approaches and perceives their

work roles (cognitive crafting), or affecting the nature and intensity of their social relationships with others (relational crafting). By implication, employees will be able to become more fulfilled psychologically and perform at their peak. Alternatively, the second approach features Tims and Bakker's (2010) proposition of job crafting as the active participation of individuals in altering two types of job characteristics namely job resources and job demands as means of rectifying the incongruities in their person-job fit. In this case, job resources are the physical, psychological, social, or organisational aspects of their job that assist employees in attaining their job objectives and empowering them to maximise their potential (Bakker & Demerouti, 2014). According to Tims et al. (2012), job resources can be classified into two sub-dimensions namely structural and social job resources. Considering the above, Tims et al. (2012) then integrated job crafting into the Job Demands-Resources (JD-R) model to formulate a comprehensive framework that incorporates all dimensions of job crafting which constitute of increasing social and structural job resources, challenging job demands, and decreasing hindering job demands. Following this stream of literature, the present study is grounded on the conceptualization of job crafting via job demands and job resources. Given its holistic approach to covering all facets of job characteristics people may craft in their job, it is thought to be more advantageous than other conceptualizations (Tims et al., 2016).

2.3. Job Demands-Resources (JD-R)

The Job Demands-Resources (JD-R) model of engagement was introduced by Demerouti et al. (2001) and provides a framework for understanding employee well-being, engagement, and performance in the workplace. According to the authors, work environment is categorized into two components which are job demands and job resources. Job demands refer to the physical, psychological, social, or organizational aspects of the job that require continuous effort and are associated with certain physiological or psychological costs, whereas, job resources are aspects of the job that support employees to achieve work goals, reduce job demands, and stimulate personal growth, learning, and development. These two components interact to influence both employee engagement and potential burnout. When employees have sufficient job resources they are more likely to maintain vigour, dedication, and absorption, especially during demanding work times (Bakker et al., 2007). In contrast, when job demands outweigh available job resources, they may become hindering job demands, negatively affecting employee engagement (Schaufeli & Bakker, 2004).

The Job Demands-Resources (JD-R) model relates to the variable of job crafting as job crafting involves employees actively shaping their work environments through balancing job demands and enhancing job resources to promote engagement. As noted by Hakanen et al. (2005), in environments with high job demands, employees can maintain higher levels of engagement when they leverage on available resources through job crafting. Therefore, this process allows employees to manage their workload more effectively and remain motivated when under pressure, reducing the risk of burnout.

2.4. Job Crafting and Employee Engagement

Current research shows positive association between the increase of structural job resources with employee engagement. In a study by Sakuraya et al. (2017) using samples from a Japanese manufacturing company (N=894), the authors found that employee engagement increases as structural job resources increase. Additionally, several cross-sectional studies suggest a significant relationship between increasing social job resources and employee engagement (e.g., Brenninkmeijer & Hekkert-Koning, 2015; Bakker et al., 2016; De Beer et al., 2016; Sakuraya et al., 2017). Lopper et al. (2022) also supported this viewpoint as they found it beneficial for employees to craft high-level social resources in the purpose of improving employee engagement. Nonetheless, a study that investigated 1630 scholarly employees in Finland found no significant correlation between increasing social job resources and employee engagement over time (Harju et al., 2016). Furthermore, a number of researchers have sought to determine the critical role of challenging job demands in enhancing employee engagement. It turns out that there is a consensus among these social researchers that increasing such challenging demands can indeed result in higher levels of employee engagement (e.g., Bakker et al., 2016; De Beer et al., 2016; Harju et al., 2016; Sakuraya et al., 2017). Nevertheless, findings by Demerouti et al. (2015) from a cross-sectional study, involving quantitative data drawn

from different occupations and sectors in the Netherlands, suggested otherwise. The authors concluded that seeking challenging job demands was found having no association or additional value in influencing employee engagement. Recently, Petrou et al. (2018) added to this body of empirical evidence where they studied 1,780 Dutch police officers and determined that reducing hindering job demands negatively affected employee engagement. It was posited by the authors that reducing such demands would minimise employees' workplace challenges and mastery experiences, thereby contributing to lowered employee engagement. The argument has also been made by a broad range of experts that crafting aimed at reducing job demands demotivates workers as it reflects an avoidance strategy and withdrawal behaviour (Bruning & Campion, 2018; Lee & Lee, 2018). This finding is also consistent with the meta-analysis conducted by Lichtenthaler and Fischbach (2019) that found that decreases in hindering job demands undermines employee engagement.

2.5. Millenials and Employee Engagement

Widely known as the “Digital Natives”, Generation Y (Gen Y) is the first generation born after the Internet was invented (Akçayır et al., 2016). This cohort of people is sometimes labelled as the “Next Generation”, “Nexters”, or “i-Generation”, to name a few. Even so, the term “Millennial” (born between 1980 to 2000) remains one of the most popular designations for this generation. In Malaysia, Gen Y (26%) alone represent the largest generational cohorts, followed by Generation Z (25%), Generation X (18%) and Baby Boomers (13%) (Worldometers, 2020). The Malaysian nation is thus largely reliant on these groups of people for its development as they form an indispensable source of income. According to Twenge (2006), many millennials consider themselves free to “be anything they want to be” (p. 72). Building upon that notion, some researchers concluded that besides having a confident and optimistic outlook, the millennial generation is highly challenge-driven where they will be tempted to seek for other jobs if there is an absence of challenge in their current work (Özçelik, 2015). In fact, millennials are more likely to disengage when their work lacks challenges when compared to other generations (Ng et al., 2010). Kristi and Basabih (2024) found a significant difference employee engagement levels between Generation X and Generation Y in a hospital setting in Indonesia, which the authors attributed to a higher dedication and loyalty to their work. In contrast, Generation Y employees tend to prioritize their lives outside of work, making it easier for them to disengage. However, findings from Nwoko and Yazdani (2023) in Nigeria challenge the notion of distinct generational differences. Their study found little evidence to support the idea that generational groups have fundamentally different values or approaches to work. Instead, the results suggest that employees, regardless of generation, tend to share similar values, and their level of employee engagement is not significantly influenced by their generational cohort.

3. MATERIALS & METHODS

3.1. Research Design

The study employed a quantitative design through survey research, where it provides an avenue for deducing conclusions of certain perceptions of the studied population based upon collected sample. The survey was conducted via online questionnaire and data analyzed using SPSS Statistics.

3.2. Population, Sample, and Sampling Procedure

The population for this study comprised of 140 employees from two public organisations in Kuching, Malaysia. Minimum sample size of 103 respondents was identified using Raosoft Calculator. The study adopted a convenience sampling technique that entails selecting members of a targeted population who are within easy reach, geographically close, available at a particular time, or willing to participate in the study (Dörnyei, 2007). Since an online survey was used, it was distributed to all employees.

3.3. Instruments

The questionnaire was divided into six sections which encompass demographic questions (Section A), questions related to the four dimensions of job crafting (Sections B, C, D, E) and employee engagement (Section F). Demographic questions included participant's gender, age, and years of working in their current organization. For Sections B, C, D, and E, the present study adapted the Job Crafting Scale (JCS) derived by Tims *et al.* (2012). There were 21 items that assessed the four dimensions of employee job crafting behaviours. Employee engagement (Section F) was measured via the Utrecht Employee engagement Scale (UWES) also known as UWES-9 created by Schaufeli, Bakker, and Salanova (2006). There were 9 items for this section. Participant responses were rated on a 5-point Likert scale from 'never' (1) to 'always' (5).

3.4. Data Analysis Procedure

The data was analysed using the Statistical Package for Social Science (SPSS) package Version 26. Respondents' demographic profile was summarised through descriptive statistics. Inferential statistical tests such as independent samples t-test, Spearman's correlation analysis, and multiple regression analysis were applied on the data derived from the scale responses of the variables to test the hypotheses as follows:

- Ha1: There is a significant difference in employee engagement between millennials and non-millennials.
- Ha2: There is a significant relationship between increasing structural job resources and employee engagement
- Ha3: There is a significant relationship between increasing social job resources and employee engagement
- Ha4: There is a significant relationship between increasing challenging job demands and employee engagement
- Ha5: There is a significant relationship between decreasing hindering job demands and employee engagement
- Ha6: There is a dominant factor among the four job crafting dimensions in influencing employee engagement

4. RESULTS

4.1. Demographic Information of Respondents

Table 1 shows the summary demographic information of the respondents where a total of 114 respondents participated. Majority of respondents were female (71.9%) and most respondents worked less than 6 years (66.6%). Millennials made up 57% with non-millennials at 43%. The respondents were also mostly in the support group category.

Table 1. Summary of respondents' demography

Demographic Variables	Frequency(<i>n</i>)	Percentage(%)
<i>Gender</i>		
Male	32	28.1
Female	82	71.9
<i>Generational Group</i>		
Millennials (23-43 years old)	65	57.0
Non-Millennials (Other ages)	49	43.0
<i>Years of Working Experience in the Current Organisation</i>		
< 1 year	26	22.8
1-3 years	30	26.3
4-6 years	20	17.5
7-9 years	11	9.6
10-12 years	13	11.4
13-15 years	6	5.3
16+ years	5	4.4
<i>Category of Service</i>		
Professionals & Management	41	35.9
Support Group	73	64.1

4.2. Independent *t*-Test Between Millennials (and Non-Millennials) and Employee Engagement

To test whether millennials are more engaged in their work than their non-millennial counterparts, an Independent samples *t*-Test was conducted as shown in Table 2. Results indicated that millennials ($M = 3.66$, $SD=0.79$) and non-millennials ($M=3.80$, $SD=0.62$), did not differ significantly on levels of employee engagement, $t(112) = -1.04$, $p = .300$. H_{a1} is not supported.

Table 2. Independent *t*-Test results of employee engagement level between millennials and non-millennials.

	Millennials		Non-Millennials		<i>t</i> (112)	<i>p</i>	95% CI
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			
Employee engagement	3.66	.79	3.80	.62	-1.04	.300	[-.41, .13]

4.3. Spearman's Correlation between Job Crafting and Employee Engagement

Table 3 shows the mean, standard deviation and correlation among variables in the study. In general, public-sector employees show moderate to high tendencies for job crafting dimensions. The two highest are increasing structural and social job resources. This suggests that they often increase their structural job resources by developing themselves and increase their social job resources by engaging in more meaningful social interactions such as seeking social support and coaching from supervisors and colleagues. Public-sector employees show moderate employee engagement levels ($M=3.72$).

Since the data was not normally distributed, Spearman rank correlation test was conducted. The results show that there was a statistically significant moderate correlation between increasing structural job resources and employee engagement, $r_s(112) = .362$, $p < .001$. The increase in structural job resources correlated with the increase in one's employee engagement level. Next, there was a significant moderate, positive relationship between increasing social job resources and employee engagement, $r_s(112) = .331$, $p < .001$, implying that one's level of engagement to their work increased with their access to social job resources. The association between increasing challenging job demands and employee engagement was also significant, $r_s(112) = .409$, $p < .001$. Thus, it can be deduced that as one's challenging job demands increases, their employee engagement level increases. Finally, there was also a significant moderate, positive relationship between reducing hindering job demands and employee

engagement, $r_s(112) = .420, p < .001$. Hence, it suggests that an increase in effort towards reducing hindering job demands is positively associated with an increase in employee engagement level.

Table 3. Mean, standard deviation and Spearman Correlation Test between Job crafting and employee engagement (N=114).

	Mean	Standard Deviation	r_s	p
Increasing Structural Job Resources	4.36	0.43	.362**	< .001
Increasing Social Job Resources	4.09	0.62	.331**	< .001
Increasing Challenging Job Demands	3.70	0.68	.409**	< .001
Decreasing Hindering Job Demands	3.85	0.64	.420**	< .001
Employee engagement	3.72	0.72	-	-

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

4.4. Multiple Regression Analysis

To better understand what factors may lead to higher levels of employee engagement among public sector employees, a multiple regression analysis was carried out. The findings (Table 4) revealed that the four predictors accounted for 28% of the variance in the employees' employee engagement value, $F(3, 110) = 14.33, p < .001$, with an $R^2 = .28$. Results suggested that the most significant regression weights for predicting public employees' employee engagement came from scales measuring increasing challenging job demands ($\beta = .34, p < .001$). This was followed by decreasing hindering job demands scales ($\beta = .21, p = .017$), and increasing structural job resources scales ($\beta = .19, p = .032$). Nonetheless, increasing social job resources scales did not make a significant contribution to the multiple regression model ($\beta = .06, n.s.$). Therefore, among the four job crafting dimensions, increasing challenging job demands is the most important in affecting employee engagement among public employees in Malaysia.

Table 4. Model summary table (Multiple Regression)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.53 ^a	.28	.26	.62

a. Predictors: (Constant), Increasing Challenging Job Demands, Decreasing Hindering Job Demands, Increasing Structural Job Resources

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16.45	3	5.48	14.33	.000 ^b
Residual	42.10	110	.38		
Total	58.55	113			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Increasing Challenging Job Demands, Decreasing Hindering Job Demands, Increasing Structural Job Resources

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		<i>p</i>
		<i>B</i>	<i>SE B</i>	β	<i>t</i>	
1	(Constant)	.12	.64		.19	.851
	Increasing Challenging Job Demands	.36	.09	.34	4.06	< .001
	Decreasing Hindering Job Demands	.23	.10	.21	2.43	.017
	Increasing Structural Job Resources	.32	.15	.19	2.17	.032
	Increasing Social Job Resources			.06	.61	.546

a. Dependent Variable: Employee engagement

5. DISCUSSION

5.1. Employee engagement Levels between Millennials and Non-Millennials

Employee engagement is hypothesised to change over time, and different generations may have different attitudes and approaches to the workplace due to different socioeconomic circumstances (Brightenburg et al., 2020). In this public sector context, no distinct employee engagement levels were identified between the two groups. This may be due to similar working environment and driving factors that may have shaped similar levels of engagement in the workplace. Furthermore, it is possible that although millennials and non-millennials may possess distinct values and attitudes, constant intergenerational interactions at work may have encouraged similarities between the generations in terms of employee engagement levels.

5.2. Relationship between Increasing Structural Job Resources and Employee Engagement

This study found a significant positive correlation between structural job resources and employee engagement among public sector employees. Findings of a study by Nissinen et al. (2022) where quantitative data was collected from 213 public servants in Finland indicated that increasing structural job resources was the only significant determinant of employee engagement. A possible explanation for this could be that participants frequently seek for learning opportunities on their own as means of

expanding their structural job resources, which, according to Sarti (2014), is the most robust predictor of employee engagement. Given the frequency with which legislation, regulations, and society expectations shift, and that public organisations must adapt correspondingly, this may be the case. Individuals who take a more proactive approach to learning are also more likely to be innovative and feel invested in their own careers as they actively assume more responsibility for figuring out how they can best contribute to the organisation's overall success at their own discretion.

5.3 Relationship between Increasing Social Job Resources and Employee Engagement

A significant association was discovered between increasing social job resources and the employee engagement of public employees. This finding is in line with the findings by Rošková and Faragová (2020) who sampled 178 full-time employed participants. Their results demonstrated that creating social job resources positively associated with employee engagement. An interesting point to note in the current study is that the participants' social resource-seeking efforts focused predominantly on obtaining supervisory coaching. Public organisations normally operate within an extensive and complex bureaucracy, regulations, and processes (Audenaert et al., 2020). Consequently, in order to navigate the complexity of the public sector, it is likely that the participants of this study often sought coaching from their supervisors when they are faced with difficult work problems. This corresponds to the JD-R model whereby social job resources have the potential to mitigate job demands and their corresponding physiological and psychological detriments.

5.4. Relationship between Increasing Challenging Job Demands and Employee Engagement

This study showed that as challenging job demands increase, levels of employee engagement increase. This result reinforces the established consensus in the literature (e.g., Bakker, Rodríguez-Muñoz, & Sanz-Vergel, 2016; Sakuraya *et al.*, 2017) that employees who actively seek for heightened complexity and novel challenges in their jobs are more energetic, enthusiastic, and engrossed. As Petrou et al. (2012) suggested, when employees are faced with tasks that are both novel and difficult, it increases their sense of mastery, boosts their self-efficacy, and cultivates an atmosphere that is conducive to learning. Similarly, Macey and Schneider (2008) argued that employees who take on challenging job demands are more likely to be invested in their work, as this gives them the impression that their efforts would be appreciated.

5.5. Relationship between Decreasing Hindering Job Demands and Employee Engagement

In this study, it was observed that decreasing hindering job demands positively correlated with employee engagement. This resonated with the study by Audenaert *et al.* (2020) that suggested when hindering job demands were reduced, it can help mitigate detrimental effects of public management changes on employee well-being. In the case of the public organisations examined in the current study, for instance, when faced with straining job demands, their employees tend to resort to limiting interactions with individuals whose issues may have an emotional impact on them as a main coping mechanism. This approach cultivates employee engagement at work by enabling them to concentrate on their duties and obligations without interruptions.

6. IMPLICATIONS

There are a few implications arising from this study. Firstly, it fills in the knowledge gap regarding whether job crafting is generalizable across cultural boundaries to predict engagement at work, for which the findings of this study has clearly indicated. Also, few studies have examined the factors associated with employee engagement among public sector employees (Mostafa & Abed El-Motalib, 2020), and similarly scarcity exists in terms of the job crafting literature. This study has thus managed to identify job crafting as a salient component of determining employee engagement through an empirical data-based analysis in the unique context of Malaysia's public sector. Secondly, the study emphasizes the importance of encouraging employees to craft their job's feature more freely based on their respective personal needs, to foster greater engagement at work. The notion of job crafting

concerns with employees tailoring work-related responsibilities, interactions, and perspectives such that they play to their unique set of skills, interests, and core beliefs. By investing in job crafting initiatives that facilitate these kinds of self-initiated behaviours, public organisations can provide their employees a greater sense of belonging, mastery, and purpose. Thirdly, the study's results imply that the highest levels of employee engagement can be achieved by creating a workplace culture that promotes and facilitates employee participation in challenging tasks, particularly in launching novel projects. This usually requires stepping outside of one's comfort zone, learning new things, and gaining exposure to different areas of expertise. Employees' growth, learning, and development can all benefit from being pushed out of their comfort zones and engaged in new responsibilities. Taking on new tasks may increase motivation since they stimulate innovation, curiosity, enthusiasm, and a sense of purpose.

From a methodological perspective, this study only collected and analysed quantitative data at only one point of time. Hence, future researchers are recommended to conduct this study using qualitative or mixed methods at different time points or through a longitudinal approach to further capture participants' diverse viewpoints of the study's variables, thereby possibly resulting in a more in-depth understanding of these relationships in the proposed model. Additionally, this research is also limited to samples from two public organisations in Malaysia therefore further studies are recommended to expand the sample size by including samples from other public departments and to include a cross-cultural comparison to enhance the generalizability of the findings. Lastly, given the study's emphasis on direct relationships between variables, future researchers may wish to broaden the range of variables or add moderators and mediators such as those illuminated in the JD-R model in order to gain a fuller understanding of the interplay between job crafting and employee engagement.

7. CONCLUSION

In sum, this research has shed light on the influence of job crafting towards employee engagement among public sector employees in Malaysia. The findings conclude that all four dimensions of job crafting are significantly related to employee engagement among employees in two public organisations in Malaysia. Notably, the strongest predictor of employee engagement in this sample is challenging job demands. Nonetheless, there were no significant differences employee engagement levels between millennials and non-millennials. From these findings, it is hoped that this study can provide policymakers, HRD practitioners, or future researcher a useful insight pertaining how one's proactive involvement in allocating resources, seeking challenges, and limiting hindrances in one's work can influence employees' degree of absorption, dedication, and vigour in the work itself. In light of this, it is suggested that policymakers and HRD professionals in the public sector in Malaysia can formulate policies, implement programmes, and supply the necessary resources and support for their workforce to engage in job crafting.

CONFLICT OF INTEREST

We declare no conflict regarding the publication of the study.

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