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RESEARCH ARTICLE / ARTIKEL PENELITIAN

Why Crafting Fails? Workplace Belongingness as the Missing Link for Gen Z & Millennials' Well-Being

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ABSTRACT

This study aims to examine the mediating role of workplace belongingness upon the effect of job crafting and leisure crafting on employee well-being based on Self-determination Theory (SDT). The research employed a cross-sectional survey method using data from Gen Z and Millennial employees (N=121) working in hybrid settings in Indonesia. The analysis was conducted using a Generalised Linear Model (GLM) Mediation approach. The findings revealed that: (1) The direct effect of both job crafting and leisure crafting on employee well-being are not statistically significant, and (2) workplace belongingness fully mediates the effect of job crafting and leisure crafting on employee well-being. These results suggest that job and leisure crafting alone may be insufficient to improve employee well-being unless such efforts foster a strong sense of connection to the organization or company, as well as when employees feel integrated, appreciated, and valued within their work community.

Keywords: *crafting, employee well-being, self-determination theory, workplace belongingness*

ABSTRAK

Penelitian ini bertujuan untuk menguji peran mediasi *workplace belongingness* pada hubungan *job crafting* dan *leisure crafting* terhadap *employee well-being* berdasar *Self-determination Theory* (SDT). Penelitian dilakukan dengan metode survei *cross-sectional* dengan menggunakan data yang dikumpulkan dari Gen Z dan Milenial yang bekerja secara *hybrid* di Indonesia (N=121). Analisis dilakukan dengan *Generalized Linear Model* (GLM) *Mediation*. Hasil analisis menemukan: (1) tidak ada pengaruh langsung baik *job crafting* maupun *leisure crafting* terhadap *employee well-being*; (2) *workplace belongingness* memediasi penuh pengaruh *job crafting* dan *leisure crafting* terhadap *employee well-being*. Temuan penelitian ini menunjukkan bahwa *job* dan *leisure crafting* sendiri tidak mampu meningkatkan *employee well-being*, kecuali jika *crafting* yang dilakukan membuat individu tersebut merasakan hubungan yang kuat dengan organisasi atau perusahaan mereka, serta ketika karyawan merasa terintegrasi, diapresiasi, dan dihargai dalam komunitas kerja mereka.

Kata kunci: *kesejahteraan karyawan, perilaku crafting, teori self-determination, workplace belongingness*

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INTRODUCTION

Over the past few years, shifting economic conditions and evolving management styles have affected the way people work and their priorities in the workplace (Plessis & Altintas, 2024). The COVID-19 pandemic further accelerated these changes, particularly in relation to life and career goal setting (Godinic et al., 2020). A recent report by Deloitte (2024) highlights that workplace well-being has become a top priority for employees, with 65.3% of participants indicating a willingness to switch to companies that actively support their well-being. Among those most concerned with mental health and well-being are members of Gen Z and millennials, who frequently report high level of stress and anxiety in professional settings.

These two largest generational cohorts are shaping the current and future landscape of work in Indonesia and are projected to make up approximately 75% of the total national workforce by 2030 (BPS, 2024). Beyond their demographic dominance, they are also driving a shift in workplace values, preferences, and expectations. Consequently, focusing research on this generation is a strategic approach to gaining deeper insights into the evolving dynamics of today's workforce.

In addition, the pandemic has triggered major transformations in the world of work, notably the widespread adoption of remote working, which has been associated with improvements in work-life balance and job satisfaction (Choudhury et al., 2022; Shirmohammadi et al., 2022). However, maintaining productivity while working remotely is only feasible for all employees, posing a significant challenge for organizations in balancing remote work arrangements with the need for physical office presence (Lund et al., 2020).

Hybrid work has become a growing trend that reflects a paradigm shift in work arrangements (Bal & Bulgur, 2023; Peprah, 2024). According to Peprah (2024), hybrid work is a flexible work arrangement that combines remote and office-based work within a given period, typically a month. This model allows employees to work from home or other locations while still spending time in the office for collaboration, innovation, and culture-building activities (Microsoft, 2022). By offering greater autonomy without sacrificing teamwork and productivity, hybrid work presents a balanced approach to modern work demands (Teevan et al., 2022). Empirical evidence supports the benefits of this model: 78.9% of hybrid workers report an improved work-life balance, largely due to flexible scheduling and reduced commuting time (Cisco, 2022)—a particularly relevant advantage in high traffic regions such as Indonesia.

However, the impact of hybrid work is not universally positive, as certain challenges may compromise employee well-being (Subel et al., 2022). One major concern is the blurring of boundaries between work and personal life, which can negatively affect work-life balance (WLB) (Mazmanian et al., 2013; Johnson et al., 2020). Although hybrid work is often associated with improved flexibility, 70.9% of hybrid workers report difficulty disengaging from work, suggesting that the anticipated benefits to WLB may not be fully realized (Cisco, 2022). The notion of working “anytime, anywhere” can unintentionally lead to a culture of working “all the time, everywhere” (Mazmanian et al., 2013).

The dynamics of hybrid work and its impact on employee well-being are complex. Clausen et al. (2022) noted that while employee autonomy can enhance well-being, its effect may become detrimental once it exceeds a certain threshold. Nevertheless, most Gen Z and Millennials perceive that the advantages of flexibility significantly outweigh the potential drawbacks (Deloitte, 2023). These insights underscore



the importance of further investigation into the factors that influence well-being within the context of hybrid work arrangements.

Most previous studies have focused on WLB (Cornelia & Nasution, 2024), performance (Ferrara et al., 2022), job satisfaction, and stress reduction (Schall, 2019), with relatively limited attention given specifically to employee well-being (EWB) (Becerra-Astudillo et al., 2022). To improve employee well-being, it is important for organizations to support employees' self-development which is recognized as a key contributor to well-being (Liu-Lastres & Wen, 2021). This study examines how the fulfillment of self-development needs relates to well-being of Gen Z and millennial hybrid workers.

EWB refers to the overall quality of an individual's experiences and functioning, which supports greater productivity at work and in other areas of life (Kundi et al., 2021; Liu-Lastres & Wen, 2021). In the workplace context, well-being is closely tied to an individual's quality of life and thus should be assessed contextually (Page & Vella-Brodrick, 2009; Rice et al., 1980; Warr, 1990). EWB has four main dimensions, i.e workplace experience, workplace happiness, knowledge and creativity, and self-actualization (Kundi et al., 2021; Liu-Lastres & Wen, 2021).

Self-Determination Theory (SDT), developed by Ryan and Deci (2000), is a motivational framework that focuses on three basic psychological needs: autonomy, competence, and relatedness. According to SDT, these needs are essential for self-development, motivation, and well-being.

Autonomy needs refer to the need to feel a sense of control and authority over one's actions and decisions (Ryan & Deci, 2000). This need is fulfilled when individuals are free to make choices and act without coercion or external pressure (Ryan & Deci, 2018). Meanwhile, competence involves the need to feel effective, and able to grow through development and application of one's skills (Ryan & Deci, 2000; 2018). Both needs can be nurtured through crafting behavior—proactive effort by individuals to shape their work and non-work activities in accordance with their personal values, goals, and interests.

In this context, two forms of crafting behavior are particularly relevant: job crafting and leisure crafting. Job crafting refers to employees' proactive efforts to reshape tasks, relationships, and perceptions of their work to better align with their preferences and aspirations (Sekiguchi et al., 2017; Park & Park, 2023). Meanwhile, leisure crafting refers to employees' behavior of actively managing and shaping recreational activities outside of work—hobbies or interests—to match their personal values and enjoyment (Berg et al., 2013; Petrou et al., 2017). By Engaging in both job and leisure crafting allows employees to proactively control their work and leisure environments, thereby promoting a sense of agency, mastery, and personal progress (Petrou et al., 2012). Therefore, these crafting behaviors serve as strategic avenues to promote well-being, particularly for individuals working in hybrid environments.

However, in the unique context of hybrid work, the fulfillment of relatedness needs—feeling connected, accepted, and part of a work community (Ryan & Deci, 2000)—is not always be directly attainable. This is where workplace belongingness plays a crucial role. Workplace belongingness is defined as a sense of fitting in, feeling accepted, and being psychologically connected to the work environment (Jena & Pradhan, 2018). In this study, workplace belongingness is viewed not only as part of the basic psychological needs according to SDT, but also acts as a mediator that bridges the influence of job crafting and leisure crafting on EWB. This suggests that individual crafting efforts—both in work and leisure—will yield greater impact on well-being when they also enhance one's sense of belonging and connectedness to the workplace. Therefore, EWB is shaped not only by individuals' proactive efforts in managing their work, but also by the extent to which these efforts create or strengthen workplace belongingness within the hybrid work system.

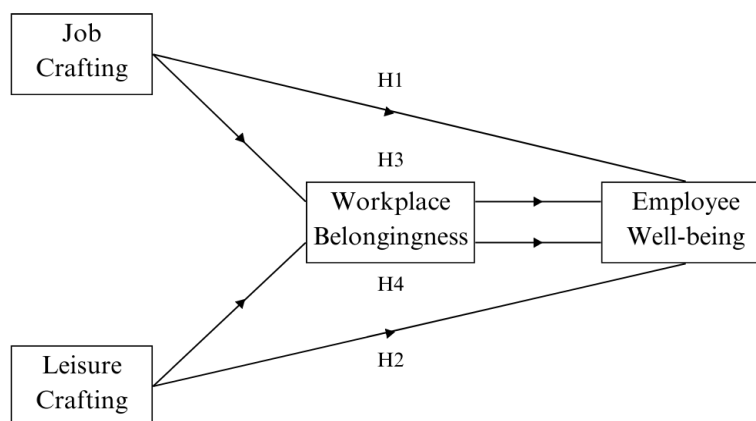


Figure 1. Research Framework

Organizations need to adjust policies to promote flexible work arrangements, as well as career and skills development. Clausen et al. (2022) noted that insufficient skills to manage high levels work autonomy can become a source of stress, highlighting the importance of cultivating job and leisure crafting as key competencies that contribute to employee well-being. Supporting this perspective, studies by Argan et al. (2018) and Zhao et al. (2022) emphasize the positive role of job and leisure crafting in enhancing well-being within autonomy-driven work environments.

Employees with flexible work arrangements are more likely to engage in crafting behaviors, which include job crafting—adjusting work according to personal goals (Sekiguchi et al., 2017) to increase satisfaction, engagement, and well-being (Demerouti et al., 2015)—as well as leisure crafting (Kim et al., 2018; Ni et al., 2022; Petrou et al., 2017) which involves leisure activities according to personal preferences (De Bloom et al., 2020). Both forms of crafting play a vital role in enhancing EWB by aligning their personal and professional lives with their values and life goals.

The effect of job crafting on employee well-being

Wrzesniewski and Dutton (2001) introduced the concept of job crafting (JC) as a proactive way for employees to shape their jobs to suit personal preferences and goals, through modifying tasks (task crafting), social interactions (relational crafting), and work perceptions (cognitive crafting) (Berg et al., 2013; Park & Park, 2023). Job crafting has been associated with increased job satisfaction, self-confidence, and employee engagement, all of which contribute to career development and overall well-being (Dubbelt et al., 2019; Ghazzawi et al., 2021; Li et al., 2023).

The effect of leisure on employee well-being

A hybrid work culture can lead to expectations for employees to complete tasks outside of standard working hours, thereby increasing the relevance of leisure crafting (LC). Leisure crafting includes goal setting, building interpersonal relationships, engaging in learning processes, and pursuing personal development (Petrou et al., 2017). Engaging in leisure crafting has been shown to improve mental health, reduce stress, increase life meaning, fulfill basic psychological needs, and strengthen self-efficacy (Sheldon et al., 2001; Stewart-Brown & Schrader-Mcmillan, 2011). With greater flexibility, employees are better able to allocate their free time to leisure crafting, which in turn supports work-life balance and overall well-being (Wheatley, 2020; Cisco, 2022).

Workplace belongingness mediates the relationship between work and leisure crafting and employee well-being

The office functions as a space to foster relationships, develop careers, and reinforce organizational culture. However, fostering workplace belongingness (WB)—a sense of connection and identification with the workplace—becomes more challenging in hybrid work settings due to the physical and psychological distance between employees and the organization (Bartel et al., 2012; Cisco, 2022). This lack of attachment can negatively impact EWB, particularly in terms of feeling accepted and valued within the work environment (Jena & Pradhan, 2018; Ryan & Deci, 2018). Research has shown that WB enhances employee engagement and productivity, while also reducing the likelihood of turnover and absenteeism (Allen et al., 2015; Bordeaux & Lewis, 2021).

Integrating WB in the hybrid work framework is necessary to understand the dynamics between job crafting and leisure crafting with employee well-being. Crafting behaviors increase employee motivation and effort (Slemp & Vella-Brodrick, 2013). Organizations that foster an inclusive culture and support social interaction allow employees to build strong interpersonal relationships, feel valued, and contribute uniquely (Shore et al., 2018; Bordeaux et al., 2021). In such environments, employees are encouraged to share their personal perspectives, skills, and experiences—shaped by their diverse backgrounds—in a way that adds value to the organization. Instead of conforming to one way of thinking, employees are valued for their differences, which helps foster creativity, innovation, and better problem-solving. However, as research in the context of hybrid work is limited, there is a research gap that needs to be bridged.

Based on arguments and approaches from various sides, the integration between hybrid work and job crafting, leisure crafting, and workplace belongingness can have an impact on employee well-being (Cisco, 2022; Lambert dkk., 2013; Slemp & Vella-Brodrick, 2013), then the following hypotheses are obtained:

H1: Job crafting has a positive effect on employee well-being in hybrid workers.

H2: Leisure crafting has a positive effect on employee well-being in hybrid workers.

H3: Workplace belongingness mediates the positive relationship between job crafting and employee well-being in hybrid workers.

H4: Workplace belongingness mediates the positive relationship between leisure crafting and employee well-being in hybrid workers.

METHOD

Research Design

This study employed a quantitative approach using a cross-sectional survey design. The across-cases research technique was used to explore variation across different organizational contexts and demographic groups (Neuman, 2014), thereby enriching the understanding of how crafting behaviors affect employee well-being within hybrid work environments.

Participants

The participants consisted of 121 hybrid employees in Indonesia, with a mean age of 27.8 ($SD=6.15$). The generational composition included 60% millennials and 40% members of Gen Z. Tenure varies, ranging from less than one year to more than five years ($M=2.20$; $SD=1.61$), and worked remotely an average of 15.8 days per month ($SD=8.18$). Participants were predominantly female (65.3%). Participants have various professional backgrounds and organization settings. These organizations implemented hybrid work systems either formally (with designated schedules for remote and in-office work) or informally (through flexible location policies).

Table 1. Characteristics of Research Participants

Characteristics	Frequency (N=121)	Percentage
Latest Education		
High school	22	18.2%
Diploma	21	17.4%
Undergraduate	69	57.0%
Postgraduate	9	7.4%
Employment Status		
Full Time	96	79.3%
Part-time	25	20.7%
Job Title		
<i>Entry-level</i>	71	58.7%
<i>Mid-level</i>	42	34.7%
<i>Senior-level</i>	8	6.6%
Salary (IDR)		
≤1,500,000	14	11.7%
1,500,001-3,000,000	15	12.5%
3,000,001-5,000,000	45	37.5%
5,000,001-10,000,000	30	25.0%
10,000,000-20,000,000	11	9.1%
>20,000,000	6	4.2%
Company Size (N employees)		
≤10	9	7.4%
11-30	36	29.8%
31-100	41	33.9%
101-500	25	20.6%
501-1000	5	4.2%
>1000	5	4.1%
Marital Status		
Not married	81	66.9%
Married	40	33.1%
Number of Children		
0	85	70.2%
1	15	12.4%
2	14	11.6%
3	7	5.8%

The population in this study could not be determined with certainty, as the total number of millennial and Gen Z employees engaged in hybrid work is unknown. Therefore, a nonprobability sampling technique using convenience sampling method was used.

The minimum required sample size was calculated using a priori power analysis for a linear multiple regression statistical test (fixed model, R^2 deviation from zero), with the following parameters: effect size was 0.20 (moderate effect), power ($1-\beta$ err prob) 0.95, and α error probability was 0.05 (Funder & Ozer, 2019). The analysis indicated that a minimum of 117 participants are required.

The data collection process was carried out by distributing questionnaire links on social media, such as on @worksfess on X (formerly Twitter), the “Kita Kerja Remote” group on Telegram, as well as networks of remote workers on LinkedIn and Instagram. Additional one-on-one distribution was also conducted.

A total of 237 participants were initially collected. Following attention checks and outlier detection procedures, 121 valid participants remained and were included in the final analysis.

Measurements

The questionnaire consisted of (1) informed consent, (2) main psychological surveys, and (3) demographic information: a) sex, b) age, c) latest education, d) employment status, e) tenure, f) job position, g) salary, h) company size, i) marital status, and j) number of children.

All psychological constructs used in this study—employee well-being, job crafting, leisure crafting, and workplace belongingness—were adapted using a forward translation procedure. Discrepancies identified during the translation process were resolved through collaborative discussion and revision to ensure semantic and conceptual equivalence in the final version.

To measure job crafting, we adapted Job Crafting Scale (JCS) developed by Sekiguchi, et al. (2017), which consists of nine items and demonstrates good internal consistency ($\alpha=0.85$). For Leisure Crafting, we used a shortened version of Leisure Crafting Scale (LCS) by Petrou and De Vries (2023), which focuses on a single dimension and shows high reliability (6 items; $\alpha=0.88$). Workplace belongingness was assessed using Workplace Belongingness Scale (WBS) by Jena and Pradhan (2018), consisting of 12 favorable items within single dimension, also showing high reliability ($\alpha=0.92$). Lastly, employee well-being was measured using a fifteen-item scale developed by Liu-Lastres & Wen (2021), which demonstrated high reliability ($\alpha=0.90$). All instruments used a 7-point Likert scale (1 “Strongly disagree” to 7 “Strongly agree”).

Data Analysis

Data were analyzed using Jamovi 2.3.28 for windows to conduct descriptive analyses, as well as test of validity, reliability, and correlation matrices. Furthermore, a normality assumption test was performed using Jamovi, while the linearity test was conducted using SPSS 26.0. We used Jamovi Advance Mediation Model (jAMM) 1.2.1 with GLM Mediation analysis method to build a multiple independent mediation model of Job Crafting, Leisure Crafting, Workplace Belongingness, and Employee Well-Being. The model was tested using a 95% confidence interval (95% *CI*), and statistical significance was determined by whether the lower and upper bounds of the *CI* excluded zero (Hayes & Rockwood, 2017). A significance level of $p<0.05$ was used as the criterion for statistical significance.

RESULTS

Table 2. Correlation Matrix Test Results

	M	SD	AGE	SX	LE	ES	POS	TEN	SAL	CS	MS	CH	JC	LC	WB	EWB
AGE	27.50	6.16	—													
SX	—	—	0.38***	—												
LE	—	—	0.49***	0.15	—											
ES	—	—	0.37***	0.10	0.44***	—										

POS	—	—	0.39***	0.08	0.41***	0.16	—							
TEN	2.20	1.61	0.22*	0.10	0.39***	0.13	0.45***	—						
SAL	8.02	17.19	0.33***	0.19*	0.31***	0.07	0.24**	0.36***	—					
CS	1004.00	7158.00	0.18	0.13	0.06	0.06	0.09	-0.13	0.09	—				
MS	—	—	0.66***	0.23*	0.41***	0.21*	0.48***	0.41***	0.15	0.13	—			
CH	0.50	0.87	0.61***	0.30***	0.34***	0.22*	0.51***	0.33***	0.13	0.25**	0.79***	—		
JC	5.20	0.86	0.04	-0.17	0.04	0.16	0.15	0.02	-0.05	0.06	0.06	0.01	—	
LC	5.65	0.82	-0.03	-0.09	0.10	0.07	0.22*	0.02	-0.12	0.11	0.10	0.08	0.61***	—
WB	5.59	0.81	-0.08	-0.17	0.12	0.07	0.30***	0.22*	-0.09	0.09	0.04	0.09	0.57***	0.62***
EWB	5.66	0.72	0.12	0.11	0.18	0.08	0.30***	0.13	0.05	0.13	0.10	0.15	0.44***	0.50***

Note. * $p < .05$, ** $p < .01$, *** $p < .001$; SX: Sex, EDU: Latest education, ES: Employment status, POS: Job position, TEN: Tenure (in years), SAL: Salary (IDR), CS: Company size, MS: Marital status, CH: Number of children JC: Job crafting, LC: Leisure crafting, WB: Workplace belongingness, EWB: Employee well-being

We conducted descriptive analysis and correlation test between variables and found no significant relationship between demographic variables and the dependent variable, except for the job position ($r = 0.30$, $p < 0.001$). Therefore, job position was statistically controlled during hypothesis testing (see Table 2).

The Kolmogorov-Smirnov test for normality showed that the data was normally distributed with p -value = 0.064. Linearity tests for the relationships between key variables—namely between EWB and JC, LC, WB, as well as between WB and both JC and LC—revealed highly significance results ($p = 0.00$), indicating a strong linear relationship between the variables.

Pearson's correlation coefficient showed a significant relationship between job position (POS) ($r(121) = 0.30$; $p < 0.001$) and the dependent variable (EWB). As a result, job position was controlled to account for potential confounding effects. The effect of job position was estimated using contrast coding, with (a) POS1 comparing mid-level to entry-level, and (b) POS2 comparing senior-level to entry-level.

Table 3. GLM Mediation Hypothesis Test GLM Mediation Hypothesis Test: Indirect & Direct Effect

Effect	Estimate	SE	95% CI		β	t	p
			Lower	Upper			
Indirect							
JC $\Rightarrow$ WB $\Rightarrow$ EWB	0.13	0.04	0.04	0.21	0.15	2.85	0.004
LC $\Rightarrow$ WB $\Rightarrow$ EWB	0.20	0.05	0.09	0.30	0.22	3.73	< .001
POS1 $\Rightarrow$ WB $\Rightarrow$ EWB	0.16	0.06	0.04	0.28	0.10	2.55	0.011
POS2 $\Rightarrow$ WB $\Rightarrow$ EWB	0.11	0.11	-0.10	0.33	0.04	1.05	0.293
Component							
JC $\Rightarrow$ WB	0.26	0.08	0.11	0.42	0.28	3.27	0.001
WB $\Rightarrow$ EWB	0.47	0.08	0.31	0.63	0.54	5.82	< .001
LC $\Rightarrow$ WB	0.41	0.08	0.25	0.58	0.41	4.86	< .001
POS1 $\Rightarrow$ WB	0.33	0.12	0.10	0.56	0.20	2.84	0.004
POS2 $\Rightarrow$ WB	0.24	0.22	-0.20	0.68	0.07	1.07	0.285
Direct							
JC $\Rightarrow$ EWB	0.04	0.08	-0.11	0.19	0.04	0.48	0.634
LC $\Rightarrow$ EWB	0.10	0.08	-0.06	0.27	0.12	1.25	0.210
POS1 $\Rightarrow$ EWB	0.12	0.11	-0.09	0.33	0.08	1.10	0.273
POS2 $\Rightarrow$ EWB	0.26	0.20	-0.13	0.66	0.09	1.31	0.191

Table 3. GLM Mediation Hypothesis Test GLM Mediation Hypothesis Test: Indirect & Direct Effect

<i>Effect</i>	<i>Estimate</i>	<i>SE</i>	95% CI		β	<i>t</i>	<i>p</i>
			<i>Lower</i>	<i>Upper</i>			
<i>Total</i>							
JC $\Rightarrow$ EWB	0.16	0.08	-1.44e-4	0.32	0.19	1.96	0.050
LC $\Rightarrow$ EWB	0.30	0.09	0.13	0.47	0.34	3.47	< .001
POS1 $\Rightarrow$ EWB	0.28	0.12	0.04	0.51	0.18	2.32	0.020
POS2 $\Rightarrow$ EWB	0.38	0.23	-0.07	0.82	0.13	1.66	0.098

JC: Job crafting, LC: Leisure crafting, WB: Workplace belongingness, EWB: Employee well-being, POS1: Variable contrast of Job Position that compared Mid-level with Entry-level, POS2: Variable contrast of Job Position that compared Senior-level with Entry-level.

The total effect of JC on EWB was significant ($R^2=0.16$, $t=1.96$, $p=0.50$). However, when the mediating variable (WB) was included—direct effect, the impact of JC on EWB became insignificant (H1: $R^2=0.03$, $t=0.47$, $p=0.634$). In contrast, the indirect effect of JC on EWB through WB was significant (H3: $R^2=0.13$, $t=2.84$, 95% $CI=[0.04/0.21]$, $p=0.004$), as the 95% CI did not include zero. This indicates that the relationship between JC and EWB is fully mediated by WB. Therefore, hypothesis H1 was not supported by the data, while H3 was supported by the data.

The results showed that the total effect of LC on EWB was significant ($R^2=0.30$, $t=3.47$, $p<0.001$). However, after including the mediating variable (WB)—direct effect, the impact of LC on EWB became insignificant (H2: $R^2=0.10$, $t=1.25$, $p=0.210$). In contrast, the indirect effect of LC on EWB through WB was significant (H4: $R^2=0.19$, $t=3.73$, 95% $CI=[0.09/0.30]$, $p<0.001$), as the 95% CI did not contain zero. This suggests that the relationship between LC and EWB is also fully mediated by WB. It can be concluded that hypothesis H2 was not supported by the data, while H4 was supported by the data.

In addition, it was found that there was a significant indirect effect of the contrast variable POS1 (mid-level vs. entry-level) on EWB through WB ($R^2=0.16$, $t=2.55$, 95% $CI=[0.04/0.28]$, $p=0.011$), given that the 95% CI did not contain zero. However, no significance was found for the other contrast variable, POS2 (senior-level vs. entry-level).

DISCUSSION

The interaction of the three variables in influencing EWB was examined using Self-Determination Theory (SDT). Employees who engage in job crafting and leisure crafting can increase job satisfaction (Lu et al., 2017; Zhao et al., 2022), reduce stress (Wontorczyk & Rożnowski, 2022), and improve mental health (Sardeshmukh et al., 2012), all of which contribute to EWB. On the other hand, organizations that foster an environment where employees feel part of the organization and encourage employees to craft their work and leisure time can lead to higher levels of productivity (Tims et al., 2012; Kundi et al., 2021) and retention (De-la-Calle-Durán & Rodríguez-Sánchez, 2021).

However, the results of this study cannot prove the direct effect of job crafting on EWB. This finding indicates that the high level of job crafting performed by employees cannot determine the level of EWB directly. This result contrast with previous studies which found that there is a direct positive effect of job crafting on EWB.

The difference between this study's findings and those of earlier studies may be attributed to contextual differences—such as work settings involved office-based (Slemp et al., 2015), remote (Manzanares et al., 2024), or hybrid arrangements—that may significantly affect the way job crafting behaviors are enacted. Hybrid work environment may introduce additional complexities that affect how crafting

behavior is applied to well-being, which may change the dynamics observed in this study compared to Slemp et al. (2015) and Manzanares et al. (2024).

In addition to contextual differences, a study by Clausen et al. (2022) found that increasing work autonomy (the main aspect of job crafting) can have a detrimental effect if it exceeds an optimal threshold, even though crafting behavior generally contributes positively to EWB. This effect may occur when employees lack the necessary skills to manage the autonomy afforded by hybrid work arrangements. In such cases, freedom becomes a potential stressor that undermines well-being (Ryan & Deci, 2000; Clausen et al., 2022).

This study was unable to detect participants' job crafting strategies or methods. According to Harju et al. (2021), the impact of job crafting on EWB—whether positive or negative—depends on the type of crafting applied. Some employees may engage in enriching their jobs by increasing task complexity. Increased job complexity requires employees to use more skills and mental capacity which has a positive effect on learning, motivation, and employee well-being (Morgeson & Humphrey, 2006). On the other hand, increased workload tends to be accompanied by increased tension, pressure, and stress symptoms (Harju et al., 2021). Thus, under certain conditions, job crafting can be said to have a negative effect on employee well-being.

In addition, Harju et al. (2021) stated that job crafting activities avoid something that can increase stress and burnout, thereby increasing employee well-being (Bakker & Demerouti, 2017). This approach is known as a form of avoidance crafting, a strategy in which employees modify their jobs by evading certain demands rather than managing them constructively (Petrou et al., 2017). While such strategies may offer short-term relief, their long-term impact can be counterproductive. When employees oversimplify tasks to avoid stress, they may lose sense of challenge, meaning, and engagement in their work. As a result, work is no longer able to fulfill basic psychological needs such as competence and autonomy, which SDT argues are essential for intrinsic motivation and psychological well-being (Ryan & Deci, 2000; 2018). In other words, these avoidance strategies may decrease the sense of engagement and job satisfaction, ultimately undermining employees' overall mental health and performance.

Similarly, leisure crafting was not found to be a significant predictor of employee well-being. This suggests that a high level of leisure crafting, as practiced by employees, does not directly contribute to their well-being. This finding may be explained by the increasingly demanding and uncertain nature of today's work environment. Employees engaged in hybrid work arrangements may not fully experience the potential benefits of leisure crafting (Petrou et al., 2017; Zhao et al., 2022). Zhao et al. (2020) further noted that this is applicable especially to workers with long working hours. Hybrid workers do not have a clear boundary between working hours and personal life, hence their understanding of leisure crafting may be different, which could not be captured by the present study.

From SDT perspective, encouraging employees to engage in crafting behaviors involves enabling them to express their unique talents and characteristics, giving them control and autonomy to change or customize their lives, and increasing their overall sense of empowerment (Iwasaki et al., 2018). Moreover, when employees engage in job or leisure crafting, they feel skilled and in control of their work and leisure time (Iwasaki et al., 2018), thereby satisfying their needs for autonomy, competence, and relatedness.

Although job and leisure crafting are able to fulfill the three basic psychological needs according to SDT and make a positive contribution to employee well-being, they may not be sufficient to fully optimize overall well-being. This limitation arises because both forms of crafting focus more on interpersonal aspects, such as forming positive relationships with coworkers, family, or social communities outside of work. These interpersonal relationships are typically horizontal and informal, and therefore do not directly connect individuals to the organization's core values, identity, and goals.

In contrast, an employee's relationship with the organization refers to a sense of belonging to the workplace as a whole – including alignment of values, identification with organizational goals, and a feeling that personal contributions are valued and recognized within the formal structure of the company. However, in the context of hybrid work, physical distance resulting from flexible arrangements may diminish emotional engagement with the organization. Supporting these concerns, a report from HubSpot (2023, p. 2) stated “in a hybrid world, people are craving community and connection more than ever”, indicating a deep need for attachment not only socially between colleagues, but also at the structural and emotional level with the organization itself. Therefore, interventions to improve EWB must support the relationship between employees and the organization more thoroughly, such as through workplace belongingness or an inclusive and supportive work culture. In the context of hybrid working, the need to relate and connect with the company becomes very vulnerable. The assumption that workplace belongingness plays an important role, in addition to the job and leisure crafting relationships, on EWB is proven in this study.

This study revealed that workplace belongingness fully mediates the relationship of job crafting and leisure crafting to employee well-being. This indicates that the sense of belonging and attachment one feels at work can fully explain how job and leisure crafting contribute to overall employee well-being.

The mediating role of workplace belongingness suggests that crafting behaviors alone are insufficient to improve well-being. Unless crafting can elicit feelings of being integrated, appreciated, and valued within their work community (Charles-Leija et al., 2023). When employees feel a strong sense of connection and involvement at work, they are more likely to derive satisfaction and psychological benefits (Harju et al., 2021) from both job and leisure crafting. Tailoring tasks to align with personal preferences and strengths becomes more meaningful when employees feel that their contributions are acknowledged and respected. Similarly, the benefits of leisure crafting are more pronounced when employees perceive themselves as part of a supportive work community. This sense of belongingness provides a backdrop of social support and validation, making leisure activities more enjoyable and beneficial to overall well-being.

Based on the results of data analysis, it can be concluded that entry-level or mid-level employees tend to rely on workplace belongingness to improve their well-being, compared to senior-level employees. Entry-level employees are typically engaged in daily operational activities, tasks, and projects that are closely aligned with the organization's goals and values. This involvement can help them feel more connected to the organization's mission and goals (Thissen et al., 2023). In addition, entry-level employees tend to have more basic psychological needs to fulfill, such as a sense of belonging.

In contrast, senior and executive-level employees have more control and autonomy over their work. This can meet their need for self-actualization, due to their more complex psychological needs, such as self-actualization and self-esteem, which may not be directly addressed by a sense of belongingness to the organization (Jena & Pradhan, 2018). In addition, individuals in higher positions often operate within complex and dynamic environments (Katz & Kahn, 2015), where the need for workplace belongingness may be less central to their overall wellbeing.

This study did not implement procedural controls to mitigate common method bias, such as separating the measurement of independent and dependent variables over time (time-lag design; Podsakoff et al., 2024). Therefore, future research is encouraged to adopt such methods to strengthen inference. However, based on the results of the Harman single factor test, no common method bias occurred in this study. Furthermore, we suggest that future research consider incorporating organizational-level factors—such as organizational support, job autonomy, and work-life balance—that may also influence EWB. This may provide a more comprehensive understanding of the relationship between crafting behavior and EWB.

For organizations and companies, it is recommended to carefully consider work arrangement options that may be available by weighing their respective advantages and disadvantages. Instead of adopting a “one-size-fits-all” approach, it should practically assess specific needs and objectives to determine the most effective work arrangements for their employees and operations. Organizations should prioritize establishing a culture that encourages a sense of belongingness among employees. This can be achieved through initiatives such as regular team-building activities, virtual social events, and the provision of open communication channels.

Companies should provide opportunities for employees to engage in job and leisure crafting that allows them to customize their work and leisure activities to better align with their personal preferences and strengths. This can be done through flexible work arrangements and training and development programs.

Lastly, organizations can regularly monitor employees' work-life balance and address potential issues. This can be done through employee surveys, wellness programs, and flexible work arrangements that support work-life balance.

CONCLUSION

This study aimed to examine the mediating role of workplace belongingness on the relationship of job crafting and leisure crafting to employee well-being among hybrid workers. The findings revealed that workplace belongingness fully mediated the positive relationship of job crafting and leisure crafting on employee well-being significantly. These results suggest that crafting behavior alone is not able to improve employee well-being, unless they also foster a strong sense of connection to the organization or company—specifically when employees feel integrated, appreciated, and valued within their work community.

Mengapa *Crafting* Gagal? *Workplace Belongingness* sebagai Mata Rantai yang Hilang dalam Kesejahteraan Gen Z dan Milenial

Dalam beberapa tahun terakhir, perubahan kondisi ekonomi dan gaya manajemen yang terus berkembang telah memengaruhi cara orang bekerja dan prioritas yang mereka tetapkan di tempat kerja (Plessis & Altintas, 2024). Pandemi COVID-19 semakin mempercepat perubahan ini, terutama terkait dengan penetapan tujuan hidup dan karier (Godinic dkk., 2020). Laporan terbaru dari Deloitte (2024) menyoroti bahwa kesejahteraan di tempat kerja telah menjadi prioritas utama bagi karyawan, dengan 65,3% partisipan menyatakan kesediaan untuk pindah ke perusahaan yang aktif mendukung kesejahteraan mereka. Kepedulian tentang kesehatan mental dan kesejahteraan didominasi generasi Z dan milenial, yang kerap dilaporkan memiliki tingkat stres dan kecemasan yang tinggi dalam lingkungan profesional.

Kedua kelompok generasi terbesar ini sedang membentuk lanskap kerja di Indonesia masa kini dan masa depan, dan diperkirakan akan menyumbang sekitar 75% dari total tenaga kerja nasional pada tahun 2030 (BPS, 2024). Selain dominasi demografis, mereka juga mendorong pergeseran nilai, preferensi, dan ekspektasi di tempat kerja. Oleh karena itu, fokus penelitian pada generasi ini merupakan pendekatan strategis untuk memperoleh wawasan yang lebih mendalam tentang dinamika yang terus berkembang dalam tenaga kerja saat ini.

Selain itu, pandemi telah memicu transformasi besar-besaran di dunia kerja, terutama adopsi luas kerja jarak jauh, yang dikaitkan dengan peningkatan keseimbangan antara pekerjaan dan kehidupan pribadi serta kepuasan kerja (Choudhury dkk., 2022; Shirmohammadi dkk., 2022). Namun, menjaga produktivitas saat bekerja dari jarak jauh hanya dapat dilakukan oleh sebagian karyawan, sehingga menjadi tantangan besar bagi organisasi dalam menyeimbangkan pengaturan kerja jarak jauh dengan kebutuhan akan kehadiran fisik di kantor (Lund dkk., 2020).

Pekerjaan *hybrid* telah menjadi tren yang semakin berkembang, mencerminkan pergeseran paradigma dalam pola kerja (Bal & Bulgur, 2023; Peprah, 2024). Menurut Peprah (2024), pekerjaan *hybrid* adalah pola kerja fleksibel yang menggabungkan kerja jarak jauh dan kerja di kantor dalam periode tertentu, biasanya satu bulan. Model ini memungkinkan karyawan untuk bekerja dari rumah atau lokasi lain, sementara tetap menghabiskan waktu di kantor untuk kolaborasi, inovasi, dan kegiatan pembangunan budaya kerja (Microsoft, 2022). Dengan menawarkan otonomi lebih besar tanpa mengorbankan kolaborasi kerja sama tim dan produktivitas, pekerjaan *hybrid* menghadirkan pendekatan yang seimbang terhadap tuntutan pekerjaan modern (Teevan dkk., 2022). Bukti empiris mendukung manfaat model ini: 78,9% pekerja *hybrid* melaporkan peningkatan keseimbangan kehidupan kerja dan pribadi, sebagian besar karena penjadwalan yang fleksibel dan berkurangnya waktu perjalanan (Cisco, 2022)—keuntungan yang sangat relevan di wilayah dengan lalu lintas padat seperti Indonesia.

Namun, dampak pekerjaan *hybrid* tidak selalu positif, karena tantangan tertentu dapat mengganggu kesejahteraan karyawan (Subel dkk., 2022). Salah satu masalah utama adalah kaburnya batas antara pekerjaan dan kehidupan pribadi, yang dapat berdampak negatif terhadap *work-life balance* (WLB) (Mazmanian dkk., 2013; Johnson dkk., 2020). Meskipun pekerjaan *hybrid* sering dikaitkan dengan peningkatan fleksibilitas, 70,9% pekerja *hybrid* melaporkan kesulitan untuk lepas dari pekerjaan, yang menunjukkan bahwa manfaat yang diharapkan untuk WLB mungkin tidak terwujud sepenuhnya (Cisco, 2022). Gagasan untuk bekerja “kapan saja, di mana saja” dapat secara tidak sengaja mengarah pada budaya bekerja “sepanjang waktu, di mana saja” (Mazmanian dkk., 2013).

Dinamika pekerjaan *hybrid* dan dampaknya terhadap kesejahteraan karyawan sangatlah kompleks. Clausen dkk. (2022) mencatat bahwa meskipun otonomi karyawan dapat meningkatkan kesejahteraan, pengaruhnya dapat menjadi merugikan jika melampaui batas tertentu. Meskipun demikian, sebagian besar Generasi Z dan Milenial menganggap bahwa keuntungan dari fleksibilitas jauh lebih besar

daripada potensi kerugiannya (Deloitte, 2023). Wawasan ini menggarisbawahi pentingnya penyelidikan lebih lanjut terhadap faktor-faktor yang memengaruhi kesejahteraan dalam konteks pengaturan pekerjaan *hybrid*.

Sebagian besar studi sebelumnya berfokus pada WLB (Cornelia & Nasution, 2024), kinerja (Ferrara dkk., 2022), kepuasan kerja, dan pengurangan stres (Schall, 2019), dengan perhatian yang relatif terbatas pada kesejahteraan karyawan atau *employee well-being* (EWB) (Becerra-Astudillo dkk., 2022). Untuk meningkatkan kesejahteraan karyawan, penting bagi organisasi untuk mendukung pengembangan diri karyawan, yang diakui sebagai kontributor utama kesejahteraan (Liu-Lastres & Wen, 2021). Studi ini mengeksplorasi bagaimana pemenuhan kebutuhan pengembangan diri terkait dengan kesejahteraan karyawan Gen Z dan pekerja *hybrid* milenial.

EWB merujuk pada kualitas keseluruhan pengalaman dan fungsi individu, yang mendukung produktivitas yang lebih tinggi di tempat kerja dan di bidang kehidupan lainnya (Kundi dkk., 2021; Liu-Lastres & Wen, 2021). Dalam konteks tempat kerja, kesejahteraan erat kaitannya dengan kualitas hidup individu, sehingga harus dievaluasi secara kontekstual (Page & Vella-Brodrick, 2009; Rice dkk., 1980; Warr, 1990). EWB memiliki empat dimensi utama, yaitu pengalaman di tempat kerja, kebahagiaan di tempat kerja, pengetahuan dan kreativitas, serta aktualisasi diri (Kundi dkk., 2021; Liu-Lastres & Wen, 2021).

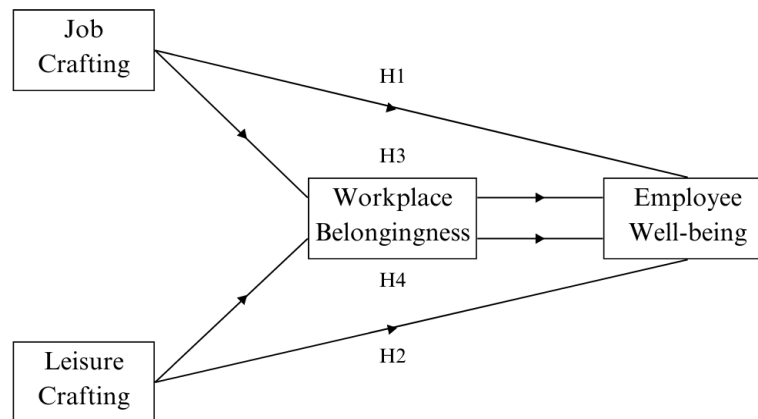
Self-Determination Theory (SDT) oleh Ryan dan Deci (2000) adalah teori motivasi yang berfokus pada tiga kebutuhan psikologis dasar, yaitu *autonomy*, *competence*, dan *relatedness*. Berdasarkan SDT, kebutuhan-kebutuhan tersebut sangat penting untuk perkembangan diri, motivasi, dan *well-being*.

Kebutuhan otonomi merujuk pada kebutuhan akan kontrol dan wewenang atas tindakan dan keputusan seseorang (Ryan & Deci, 2000). Kebutuhan ini terpenuhi ketika individu memiliki kebebasan untuk membuat pilihan dan bertindak tanpa paksaan atau tekanan eksternal (Ryan & Deci, 2018). Sementara itu, kompetensi melibatkan kebutuhan untuk merasa efektif dan mampu berkembang melalui pengembangan dan penerapan keterampilan seseorang (Ryan & Deci, 2000; 2018). Kedua kebutuhan ini dapat ditumbuhkan melalui pembentukan perilaku—upaya proaktif individu untuk membentuk aktivitas kerja dan nonkerja mereka sesuai dengan nilai, tujuan, dan minat pribadi mereka.

Dalam konteks ini, dua bentuk perilaku *crafting* yang relevan adalah *job crafting* dan *leisure crafting*. *Job crafting* merujuk pada upaya proaktif karyawan untuk merancang ulang tugas, hubungan, dan persepsi terhadap pekerjaan mereka agar lebih selaras dengan preferensi dan aspirasi mereka (Sekiguchi dkk., 2017; Park & Park, 2023). Sementara itu, *leisure crafting* merujuk pada perilaku karyawan dalam mengelola dan membentuk aktivitas rekreasi di luar pekerjaan—seperti hobi atau minat—agar sesuai dengan nilai-nilai pribadi dan kesenangan mereka (Berg dkk., 2013; Petrou dkk., 2017). Dengan terlibat dalam *job crafting* dan *leisure crafting*, karyawan dapat secara proaktif mengontrol lingkungan kerja dan rekreasi mereka, sehingga meningkatkan rasa kemandirian, penguasaan, dan kemajuan pribadi (Petrou dkk., 2012). Oleh karena itu, perilaku *crafting* ini berfungsi sebagai sarana strategis untuk meningkatkan kesejahteraan, terutama bagi individu yang bekerja di lingkungan *hybrid*.

Namun, dalam konteks kerja *hybrid* yang unik, pemenuhan kebutuhan *relatedness*—perasaan terhubung, diterima, dan menjadi bagian dari komunitas kerja (Ryan & Deci, 2000)—tidak selalu dapat dicapai secara langsung. Di sini pentingnya peran *workplace belongingness*. *Workplace belongingness* didefinisikan sebagai perasaan menyesuaikan diri, merasa diterima, dan terhubung secara psikologis dengan lingkungan kerja (Jena & Pradhan, 2018). Dalam penelitian ini, *workplace belongingness* tidak hanya menjadi bagian dari kebutuhan psikologis menurut SDT, tetapi juga berperan sebagai mediator yang menjembatani pengaruh *job crafting* dan *leisure crafting* terhadap EWB. Artinya, *crafting* yang dilakukan individu—baik dalam pekerjaan maupun waktu luang—akan lebih berdampak positif terhadap kesejahteraan apabila aktivitas tersebut sekaligus memperkuat rasa memiliki dan

keterhubungan individu terhadap lingkungan kerja. Dengan demikian, *employee well-being* tidak hanya ditentukan oleh upaya proaktif individu dalam mengelola pekerjaannya, tetapi juga sejauh mana upaya tersebut dapat menciptakan atau memperkuat *workplace belongingness* dalam sistem kerja *hybrid*.



Gambar 1. Kerangka Penelitian

Organisasi perlu menyesuaikan kebijakan untuk mendorong pengaturan kerja yang fleksibel, serta pengembangan karier dan keterampilan. Clausen dkk. (2022) mencatat bahwa kurangnya keterampilan untuk mengelola tingkat otonomi kerja yang tinggi dapat menjadi sumber stres, menyoroti pentingnya mengembangkan *job crafting* dan *leisure crafting* sebagai kompetensi kunci yang berkontribusi pada kesejahteraan karyawan. Mendukung perspektif ini, studi oleh Argan dkk. (2018) dan Zhao dkk. (2022) menekankan peran positif dari pengembangan pekerjaan dan waktu luang dalam meningkatkan kesejahteraan di lingkungan kerja yang didorong oleh otonomi.

Karyawan dengan jadwal kerja fleksibel lebih cenderung terlibat dalam perilaku *crafting*, yang meliputi *job crafting*—menyesuaikan pekerjaan sesuai dengan tujuan pribadi (Sekiguchi dkk., 2017) untuk meningkatkan kepuasan, keterlibatan, dan kesejahteraan (Demerouti dkk., 2015)—serta *leisure crafting* (Kim dkk., 2018; Ni dkk., 2022; Petrou dkk., 2017) yang melibatkan aktivitas rekreasi sesuai dengan preferensi pribadi (De Bloom dkk., 2020). Kedua bentuk *crafting* ini memainkan peran penting dalam meningkatkan EWB dengan menyelaraskan kehidupan pribadi dan profesional dengan nilai-nilai dan tujuan hidup mereka.

Pengaruh job crafting terhadap employee well-being

Wrzesniewski dan Dutton (2001) memperkenalkan konsep *job crafting* (JC) sebagai cara proaktif bagi karyawan dalam membentuk pekerjaan mereka agar sesuai dengan preferensi dan tujuan pribadi. Dalam mencapai hal tersebut, JC dapat dilakukan melalui modifikasi tugas (*task crafting*), interaksi sosial (*relational crafting*), dan persepsi kerja (*cognitive crafting*) (Berg dkk., 2013; Park & Park, 2023). JC terbukti meningkatkan kepuasan kerja, kepercayaan diri, dan keterlibatan karyawan, yang berkontribusi pada perkembangan karier dan kesejahteraan individu (Dubbelt dkk., 2019; Ghazzawi dkk., 2021; Li dkk., 2023). *Pengaruh leisure crafting terhadap employee well-being*

Budaya kerja *hybrid* dapat memunculkan ekspektasi tertentu terkait penyelesaian pekerjaan di luar jam kerja. Hal ini meningkatkan pentingnya *leisure crafting* (LC). LC mencakup penetapan tujuan, relasi interpersonal, proses belajar, dan pengembangan pribadi (Petrou dkk., 2017). LC mampu berkontribusi dalam meningkatkan kesehatan mental, menurunkan stres, meningkatkan makna hidup, memenuhi kebutuhan dasar psikologis, serta memperkuat *self-efficacy* (Sheldon dkk., 2001; Stewart-Brown & Schrader-Mcmillan, 2011). Berkat fleksibilitas, karyawan dapat mengalokasikan waktu luang mereka untuk LC, mendukung keseimbangan kehidupan kerja, dan kesejahteraan secara keseluruhan (Cisco, 2022; Wheatley, 2020).

Workplace belongingness memediasi hubungan antara job dan leisure crafting dengan employee well-being.

Dalam *hybrid working*, kantor berperan sebagai ruang untuk membina hubungan, mengembangkan karier, dan mendukung budaya organisasi. Namun, *workplace belongingness* (WB) menjadi tantangan karena jarak fisik dan psikologis antara karyawan dan organisasi (Bartel dkk., 2012; Cisco, 2022). Ketidadaan rasa terikat dapat berdampak negatif pada EWB terkait perasaan diterima dan dihargai di lingkungan kerja (Jena & Pradhan, 2018; Ryan & Deci, 2018). WB terbukti meningkatkan *engagement*, produktivitas, dan menurunkan risiko *turnover*, serta *absenteeism* (Allen dkk., 2015; Bordeaux & Lewis, 2021).

Mengintegrasikan WB dalam kerangka *hybrid work* penting untuk memahami dinamika antara *job crafting* dan *leisure crafting* dengan *employee well-being*. Perilaku *crafting* dapat meningkatkan motivasi dan usaha karyawan (Slemp & Vella-Brodrick, 2013). Organisasi yang menumbuhkan budaya inklusif serta mendukung interaksi sosial memungkinkan karyawan membangun hubungan interpersonal yang kuat, penuh apresiasi, dan berkontribusi secara unik (Bordeaux dkk., 2021; Shore dkk., 2018). Dalam lingkungan seperti itu karyawan didorong untuk berbagi perspektif, keterampilan, dan pengalaman mereka pribadi—yang terbentuk oleh latar belakang yang beragam—dengan cara yang menguntungkan bagi organisasi. Alih-alih menyesuaikan diri dengan cara berpikir yang sama, karyawan dihargai karena perbedaan mereka. Perbedaan tersebut membantu mendorong kreativitas, inovasi, dan proses pemecahan masalah yang lebih baik. Namun, riset dalam konteks *hybrid work* masih terbatas, sehingga terdapat kesenjangan penelitian yang perlu dijembatani.

Berdasarkan argumentasi dan pendekatan dari berbagai sisi, integrasi antara *hybrid work* dengan *job crafting*, *leisure crafting*, dan *workplace belongingness* dapat memengaruhi *employee well-being* secara keseluruhan (Cisco, 2022; Lambert dkk., 2013; Slemp & Vella-Brodrick, 2013), maka diperoleh hipotesis sebagai berikut:

H1: *Job crafting* berpengaruh positif terhadap *employee well-being* pada *hybrid worker*

H2: *Leisure crafting* berpengaruh positif terhadap *employee well-being* pada *hybrid worker*. **H3:** *Workplace belongingness* memediasi hubungan positif antara *job crafting* terhadap *employee well-being* pada *hybrid worker*.

H4: *Workplace belongingness* memediasi hubungan positif antara *leisure crafting* terhadap *employee well-being* pada *hybrid worker*.

METODE

Desain Penelitian

Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei cross-sectional. Teknik penelitian lintas kasus digunakan untuk mengeksplorasi variasi di berbagai konteks organisasi dan kelompok demografis (Neuman, 2014), sehingga memperkaya pemahaman tentang bagaimana perilaku *crafting* memengaruhi kesejahteraan karyawan dalam lingkungan kerja *hybrid*.

Partisipan

Partisipan terdiri dari 121 pekerja *hybrid* di Indonesia, dengan usia rata-rata 27,8; ($SD=6,15$). Komposisi generasi mencakup 60% milenial dan 40% anggota Gen Z. Partisipan memiliki masa kerja yang bervariasi, mulai dari kurang dari satu tahun hingga lebih dari lima tahun ($M=2,20$; $SD=1,61$), dan bekerja dari jarak jauh rata-rata 15,8 hari per bulan ($SD=8,18$). Partisipan didominasi oleh perempuan (65,3%). Partisipan memiliki berbagai latar belakang profesional dan pengaturan organisasi. Organisasi-organisasi ini menerapkan sistem pekerjaan *hybrid*, baik secara formal (dengan jadwal yang ditentukan untuk pekerjaan jarak jauh dan di kantor) maupun informal (melalui kebijakan lokasi yang fleksibel).

Tabel 1. Karakteristik Partisipan Penelitian

Karakteristik	Frekuensi (N=121)	Persentase
Jenjang Pendidikan Terakhir		
SMA/Sederajat	22	18,2%
Diploma	21	17,4%
Sarjana	69	57,0%
Magister	9	7,4%
Status Kepegawaian		
Penuh waktu	96	79,3%
Paruh waktu	25	20,7%
Posisi Jabatan		
<i>Entry-level</i>	71	58,7%
<i>Mid-level</i>	42	34,7%
<i>Senior-level</i>	8	6,6%
Gaji (rupiah)		
≤1.500.000	14	11,7%
1.500.001 – 3.000.000	15	12,5%
3.000.001 – 5.000.000	45	37,5%
5.000.001 – 10.000.000	30	25,0%
10.000.000 – 20.000.000	11	9,1%
>20.000.000	6	4,2%
Ukuran Perusahaan (karyawan)		
≤10	9	7,4%
11 – 30	36	29,8%
31 – 100	41	33,9%
101 – 500	25	20,6%
501 – 1000	5	4,2%
>1000	5	4,1%
Status Perkawinan		
Lajang	81	66,9%
Menikah	40	33,1%
Jumlah Anak		
0	85	70,2%
1	15	12,4%
2	14	11,6%
3	7	5,8%

Jumlah populasi dalam penelitian ini tidak dapat ditentukan secara pasti karena tidak diketahuinya jumlah keseluruhan karyawan milenial dan Gen Z yang bekerja secara *hybrid*. Oleh karena itu, teknik pengambilan sampel nonprobabilitas metode *convenience sampling* digunakan.

Penentuan jumlah sampel minimum menggunakan *power analysis a priori* dan uji statistik *linear multiple regression: fixed model, R² deviation from zero* dengan memasukkan *effect size* sebesar 0,20 (efek moderat), *power (1- β err prob)* sebesar 0,95, dan *α error probability* sebesar 0,05 (Funder & Ozer, 2019). Analisis ini menghasilkan jumlah sampel minimum sebanyak 117 partisipan.

Proses pengambilan data dilakukan dengan menyebarkan tautan kuesioner di media sosial, diantaranya @worksfess di X, Kita Kerja Remote di Telegram, dan beberapa tokoh kerja *remote* di LinkedIn dan Instagram, serta distribusi secara perorangan.

Peneliti berhasil mengumpulkan partisipan sebanyak 237 orang. Namun, peneliti melakukan *attention check* dan uji deteksi *outlier* hingga menyisakan data sejumlah 121 orang yang kemudian dianalisis.

Pengukuran

Kuesioner terdiri dari (1) *informed consent*, (2) respons dalam skala Likert (1 “Sangat tidak setuju” hingga 7 “Sangat setuju”), dan (3) data demografis: a) jenis kelamin, b) usia, c) jenjang pendidikan terakhir, d) status kepegawaian, e) masa kerja, f) posisi jabatan, g) gaji, h) ukuran perusahaan, i) status perkawinan, dan j) jumlah anak.

Seluruh konstruk psikologis yang digunakan dalam penelitian ini—*employee well-being*, *job crafting*, *leisure crafting*, dan *workplace belongingness*—diadaptasi dengan menggunakan prosedur penerjemahan satu arah (*forward translation*). Ketidakesesuaian yang ditemukan dalam proses ini diperbaiki melalui diskusi dan revisi hingga diperoleh versi akhir yang setara secara semantik dan konseptual.

Untuk mengukur *job crafting*, peneliti mengadaptasi *Job Crafting Scale* (JCS) oleh Sekiguchi, dkk. (2017) yang berisi sembilan *item* dengan koefisien reliabilitas yang cukup baik ($\alpha=0,85$). Lalu, peneliti mengadaptasi (Shortened) *Leisure Crafting Scale* (LCS) oleh Petrou dan De Vries (2023) dengan dimensi tunggal untuk mengukur tingkat *leisure crafting*. LCS memiliki reliabilitas yang tinggi (6 *item*; $\alpha=0,88$). Selanjutnya, peneliti mengadaptasi *Workplace Belongingness Scale* (WBS) oleh Jena dan Pradhan (2018) dengan dimensi tunggal. Kedua belas *item* merupakan *favorable items* dan memiliki reliabilitas tinggi ($\alpha=0,92$). Terakhir, EWB diukur dengan skala berisi lima belas *item* yang dikembangkan oleh Liu-Lastres & Wen (2021) dan memiliki reliabilitas tinggi ($\alpha=0,90$).

Analisis Data

Data dianalisis menggunakan Jamovi 2.3.28 for windows untuk menyajikan data deskriptif, validitas, reliabilitas, dan uji *correlation matrix*. Selanjutnya, peneliti melakukan uji asumsi normalitas menggunakan program Jamovi 2.3.28 for windows dan uji linearitas menggunakan program SPSS 26.0. Peneliti menggunakan Jamovi Advance Mediation Model (jAMM) 1.2.1 software dengan metode analisis GLM Mediation untuk membangun model mediasi independen ganda dari *Job Crafting*, *Leisure Crafting*, *Workplace Belongingness*, dan *Employee Well-Being*. Peneliti menguji model tersebut dengan 95% *confidence interval* (95% CI). Secara statistik signifikan, jika nilai batas bawah dan batas atas 95% CI tidak termasuk "0" (Hayes & Rockwood, 2017). Peneliti menggunakan $p<0,05$ sebagai kriteria untuk menentukan signifikansi statistik.

HASIL PENELITIAN

Tabel 2. Hasil Uji *Correlation Matrix*

M	SD	USIA	JK	JP	SK	PJ	TENURE	GAJI	UP	SP	ANAK	JC	LC	WB	EWB
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USIA	27,50	6,16	—											
JK	—	—	0,38***	—										
JP	—	—	0,49***	0,15	—									
SK	—	—	0,37***	0,10	0,44***	—								
PJ	—	—	0,39***	0,08	0,41***	0,16	—							
TENURE	2,20	1,61	0,22*	0,10	0,39***	0,13	0,45***	—						
GAJI	8,02	17,19	0,33***	0,19*	0,31***	0,07	0,24**	0,36***	—					
UP	1004,00	7158,00	0,18	0,13	0,06	0,06	0,09	-0,13	0,09	—				
SP	—	—	0,66***	0,23*	0,41***	0,21*	0,48***	0,41***	0,15	0,13	—			
ANAK	0,50	0,87	0,61***	0,30***	0,34***	0,22*	0,51***	0,33***	0,13	0,25**	0,79***	—		
JC	5,20	0,86	0,04	-0,17	0,04	0,16	0,15	0,02	-0,05	0,06	0,06	0,01	—	
LC	5,65	0,82	-0,03	-0,09	0,10	0,07	0,22*	0,02	-0,12	0,11	0,10	0,08	0,61***	—
WB	5,59	0,81	-0,08	-0,17	0,12	0,07	0,30***	0,22*	-0,09	0,09	0,04	0,09	0,57***	0,62***
EWB	5,66	0,72	0,12	0,11	0,18	0,08	0,30***	0,13	0,05	0,13	0,10	0,15	0,44***	0,50***
													0,67***	—

Note. * $p < .05$, ** $p < .01$, *** $p < .001$, JK: Jenis Kelamin, PEND: Jenjang Pendidikan terakhir, SK: Status Kepegawaian, POS: Posisi jabatan, TENURE: Masa kerja dalam tahun, GAJI dalam juta rupiah, UP: Ukuran Perusahaan, SP: Status Perkawinan, ANAK: Jumlah anak, JC: *Job Crafting*, LC: *Leisure Crafting*, WB: *Workplace Belongingness*, EWB: *Employee Well-being*

Peneliti melakukan analisis deskriptif dan uji korelasi antar variabel dan tidak ditemukan adanya hubungan signifikan antara variabel demografis dengan variabel dependen, kecuali variabel Posisi Jabatan ($r=0,30$, $p<0,001$). Oleh karena itu, peneliti akan mengontrol posisi jabatan saat uji hipotesis (lihat tabel 2).

Uji normalitas Kolmogorov-Smirnov menunjukkan data berdistribusi normal $p\text{-value}=0,064$. Hasil uji linearitas antara hubungan (EWB dan JC, EWB dan LC, EWB dan WB, WB dan JC, serta WB dan LC) menunjukkan nilai signifikansi yang sangat rendah yaitu 0,00, mengindikasikan hubungan linear yang kuat antara variabel-variabel tersebut.

Pearson's correlation coefficient menunjukkan hubungan yang signifikan antara posisi jabatan (POS) ($r(121)=0,30$; $p<0,001$) dengan variabel dependen (EWB). Oleh karena itu, POS dikontrol untuk menghitung potensi efek *confounding*. Pengaruh POS diestimasi dengan menggunakan variabel kontras, dengan (a) POS1, yang membandingkan *Mid-level* dengan *Entry-level*, dan (b) POS2, yang membandingkan *Senior-level* dengan *Entry-level*.

Tabel 3. Uji Hipotesis GLM Mediation: Indirect & Direct Effects

Effect	Estimate	SE	95% CI		β	t	p	
			Lower	Upper				
Indirect								
JC $\Rightarrow$ WB $\Rightarrow$ EWB	0,13	0,04	0,04	0,21	0,15	2,85	0,004	
LC $\Rightarrow$ WB $\Rightarrow$ EWB	0,20	0,05	0,09	0,30	0,22	3,73	< ,001	
POS1 $\Rightarrow$ WB $\Rightarrow$ EWB	0,16	0,06	0,04	0,28	0,10	2,55	0,011	
POS2 $\Rightarrow$ WB $\Rightarrow$ EWB	0,11	0,11	-0,10	0,33	0,04	1,05	0,293	
Component								
JC $\Rightarrow$ WB	0,26	0,08	0,11	0,42	0,28	3,27	0,001	
WB $\Rightarrow$ EWB	0,47	0,08	0,31	0,63	0,54	5,82	< 0,,001	
LC $\Rightarrow$ WB	0,41	0,08	0,25	0,58	0,41	4,86	< 0,001	
POS1 $\Rightarrow$ WB	0,33	0,12	0,10	0,56	0,20	2,84	0,004	
POS2 $\Rightarrow$ WB	0,24	0,22	-0,20	0,68	0,07	1,07	0,285	
Direct								
JC $\Rightarrow$ EWB	0,04	0,08	-0,11	0,19	0,04	0,48	0,634	
LC $\Rightarrow$ EWB	0,10	0,08	-0,06	0,27	0,12	1,25	0,210	
POS1 $\Rightarrow$ EWB	0,12	0,11	-0,09	0,33	0,08	1,10	0,273	

Tabel 3. Uji Hipotesis *GLM Mediation: Indirect & Direct Effects*

Effect	Estimate	SE	95% CI		β	<i>t</i>	<i>p</i>
			Lower	Upper			
POS2 $\Rightarrow$ EWB	0,26	0,20	-0,13	0,66	0,09	1,31	0,191
<i>Total</i>							
JC $\Rightarrow$ EWB	0,16	0,08	-1.44e-4	0,32	0,19	1,96	0,050
LC $\Rightarrow$ EWB	0,30	0,09	0,13	0,47	0,34	3,47	<0,001
POS1 $\Rightarrow$ EWB	0,28	0,12	0,04	0,51	0,18	2,32	0,020
POS2 $\Rightarrow$ EWB	0,38	0,23	-0,07	0,82	0,13	1,66	0,098

JC: *Job Crafting*, LC: *Leisure Crafting*, WB: *Workplace Belongingness*, EWB: *Employee Well-being*, POS1: variabel kontras Posisi Jabatan yang membandingkan *Mid-level Roles* dengan *Entry-level Roles*, POS2: variabel kontras Posisi Jabatan yang membandingkan *Senior-level Roles* dengan *Entry-level Roles*

Total effect dari JC pada EWB signifikan ($R^2=0,16$, $t=1,96$, $p=0,50$) Namun, ketika variabel mediasi (WB) dilibatkan—*direct effect*, dampak JC terhadap EWB menjadi tidak signifikan (H1: $R^2=0,03$, $t=0,47$, $p=0,634$). Selanjutnya, *indirect effect* dari JC terhadap EWB melalui WB signifikan (H3: $R^2=0,13$, $t=2,84$, 95% $CI=[0,04/0,21]$, $p=0,004$) karena 95% CI tidak mencakup angka nol. Hal ini menunjukkan bahwa hubungan antara JC dan EWB dimediasi sepenuhnya oleh WB. Oleh karena itu, hipotesis H1 tidak didukung oleh data, sedangkan H3 didukung oleh data.

Hasil menunjukkan bahwa *total effect* LC terhadap EWB terbukti signifikan ($R^2=0,30$, $t=3,47$, $p<,001$). Namun, setelah dimasukkan variabel mediasi (WB)—*direct effect*, dampak LC terhadap EWB menjadi tidak signifikan (H2: $R^2=0,10$, $t=1,25$, $p=0,210$). Sebaliknya, *Indirect effect* dari LC terhadap EWB melalui WB ditemukan signifikan (H4: $R^2=0,19$, $t=3,73$, 95% $CI=[0,09/0,30]$, $p<,001$), mengingat 95% CI tidak memuat angka nol. Dapat disimpulkan bahwa hipotesis H2 tidak didukung oleh data, sedangkan H4 didukung oleh data.

Selain itu, ditemukan bahwa terdapat *indirect effect* yang signifikan dari variabel kontras POS1 (*mid-level vs. entry-level*) terhadap EWB melalui WB ($R^2=0,16$, $t=2,55$, 95% $CI=[0,04/0,28]$, $p=0,011$), mengingat 95% CI tidak memuat angka nol. Namun, tidak ditemukan signifikansi pada variabel kontras lain, yaitu POS2 (*senior-level vs. entry-level*).

DISKUSI

Interaksi ketiga variabel yang memengaruhi EWB diteliti menggunakan *Self-Determination Theory* (SDT). Karyawan yang terlibat dalam *job crafting* dan *leisure crafting* dapat meningkatkan kepuasan kerja (Lu dkk., 2017; Zhao dkk., 2022), mengurangi stres (Wontorczyk & Rożnowski, 2022), dan meningkatkan kesehatan mental (Sardeshmukh dkk., 2012), dan semua hal tersebut berkontribusi pada EWB. Di sisi lain, organisasi yang membina lingkungan agar karyawan merasa menjadi bagian dari organisasi dan mendorong karyawan untuk melakukan *crafting* pada pekerjaan dan waktu senggang yang dimiliki dapat mengarah pada tingkat produktivitas (Kundi dkk., 2021; Tims dkk., 2012) dan retensi (De-la-Calle-Durán & Rodríguez-Sánchez, 2021) yang lebih tinggi.

Namun, hasil penelitian ini tidak dapat membuktikan pengaruh langsung *job crafting* terhadap EWB. Temuan ini mengindikasikan bahwa tinggi rendahnya *job crafting* yang dilakukan oleh karyawan tidak dapat menentukan tingkat EWB secara langsung. Hasil tersebut berbeda dengan penelitian terdahulu yang menemukan bahwa terdapat pengaruh positif langsung dari *job crafting* terhadap EWB.

Perbedaan temuan penelitian ini dengan penelitian terdahulu diduga karena perbedaan konteks, seperti konteks *office-based work* (Slomp dkk., 2015), *remote work* (Manzanares dkk., 2024), dan kerja *hybrid* yang berkemungkinan secara signifikan memengaruhi *job crafting*. *Hybrid work* dapat menciptakan kompleksitas yang memengaruhi bagaimana perilaku *crafting* diaplikasikan pada *well-being*, yang mungkin mengubah dinamika yang diamati dalam penelitian ini dibanding penelitian Slomp dkk. (2015) dan Manzanares dkk. (2024).

Selain perbedaan konteks, penelitian Clausen dkk. (2022) menunjukkan bahwa peningkatan otonomi kerja (aspek utama *job crafting*) justru dapat menimbulkan efek negatif apabila melebihi batas optimal, meskipun secara umum perilaku *crafting* berdampak positif terhadap EWB. Hal tersebut terjadi ketika karyawan tidak memiliki *skill* yang dibutuhkan dalam mengelola kebebasan saat bekerja secara *hybrid* (Ryan & Deci, 2000). Kebebasan tersebut justru menjadi pemicu stres yang dapat menurunkan tingkat *well-being* individu (Clausen dkk., 2022).

Penelitian ini tidak mampu mendeteksi metode *job crafting* partisipan. Harju dkk. (2021) menyatakan bahwa dampak positif atau negatif *job crafting* terhadap *employee well-being* bergantung pada metode *crafting*. Karyawan mungkin melakukan *approach crafting* dengan cara memperkaya pekerjaan mereka dengan kompleksitas. Peningkatan kompleksitas pekerjaan mengharuskan karyawan untuk menggunakan lebih banyak keterampilan dan kapasitas mental yang memiliki efek positif pada proses belajar, motivasi, dan *well-being* karyawan (Morgeson & Humphrey, 2006). Di sisi lain, meningkatnya beban kerja cenderung diiringi dengan peningkatan ketegangan, tekanan, dan gejala stres (Harju dkk., 2021). Dengan demikian, *job crafting* dapat dikatakan memiliki efek negatif pada *employee well-being*.

Di samping itu, Harju dkk. (2021) menyatakan bahwa kegiatan *job crafting* bertujuan untuk menghindari pemicu stres dan *burnout*. Berdasarkan Bakker dan Demerouti (2017), *job crafting* dapat meningkatkan *employee well-being*. Strategi ini dikenal sebagai bentuk *avoidance crafting*, yaitu modifikasi pekerjaan dengan cara menghindari tuntutan tertentu alih-alih mengelolanya secara konstruktif (Petrou dkk., 2017). Meskipun strategi ini memberikan kelegaan jangka pendek, dampak jangka panjang justru kontraproduktif. Ketika karyawan terlalu menyederhanakan pekerjaan demi menghindari stres, mereka berisiko kehilangan makna, tantangan, dan rasa keterlibatan dalam pekerjaan. Akibatnya, pekerjaan tidak lagi mampu memenuhi kebutuhan psikologis dasar seperti kompetensi dan otonomi, yang menurut SDT sangat penting bagi motivasi intrinsik dan kesejahteraan psikologis (Ryan & Deci, 2000; 2018). Dengan kata lain, strategi penghindaran ini dapat menurunkan rasa keterlibatan dan kepuasan kerja, sehingga berdampak negatif terhadap kondisi mental dan performa karyawan secara keseluruhan.

Hal serupa terjadi pada hubungan *leisure crafting* terhadap *employee well-being*, yakni *leisure crafting* tidak dapat menjadi prediktor yang signifikan bagi *employee well-being*. Tinggi rendahnya *leisure crafting* yang dilakukan oleh karyawan tidak secara langsung memengaruhi tingkat *well-being* mereka. Temuan tersebut dapat dijelaskan karena sifat lingkungan kerja saat ini yang dipenuhi tuntutan dan ketidakpastian. Karyawan yang bekerja secara *hybrid* cenderung tidak merasakan potensi penuh dari *leisure crafting* (Petrou dkk., 2017; Zhao dkk., 2022). Zhao dkk. (2020) menyatakan bahwa hal tersebut berlaku terutama pada pekerja dengan jam kerja panjang. Para pekerja *hybrid* tidak memiliki batasan jelas antara jam kerja dan kehidupan pribadi. Akibatnya batasan tersebut menyebabkan pemahaman mereka terkait *leisure crafting* mungkin berbeda, tapi sayangnya hal tersebut tidak dapat terdeteksi dalam penelitian ini.

Dalam perspektif SDT, mendorong karyawan untuk melakukan *crafting* berarti mengungkap bakat dan karakteristik unik mereka, memberi kendali dan otonomi untuk mengubah atau menyesuaikan hidup, sekaligus meningkatkan *sense of empowerment* masing-masing individu (Iwasaki dkk., 2018). Terlebih lagi, ketika individu terlibat dalam perilaku *job crafting* atau *leisure crafting*, karyawan akan merasa lebih piawai dan memiliki kendali atas pekerjaan dan waktu luang mereka (Iwasaki dkk., 2018), sehingga kebutuhan akan *autonomy*, *competence*, dan *relatedness* terpenuhi.

Meskipun *job crafting* dan *leisure crafting* mampu memenuhi ketiga kebutuhan dasar psikologis menurut SDT dan memberikan kontribusi positif terhadap *employee well-being*, keduanya belum sepenuhnya mampu mengoptimalkan peningkatan kesejahteraan secara menyeluruh. Hal ini disebabkan karena kedua bentuk *crafting* lebih berfokus pada aspek interpersonal, seperti membentuk hubungan positif dengan rekan kerja, keluarga, atau komunitas sosial di luar pekerjaan. Hubungan interpersonal ini bersifat horizontal dan informal, serta tidak secara langsung mengaitkan individu dengan nilai, identitas, dan tujuan organisasi tempat mereka bekerja.

Sebaliknya, relasi antara karyawan dengan organisasi mengacu pada rasa memiliki (*sense of belonging*) terhadap tempat kerja secara menyeluruh—termasuk keselarasan nilai, identifikasi terhadap tujuan organisasi, serta perasaan bahwa kontribusi pribadi dihargai dan diakui dalam struktur formal perusahaan. Namun dalam konteks kerja *hybrid*, jarak fisik akibat fleksibilitas kerja dapat mengikis perasaan keterlibatan emosional terhadap organisasi. Sejalan dengan hal tersebut, laporan dari HubSpot tahun 2023 menyatakan “*in a hybrid world, people are craving community and connection more than ever*”, hal ini menunjukkan kebutuhan mendalam akan keterikatan, bukan hanya secara sosial antar rekan kerja, tetapi juga secara struktural dan emosional terhadap organisasi. Oleh karena itu, intervensi untuk meningkatkan EWB harus mendukung relasi antara karyawan dengan organisasi secara lebih menyeluruh, seperti melalui *workplace belongingness* atau budaya kerja inklusif dan suportif. Dalam konteks *hybrid working*, kebutuhan untuk berelasi dan terhubung dengan perusahaan menjadi sangat rentan. Asumsi bahwa *workplace belongingness* memainkan peran penting, di samping hubungan *job crafting* dan *leisure crafting*, terhadap EWB terbukti dalam penelitian ini.

Penelitian ini mengungkapkan bahwa *workplace belongingness* memediasi secara penuh hubungan *job crafting* maupun *leisure crafting* terhadap *employee well-being*. Hal tersebut mengindikasikan bahwa makna kepemilikan dan keterikatan yang dirasakan seseorang di tempat kerja dapat sepenuhnya menjelaskan bagaimana *job* dan *leisure crafting* berkontribusi terhadap *employee well-being* secara keseluruhan.

Peran mediasi *workplace belongingness* menunjukkan bahwa perilaku *crafting* sendiri tidak cukup untuk meningkatkan *well-being*. Terkecuali jika *crafting* dapat memunculkan perasaan terintegrasi, diapresiasi, dan dihargai dalam komunitas kerja mereka (Charles-Leija dkk., 2023). Ketika karyawan merasakan hubungan yang kuat dan dilibatkan di tempat kerja, mereka lebih mungkin untuk mendapatkan kepuasan dan manfaat psikologis (Harju dkk., 2021) baik dari kegiatan *job crafting* ataupun *leisure crafting*. Saat karyawan menyesuaikan tugas mereka dengan preferensi dan kekuatan yang dimiliki, *workplace belongingness* membuat upaya tersebut lebih bermanfaat karena merasa kontribusinya dihargai dan dihormati. Demikian pula, manfaat *leisure crafting* di waktu senggang akan lebih terasa ketika karyawan menganggap dirinya sebagai bagian dari komunitas kerja yang suportif. Rasa *belongingness* tersebut memberikan latar belakang dukungan sosial dan validasi, membuat kegiatan waktu luang menjadi lebih menyenangkan dan bermanfaat bagi *well-being* secara keseluruhan.

Berdasarkan hasil analisis data, dapat disimpulkan bahwa karyawan *entry-level* atau *mid-level* cenderung bergantung pada *workplace belongingness* untuk meningkatkan *well-being* mereka, berbeda dengan karyawan *senior-level*. *Entry-level employees* sering terlibat dengan kegiatan operasional harian, tugas dan proyek yang selaras dengan tujuan dan nilai organisasi. Keterlibatan ini dapat membantu mereka merasa lebih terhubung dengan misi dan tujuan organisasi (Thissen dkk., 2023). Selain itu, karyawan *entry-level* cenderung memiliki lebih banyak kebutuhan psikologis dasar untuk dipenuhi, seperti *sense of belonging*.

Senior dan *executive-level employees* memiliki lebih banyak kontrol dan otonomi atas pekerjaan mereka. Hal ini dapat memenuhi kebutuhan mereka akan *self-actualization*, dikarenakan kebutuhan psikologis mereka yang lebih kompleks, seperti *self-actualization* dan *self-esteem*, yang mungkin tidak secara langsung dipenuhi oleh *sense of belongingness* terhadap organisasi (Jena & Pradhan, 2018). Selain itu,

higher level employees sering kali bekerja di lingkungan yang sangat kompleks dan dinamis (Katz & Kahn, 2015), di mana kebutuhan akan *workplace belongingness* mungkin kurang terasa.

Studi ini tidak menerapkan kontrol prosedural untuk mengurangi bias metode umum, seperti memisahkan pengukuran variabel independen dan dependen sepanjang waktu (desain *time-lag*; Podsakoff dkk., 2024). Oleh karena itu, penelitian di masa mendatang disarankan untuk mengadopsi metode tersebut untuk memperkuat inferensi. Namun, berdasarkan hasil uji faktor tunggal Harman, tidak terjadi bias metode umum dalam penelitian ini. Selain itu, kami menyarankan agar penelitian di masa mendatang mempertimbangkan untuk memasukkan faktor-faktor tingkat organisasi—seperti dukungan organisasi, otonomi pekerjaan, dan *work-life balance*—yang juga dapat memengaruhi EWB. Hal ini dapat memberikan pemahaman yang lebih komprehensif tentang hubungan antara perilaku *crafting* dan EWB.

Bagi organisasi dan perusahaan, disarankan untuk mempertimbangkan dengan cermat pilihan pengaturan kerja yang mungkin tersedia dengan menimbang manfaat dan kekurangannya. Alih-alih mengadopsi pendekatan “satu untuk semua”, secara praktis harus menilai kebutuhan dan tujuan spesifik untuk menentukan pengaturan kerja yang paling efektif bagi karyawan dan operasional mereka. Organisasi harus memprioritaskan pembentukan budaya yang mendorong *sense of belongingness* di antara para karyawan. Hal ini dapat dicapai melalui inisiatif seperti kegiatan *team-building* secara rutin, acara sosial virtual, dan penyediaan *open communication channels*.

Perusahaan harus memberikan kesempatan kepada karyawan untuk terlibat dalam *job* dan *leisure crafting* yang memungkinkan mereka menyesuaikan pekerjaan dan kegiatan rekreasi yang ada agar lebih selaras dengan preferensi dan kekuatan pribadi mereka. Hal ini dapat dilakukan melalui pengaturan kerja yang fleksibel serta program *training and development*.

Terakhir, organisasi dapat secara teratur memantau keseimbangan waktu kerja dan kehidupan pribadi karyawan sekaligus mengatasi munculnya potensi masalah. Hal ini dapat dilakukan melalui survei karyawan, program kesehatan, dan pengaturan kerja fleksibel yang mendukung keseimbangan antara pekerjaan dan kehidupan pribadi.

SIMPULAN

Penelitian ini bertujuan untuk menguji peran mediasi *workplace belongingness* pada hubungan *job crafting* dan *leisure crafting* terhadap *employee well-being* para pekerja *hybrid*. Hasil penelitian ini menunjukkan bahwa *workplace belongingness* secara penuh memediasi hubungan positif *job crafting* dan *leisure crafting* terhadap *employee well-being* secara signifikan. Hal ini mengindikasikan bahwa perilaku *crafting* sendiri tidak mampu meningkatkan *employee well-being*. Namun, kondisi tersebut tidak berlaku apabila perilaku ini menyebabkan individu merasakan hubungan yang kuat dengan organisasi atau perusahaan mereka, serta ketika karyawan merasa terintegrasi, diapresiasi, dan dihargai dalam komunitas kerja mereka.

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DECLARATION OF POTENTIAL CONFLICTS OF INTEREST / *DEKLARASI POTENSI TERJADINYA KONFLIK KEPENTINGAN*

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