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Improving employee wellbeing in plantation companies: The role of job crafting capability and work engagement

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Abstract: This study seeks to investigate how employees' ability to modify their job roles and their level of work engagement influence their overall well-being. The job crafting framework incorporates the Job Demands-Resources (JD-R) theory, highlighting employees' proactive efforts to enhance their work environment and engagement levels. Additionally, work engagement theory provides insight into the psychological states that foster positive outcomes for employees. Employing a quantitative approach, the study utilizes Structural Equation Modeling (SEM). A sample of 170 staff members from private plantation companies in North Sumatra was selected using proportional random sampling. To obtain empirical data, the researchers employed a structured survey instrument featuring Likert-scale questions designed to measure the primary variables: job crafting competence, work engagement intensity, and aspects of employee well-being. The subsequent analysis involved evaluating both the measurement (outer) model and the structural (inner) model, emphasizing the assessment of construct reliability, validity, and the interrelationships within the structural framework. The results demonstrated that job crafting exerts a statistically significant and favorable influence on employees' well-being. Conversely, while work engagement showed a positive correlation with well-being, this relationship was not statistically significant. These results suggest that employees' proactive efforts to adapt their jobs—such as increasing resources and introducing challenges aligned with their capabilities—enhance their psychological and social well-being. However, while work engagement, encompassing vigor, dedication, and absorption, contributes to well-being, its impact within the plantation industry context is not statistically significant.

Keywords: *Employee wellbeing, Indonesia, Job crafting capability, Plantation Company, Work engagement.*

1. Introduction

Private plantation companies have high job challenges, this situation affect employee well-being. The relationship between job characteristics and employee well-being has been underscored in multiple studies. The Job Demands-Resources model posits that job crafting can mitigate stressors and enhance engagement, resulting in better psychological outcomes. Study emphasize that workplace well-being acts as a mediator in the influence of authentic leadership on employee job satisfaction and engagement, establishing a clear path from supportive leadership to enhanced work experiences [1].

Additionally, the concept of work engagement is closely interwoven with employee adaptability and resilience. Yang, et al. [2] highlight how career adaptability, driven by proactive training and development opportunities, can significantly enhance work engagement and overall well-being. This adaptability is vital, especially within the context of plantation companies where environmental and economic pressures are prevalent. Study further discusses the vital role of social support in fostering adaptability and well-being, which aligns with sustainable practices that benefit employee well-being in organizational contexts [3].

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In the context of the plantation sector, which is often characterized by challenging work conditions, implementing job crafting strategies should be a priority. As described by Kamaruddin, et al. [4] enhancing job satisfaction is pivotal for employee welfare, thereby leading to greater organizational commitment and reduced turnover intention. These findings corroborate the study by Shi, et al. [5] which highlights the positive association between elevated work engagement and enhanced well-being outcomes. Their research further suggests that employees exhibiting high engagement levels significantly contribute to both their own psychological well-being and the broader organizational effectiveness.

Employee wellbeing or employee well-being is one of the important aspects of an organization's success. This well-being includes psychological, physical, and social conditions that allow employees to function optimally in the workplace. According to Wright and Cropanzano [6] employee well-being includes not only material well-being, but also the individual's ability to achieve their potential, have control over life, and enjoy positive relationships in the work environment. In the context of modern organizations, employee well-being is one of the key indicators of success, as it directly affects employee productivity, commitment, and retention.

Job crafting contributes to the development of a healthier and more adaptive workplace climate by simultaneously enriching job-related resources and adjusting demands. As highlighted by Bakker, et al. [7] this proactive behavior not only enhances employees' engagement with their roles but also yields beneficial outcomes for psychological well-being, such as greater satisfaction at work and diminished stress levels. In parallel, work engagement is understood as a motivational and affective state characterized by vigor, dedication, and absorption in tasks. Employees who are deeply engaged often demonstrate sustained energy, strong enthusiasm, and focused attention. Schaufeli, et al. [8] identified work engagement as a pivotal element in fostering occupational well-being, as it reinforces individuals' emotional and cognitive ties to their roles. Moreover, engagement serves as an adaptive strategy that helps employees regulate workplace stressors and sustain emotional stability.

In private plantation companies, demanding job challenges frequently impact employee well-being. Therefore, understanding the roles of job crafting and work engagement is crucial to fostering optimal employee welfare. Job crafting enables employees to proactively address job-related challenges, while work engagement helps maintain their motivation and commitment to their tasks. This study seeks to explore how job crafting and work engagement influence employee well-being and offers strategic insights for companies to manage employee welfare using these approaches.

2. Literature Review and Hypothesis

2.1. Job Crafting Capability

Job crafting refers to the intentional actions employees take to modify their job roles and work settings to improve both their own satisfaction and the effectiveness of the organization. This behavior is closely linked to employee wellbeing, which is vital for individual performance and the success of the organization as a whole [9]. The level of autonomy employees experience is a key factor in encouraging job crafting; when employees feel they have more control over their roles, they are more likely to actively reshape their work, which in turn benefits their psychological health [10].

Studies show that job crafting activities, including adjusting job duties and building social relationships, enhance employees' engagement and job satisfaction, thereby reducing burnout and stress [11, 12]. For example, Tims, et al. [11] found that employees who adapted their job resources reported greater satisfaction, increased engagement, and less burnout over time. Similarly, Slemp, et al. [13] highlight that factors like organizational support and autonomy strongly affect an employee's ability to engage in job crafting, which ultimately impacts their wellbeing. Consequently, autonomy stands out as a crucial element that facilitates job crafting behaviors.

Moreover, job crafting is closely associated with an individual's perception of their work as meaningful, which in turn strengthens their sense of purpose within the workplace [14]. Studies have demonstrated that employees who view their work as a calling are more likely to engage in substantial

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job crafting behaviors, resulting in greater career commitment and increased job satisfaction [15]. The intrinsic motivation derived from viewing one's work as meaningful empowers employees to actively shape their job experiences, leading to improved mental wellbeing [14]. Organizations that foster a supportive environment where job crafting can flourish are likely to benefit from greater employee retention, morale, and productivity. As noted by Chang, et al. [10] contextual factors significantly affect the opportunities available to employees for crafting their roles, suggesting that employers should cultivate a workplace culture that encourages autonomy and supportive management practices.

Job crafting enables individuals to proactively reshape their work environment by enhancing key job resources such as autonomy, opportunities for professional development, and social support while adjusting job demands to better align with their personal skills and career goals [16]. As noted by Bakker and Leiter [17] such proactive behaviors not only elevate levels of engagement but also contribute to the creation of more favorable conditions that nurture employee well-being. Central to job crafting is the strategic adjustment of both resources and demands, which enhances employees perceived capability to address workplace challenges and leverage emerging opportunities. This process fosters both psychological resilience and physical vitality. Moreover, job crafting has been associated with improved stress management and greater workplace happiness [18]. When employees actively reshape their roles, they help cultivate a work environment characterized by support and adaptability key factors that sustain overall organizational well-being.

2.2. Work Engagement

Work engagement refers to a constructive and satisfying psychological condition marked by high levels of energy, strong commitment, and profound immersion in job-related tasks [19]. Engaged employees typically derive enjoyment from their work, which substantially enhances their emotional and psychological well-being [20]. A growing body of research supports the strong link between work engagement and employee well-being, emphasizing that a supportive work environment plays a crucial role in developing employees' psychological resources and fostering their overall well-being. High-performance work practices (HPWPs) have been found to improve employee well-being by increasing engagement, indicating that a positive workplace atmosphere enhances morale and overall job satisfaction [21]. Furthermore, autonomy and psychological empowerment are important factors that increase engagement and, in turn, well-being [22, 23].

Furthermore, the organizational environment plays a critical role in shaping the level of employee engagement. Empirical research has shown that supportive coworker interactions and a positive workplace climate strengthen the connection between employee engagement and overall well-being [24]. A favorable work climate helps employees feel appreciated, which enhances their emotional responses and satisfaction [25]. On the other hand, work-related stressors and a negative environment can reduce engagement and lead to burnout, negatively impacting well-being [26]. Several studies highlight how work engagement can buffer against job stress. Engaged employees generally maintain higher job satisfaction even under high demands, which helps protect them from burnout [19]. This shows that the intrinsic motivation tied to engagement can lessen negative work experiences. Therefore, fostering engagement through organizational practices can build employee resilience [27, 28].

Recently emerging concepts such as psychological capital suggest that an employee's belief in their capabilities and resilience plays a mediating role in enhancing engagement and, consequently, well-being [29]. Additionally, cultivating an identity and sense of purpose connected to one's work has been linked to lower turnover intentions and better overall employee health, underscoring the multifaceted nature of engagement and well-being [30].

The interplay between job crafting and work engagement is fundamental to improving employee well-being. Job crafting enables employees to tailor their job roles in alignment with their personal values and strengths, while work engagement helps maintain their motivation and dedication to their tasks. As emphasized by Bakker, et al. [7] participation in job crafting can elevate levels of work

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engagement, which in turn supports enhanced psychological and occupational health. This relationship is especially significant in high-demand sectors such as the plantation industry, where employees regularly encounter heavy workloads and complex tasks. In these environments, the ability to proactively reshape one's job and maintain engagement is vital. By nurturing both job crafting and engagement, organizations can create a more supportive workplace culture that boosts employee well-being and strengthens long-term organizational resilience. Based on these considerations, this study proposes a series of hypotheses supported by a conceptual framework:

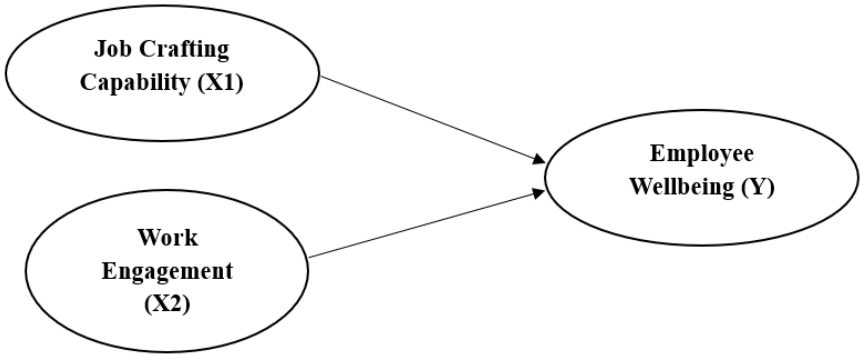

Figure 1.
Conceptual Model.

H_1: Job crafting capability has a positive and significant effect on employee well-being
H_2: Work engagement has a positive and significant effect on employee well-being.

3. Methodology

3.1. Research Methodology

This study employs a quantitative research methodology, utilizing a causal research design to examine the effects of job crafting and work engagement on employee well-being. The selection of a quantitative strategy is grounded in its suitability for examining measurable cause-and-effect relationships among defined variables [31]. Through the application of a causal framework, the research aims to uncover both the direct and mediated pathways through which job crafting and engagement impact the overall well-being of employees.

3.2. Population and Sample

The population for this study includes all employees working at private plantation companies in North Sumatra, totaling 258 individuals. The sample was obtained using proportional random sampling, giving each population member an equal opportunity to be included. The final sample consisted of 170 respondents. The sample size aligns with Hair, et al. [32] recommendation of selecting 5 to 10 times the number of indicators in the research model for Structural Equation Modeling (SEM). Accordingly, the sample size is considered sufficient for conducting SEM analysis.

3.3. Data Collection

This research employed a systematically designed questionnaire to gather data from respondents who fulfilled specific eligibility requirements, notably having at least three years of work experience in the plantation industry. To maintain the validity of the constructs, the survey items were derived and refined from reputable, previously validated measurement instruments documented in existing scholarly literature. Participants' responses were recorded using a 5-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5).

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3.4. Validity and Reliability Testing

To evaluate the instrument's validity, factor loading analysis was employed, with each item required to meet a minimum loading threshold of 0.70, as recommended by Hair, et al. [32]. Reliability assessment involved the use of Composite Reliability (CR) and Average Variance Extracted (AVE), with acceptable benchmarks set at CR values of at least 0.70 and AVE values of 0.50 or higher. These statistical measures were applied to confirm that the instruments consistently and accurately represented the constructs under investigation.

3.5. Data Analysis

The data were analyzed using Structural Equation Modeling (SEM) through the Partial Least Squares (PLS) method. PLS-SEM was chosen because of its effectiveness in assessing both direct and mediated relationships between variables, particularly when dealing with data that do not necessarily follow a normal distribution [33]. The analysis focused on evaluating the structural model to determine the causal impact of job crafting and work engagement on the well-being of employees. Hypotheses were evaluated using t-statistics and p-values, with significance determined at $p < 0.05$. Additional inner model assessments were carried out to investigate causal connections, including mediation effects, among latent variables.

4. Results

The evaluation of both measurement and structural components of the model was conducted through the Partial Least Squares (PLS) technique utilizing SmartPLS version 4. This study adopted reflective measurement models, with the robustness of construct validity rigorously examined through assessments of indicator reliability, discriminant and convergent validity, as well as internal consistency, in accordance with the methodological standards outlined by Henseler, et al. [33]. As shown in Table 1, all indicators exhibited factor loadings exceeding the 0.70 benchmark, thereby fulfilling the established criteria for indicator reliability.

Table 1.
Loading factor.

Variable	Indicator	Loading Factor	Description
Job Crafting Capability	JCC1	0.703	Meet
	JCC2	0.742	Meet
	JCC3	0.806	Meet
	JCC4	0.770	Meet
Employee Engagement	WE1	0.778	Meet
	WE2	0.753	Meet
	WE3	0.776	Meet
	WE4	0.725	Meet
	WE5	0.762	Meet
	WE6	0.718	Meet
Employee Wellbeing	EW1	0.775	Meet
	EW2	0.705	Meet
	EW3	0.764	Meet
	EW4	0.767	Meet
	EW5	0.721	Meet
	EW6	0.739	Meet
	EW7	0.812	Meet
	EW8	0.803	Meet
	EW9	0.710	Meet
	EW10	0.732	Meet

According Table 1. The four indicators measuring Job Crafting Capability exhibited loadings ranging from 0.703 to 0.806. Specifically, JCC1 loaded at 0.703, JCC2 at 0.742, JCC3 at 0.806, and JCC4

at 0.770. All indicators meet the threshold of 0.7, confirming that each item reliably captures different aspects of job crafting behaviors such as task adjustment, seeking challenges, or modifying interactions. The strong loadings suggest that the construct of Job Crafting Capability is well-represented by these indicators and that employees' ability to actively shape their work is consistently measured.

Then, for Employee Engagement, six indicators were assessed, with loading factors ranging from 0.718 to 0.778. WE1 showed a loading of 0.778, WE2 at 0.753, WE3 at 0.776, WE4 at 0.725, WE5 at 0.762, and WE6 at 0.718. All these indicators surpass the 0.7 benchmark, supporting the construct's validity. These results indicate that the indicators successfully reflect the components of engagement—vigor, dedication, and absorption—in the workplace. The consistent loadings across multiple items reinforce the robustness of this construct in capturing employees' psychological involvement and energy toward their work.

Employee Wellbeing was measured using ten indicators, with loading factors spanning from 0.705 to 0.812. Specifically, EW1 loaded at 0.775, EW2 at 0.705, EW3 at 0.764, EW4 at 0.767, EW5 at 0.721, EW6 at 0.739, EW7 at 0.812, EW8 at 0.803, EW9 at 0.710, and EW10 at 0.732. All indicators exceeded the 0.7 criterion, demonstrating strong convergent validity for the wellbeing construct. These loadings reflect the multi-dimensional nature of employee well-being, encompassing psychological, physical, and social dimensions, and affirm that the measurement items reliably capture employees' perceptions of their overall well-being at work.

The evaluation of path coefficients and hypothesis testing was conducted alongside an examination of the structural model to identify potential multicollinearity issues. Table 2 presents the values of CA, AVE, and CR, which were employed to assess the reliability and validity of the construct indicators within the model. Consistent with Henseler, et al. [33] Composite Reliability and Cronbach's alpha values exceeding 0.70 indicate satisfactory internal consistency.

Table 2.
Cronbach's alpha, CR, and average variance extracted (AVE).

Factors	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement	0.852	0.865	0.887	0.566
Employee Wellbeing	0.917	0.928	0.929	0.568
Job Crafting Capability	0.746	0.760	0.830	0.551

Table 2 summarizes the results of the reliability and validity assessments for the constructs examined in this study: Employee Engagement, Employee Well-being, and Job Crafting Capability. The reliability of the constructs was assessed using several statistical measures, such as Cronbach's alpha, Composite Reliability (expressed through both rho_a and rho_c), and Average Variance Extracted (AVE) to determine convergent validity. The Cronbach's alpha coefficients ranged from 0.746 to 0.917, surpassing the conventional cutoff value of 0.70, thus confirming the consistency and reliability of the measurement items across constructs. Among the constructs, Employee Well-being demonstrated the highest reliability ($\alpha = 0.917$), followed by Employee Engagement ($\alpha = 0.852$), and Job Crafting Capability ($\alpha = 0.746$), all indicating satisfactory internal consistency.

Composite reliability measures, including both rho_a and rho_c, further confirmed the reliability of the constructs, with values ranging from above 0.76 to 0.929, thereby satisfying the criteria for structural equation modeling [32, 33]. These consistently high composite reliability scores indicate that the indicators reliably represent their underlying latent constructs. Regarding convergent validity, the Average Variance Extracted (AVE) scores for all latent variables exceeded the benchmark value of 0.50, as proposed by Hair, et al. [32]. This indicates that each construct explains a substantial proportion—more than 50 percent of the variance in its respective indicators. The AVE values recorded were 0.566 for Employee Engagement, 0.568 for Employee Well-being, and 0.551 for Job Crafting Capability, thereby affirming the adequacy of the measurement model and confirming robust construct validity.

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Before conducting hypothesis testing, the issue of multicollinearity among the independent variables was examined using the Variance Inflation Factor (VIF), as presented in Table 3. Multicollinearity refers to a condition where strong correlations among predictors may distort the estimation of path coefficients in structural equation modeling. The VIF values for both Employee Engagement and Job Crafting Capability were reported at 1.035, which is well below the threshold value of 5 recommended by Hair, et al. [32]. These findings suggest that multicollinearity is negligible, thereby reinforcing the stability, accuracy, and clarity of the structural model's coefficient estimates for Employee Well-being.

The assessment confirms that the predictor constructs are sufficiently distinct and do not overlap excessively, allowing for valid simultaneous testing within the structural model. This strengthens the robustness of the structural analysis and supports confidence in the subsequent hypothesis testing results. In summary, the results from Tables 2 and 3 demonstrate that the measurement instruments used are both reliable and valid, with no significant multicollinearity issues among predictors. These findings support the adequacy of the measurement and structural models, providing a solid foundation for the interpretation of the structural relationships among Job Crafting Capability, Work Engagement, and Employee Wellbeing in the subsequent analysis.

Table 3.
Multicollinearity testing.

Predictor Construct	VIF
Employee Engagement → Employee Wellbeing	1.035
Job Crafting Capability → Employee Wellbeing	1.035

Table 4 displays the analysis of direct relationships between variables, showing how exogenous factors affect endogenous outcomes without mediation. A path coefficient with a positive value indicates a direct relationship, where an elevation in the predictor variable results in a proportional rise in the outcome variable. Conversely, a negative path coefficient reflects an inverse association, meaning that an increase in the predictor variable corresponds to a reduction in the outcome variable. The statistical significance of these direct effects is determined by p-values, with a conventional cutoff of 0.05 used to establish meaningful relationships [32]. A p-value below this threshold implies that the relationship observed is statistically reliable and unlikely attributable to chance.

These direct effects are particularly important for understanding how constructs like job crafting and work engagement impact employee well-being. Job crafting represents employees' active modifications of their job roles aimed at improving their work conditions, which theoretically promotes better psychological and emotional outcomes. Likewise, work engagement defined by energy, commitment, and deep involvement is broadly acknowledged as a fundamental contributor to positive workplace experiences. Grasping these direct links is essential for organizations seeking to design targeted interventions. By pinpointing variables with the strongest direct effects, management can focus resources on initiatives most likely to enhance employee well-being and improve overall organizational effectiveness. Moreover, this foundational analysis supports the exploration of more sophisticated models that incorporate mediators or moderators to explain underlying mechanisms.

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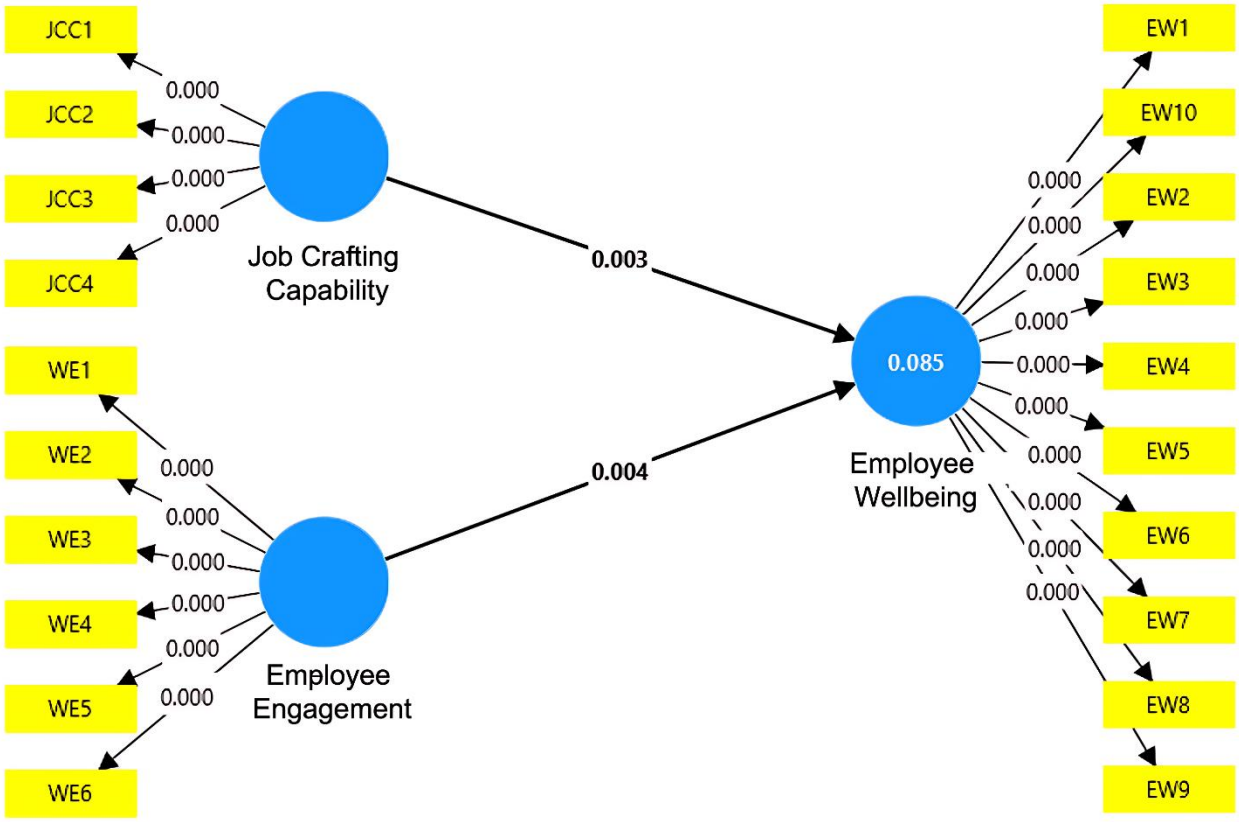

Figure 2.
SEM-PLS hypotheses testing.

Table 4.
Hypotheses testing.

Hypotheses	Original sample (O)	p-values	Result
H1: Job Crafting Capability → Employee Wellbeing	0.217	0.003	Significant
H2: Work engagement→ Employee Wellbeing	0.159	0.004	Significant

Using Figure 2 and Table 4 as references, hypothesis testing was conducted by examining the path coefficients alongside their corresponding p-values, with a significance criterion set at 0.05 in accordance with Hair, et al. [32]. A p-value below 0.05 denotes a statistically meaningful relationship, indicating a very low probability that the observed association is due to chance. Conversely, p-values exceeding 0.05 suggest the relationship lacks statistical significance, leading to rejection of the hypothesis.

Table 4 reveals that the connection between Job Crafting Capability and Employee Wellbeing is both positive and statistically significant, reflected by a path coefficient of 0.217 and a p-value of 0.003. This indicates a moderate yet relevant positive effect, demonstrating that employees who actively modify their job roles whether by adjusting tasks, altering workplace interactions, or reframing job perceptions are more likely to report enhanced well-being in the workplace. These results provide strong empirical support for Hypothesis 1, underscoring the importance of empowering employees to take initiative in shaping their work environment as a means to improve their psychological and emotional health.

Similarly, Hypothesis 2, which proposed a positive effect of Work Engagement on Employee Wellbeing, was also supported. The analysis revealed a positive coefficient of 0.159 and a significant p-

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value of 0.004, showing that employees with higher engagement—characterized by energy, dedication, and deep involvement in their tasks—are more likely to report better wellbeing outcomes. Although this effect is somewhat smaller than that of job crafting, it remains statistically significant and important, emphasizing the key role of psychological involvement and motivation in maintaining employee health and satisfaction.

The results align with prior research underscoring the pivotal influence of job design and motivational mechanisms in fostering employee well-being. For instance, Bakker, et al. [7] revealed that job crafting functions to enhance available job resources while mitigating the adverse effects associated with job demands. In a similar vein, Schaufeli, et al. [8] identified work engagement as a crucial factor contributing to favorable psychological states in the workplace. The demonstrated importance of both job crafting and engagement in this study implies that organizations particularly those in high-pressure sectors such as private plantations should focus on strengthening employees' abilities to shape their jobs and maintain high engagement levels to promote well-being. Overall, the hypothesis testing offers robust empirical evidence supporting Job Crafting Capability and Work Engagement as key determinants of Employee Wellbeing, highlighting their strategic relevance for human resource management initiatives aimed at optimizing employee outcomes.

5. Discussion

The results obtained in this research provide additional empirical support for the foundational principles of the Job Demands-Resources (JD-R) framework, highlighting the essential contributions of both job crafting and work engagement in enhancing the well-being of employees. The positive path coefficient of 0.217 for Job Crafting Capability highlights its significant contribution to improving employee well-being, corroborating [7] assertion that job crafting increases job resources while mitigating stressors, thereby fostering greater job satisfaction and psychological health. This outcome corresponds with the study by Tims, et al. [11] which demonstrated that individuals who proactively modify their job responsibilities tend to achieve better congruence with their work context, resulting in enhanced job satisfaction and overall well-being.

Similarly, Work Engagement exhibited a positive coefficient of 0.159, reaffirming its essential role in promoting employee well-being. Schaufeli, et al. [8] conceptualized work engagement as a psychological state characterized by vigor, dedication, and absorption, all of which enhance resilience and motivation. These findings align with Shi, et al. [5] who emphasized that engaged employees drive organizational success through improved well-being. Moreover, prior research by Saks [34] and Bakker and Leiter [17] has demonstrated that highly engaged employees tend to show increased job satisfaction, productivity, and organizational commitment, creating a reinforcing cycle of individual and organizational performance.

Within the plantation industry characterized by demanding work conditions—the facilitation of job crafting assumes particular importance. By empowering employees to actively redesign their job tasks, organizations enable more effective management of workplace challenges. This perspective echoes [14] work, which highlighted how job crafting enables employees to derive meaning and satisfaction from their roles, thus enhancing overall well-being. Furthermore, the focus on proactive behavior in job crafting corresponds with Kamaruddin, et al. [4] who emphasized the critical role of job satisfaction in fostering employee welfare and minimizing turnover intentions.

Work engagement also emerges as a critical factor in addressing workplace challenges. As highlighted by Gupta and Shaheen [29] work engagement serves as a buffer against job stressors, enabling employees to maintain their motivation and commitment. The role of social support, as discussed by Madero-Gómez, et al. [3] complements these findings by emphasizing the significance of supportive workplace relationships in fostering adaptability and resilience. Additionally, Yang, et al. [2] underscored the importance of career adaptability, which can be enhanced through engagement and proactive training opportunities, particularly in dynamic and high-pressure environments like plantations.

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The dynamic interaction between job crafting and work engagement underscores the necessity for integrated strategies that simultaneously address individual behaviors and organizational contexts. Research by Koon and Ho [1] highlights the critical role of supportive leadership in fostering work environments that promote employee well-being. Their findings indicate that authentic leadership styles positively influence both job satisfaction and employee engagement. This leadership support is especially vital in demanding sectors such as plantations, where it can serve as a buffer against the adverse effects of high job demands and challenging working conditions.

The findings of this study underscore the multifaceted nature of employee well-being, demonstrating that it is influenced by a combination of individual initiatives, such as job crafting, and organizational factors, such as engagement and leadership support. This is consistent with Wright and Cropanzano [6] who argued that employee well-being encompasses not only physical and material dimensions but also the psychological and relational aspects necessary for employees to function optimally. As Bakker, et al. [16] pointed out, a focus on both job resources and personal resources is essential for sustaining employee well-being and organizational performance.

These findings offer practical insights for plantation companies and other sectors with high demands. By cultivating a culture of job crafting and encouraging work engagement, organizations can improve employee well-being, lower stress levels, and strengthen organizational commitment. Subsequent studies may delve into how job crafting and work engagement interact with larger contextual influences, including organizational norms, leadership dynamics, and external support structures. Investigating these interconnected factors can provide deeper and more holistic insights into the diverse mechanisms that underpin improvements in employee well-being.

6. Conclusion

This study demonstrates that both job crafting capability and work engagement exert a significant and positive influence on employee well-being within the context of private plantation companies. Job crafting empowers employees to proactively modify and adapt their job tasks in ways that align more closely with their personal strengths, values, and competencies, thereby reducing occupational stress and enhancing overall job satisfaction. Moreover, work engagement manifested through vigor, dedication, and absorption emerges as a critical determinant of psychological well-being, contributing to heightened emotional resilience and sustained workplace motivation.

These findings highlight the critical need for strategies that empower employees to proactively shape their work environment and boost their engagement, particularly in the plantation sector where job demands are notably high. Therefore, companies should develop training programs, provide social support, and foster authentic leadership styles to promote job crafting and work engagement, ultimately achieving optimal employee well-being and sustainable organizational success.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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