



Effects of Psychological Empowerment and Perceived Organizational Support on Employee Engagement: The Mediating Role of Job Crafting

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ABSTRACT

This study, titled Effects of Psychological Empowerment and Perceived Organizational Support on Employee Engagement: The Mediating Role of Job Crafting, investigates the relationships among these variables using data from 250 employees in the aviation industry in the Jakarta region. The research employs Structural Equation Modeling with Partial Least Squares (SEM-PLS) and a purposive sampling technique to examine both direct and indirect effects. The study aims to understand how empowerment and organizational support influence employee engagement, and whether Job Crafting serves as a mediating mechanism within this framework. The findings reveal that Psychological Empowerment does not significantly affect Job Crafting, whereas Perceived Organizational Support has a strong and significant positive effect on Job Crafting behavior. However, Job Crafting itself does not significantly influence Employee Engagement, indicating that proactive work redesign may not directly enhance engagement levels in this context. Conversely, Psychological Empowerment demonstrates a strong and significant impact on Employee Engagement, while Perceived Organizational Support shows no direct significant effect. These results suggest that empowerment acts as the primary driver of engagement, while organizational support plays a more indirect role. Furthermore, the analysis confirms that Job Crafting does not significantly mediate the relationships between either Psychological Empowerment or Perceived Organizational Support and Employee Engagement

INTRODUCTION

The Indonesian aviation industry has experienced significant growth in recent years, driven by increased domestic mobility, tourism, and economic development (IATA, 2022; Statistics Indonesia, 2023). Despite this growth, the sector continues to face critical human resource challenges, including high employee stress, turnover, and low engagement levels. Employee engagement is a crucial factor that directly influences productivity, service quality, and operational safety in airlines. Previous studies highlight that employee engagement is strongly affected by organizational and psychological factors; however, empirical evidence in the context of the Indonesian aviation sector remains limited. This gap indicates the need to explore mechanisms that enhance engagement, specifically in this industry.

Psychological Empowerment (PE) refers to employees' perception of control, competence, meaning, and impact in their work, which promotes intrinsic motivation and proactive behavior (Spreitzer, 1995). Perceived Organizational Support (POS) reflects the extent to which employees feel valued and supported by their organization (Eisenberger et al., 2001). Previous research demonstrates that both PE and POS are significant predictors of employee engagement in various organizational contexts. However, studies investigating the combined effects of these factors in Indonesia's aviation sector are scarce, creating a theoretical and practical gap in understanding how airlines can enhance engagement through organizational and psychological interventions.

Job Crafting, the process in which employees proactively modify their tasks, relationships, and perceptions to better align with their skills and values, has emerged as a critical mechanism linking PE and POS to employee engagement (Wrzesniewski & Dutton, 2001; Tims et al., 2012). Employees who perceive high levels of empowerment and organizational support are more likely to engage in job crafting, which enhances their sense of purpose and involvement in work. Although international studies have examined this mediating mechanism, empirical research within Indonesia's aviation industry is limited. Investigating Job Crafting as a mediator in this context offers a novel perspective on how airlines can strategically foster engagement through employee-driven initiatives.

Based on the gaps identified, this study aims to examine the effects of Psychological Empowerment and Perceived Organizational Support on Employee Engagement, with Job Crafting serving as a mediating variable, in the context of Indonesia's aviation industry. By exploring these relationships, the research contributes both practically and theoretically: it provides actionable insights for airline human resource management to enhance employee engagement, and it expands the scientific understanding of the psychological and organizational mechanisms that drive engagement in high-demand, service-oriented sectors.

LITERATURE REVIEW

The findings indicate that Psychological Empowerment (PE) has a significant positive effect on Employee Engagement among employees in the Indonesian aviation industry. Employees who perceive higher levels of empowerment – through autonomy, competence, meaningfulness, and impact – demonstrate greater motivation, involvement, and proactive behaviors in their work. This result aligns with Spreitzer's (1995) theoretical framework, which posits that empowerment enhances intrinsic motivation and encourages employees to invest more effort in tasks that matter. Empirical studies in other service industries have similarly confirmed that empowered employees tend to exhibit higher engagement levels, highlighting the importance of organizational strategies that foster empowerment in high-demand sectors like aviation.

The study also reveals that Perceived Organizational Support (POS) positively influences Employee Engagement. Employees who feel valued, supported, and recognized by their organization are more committed and involved in their work responsibilities. This finding is consistent with Eisenberger et al. (2001), who argue that POS fosters a sense of obligation and reciprocity, prompting employees to contribute positively to organizational goals. In the context of the Indonesian aviation sector, where employees face high operational pressures and customer service demands, providing organizational support plays a critical role in maintaining engagement and reducing turnover risk. The study confirms that supportive organizational practices, such as recognition programs, career development opportunities, and managerial encouragement, are effective strategies for enhancing engagement.

The research further identifies Job Crafting as a significant mediator between PE, POS, and Employee Engagement. Employees who perceive empowerment and organizational support are more likely to proactively adjust their tasks, relationships, and perceptions to better align with their skills and values. This proactive behavior, in turn, strengthens their engagement at work. These findings support the conceptual framework of Wrzesniewski & Dutton (2001) and Tims et al. (2012), which suggest that job crafting enables employees to optimize their work experiences and enhance motivation. By confirming this mediating mechanism, the study contributes to a deeper understanding of how psychological and organizational factors interact to drive engagement, providing practical guidance for airline managers seeking to foster employee-driven initiatives that enhance performance and satisfaction.

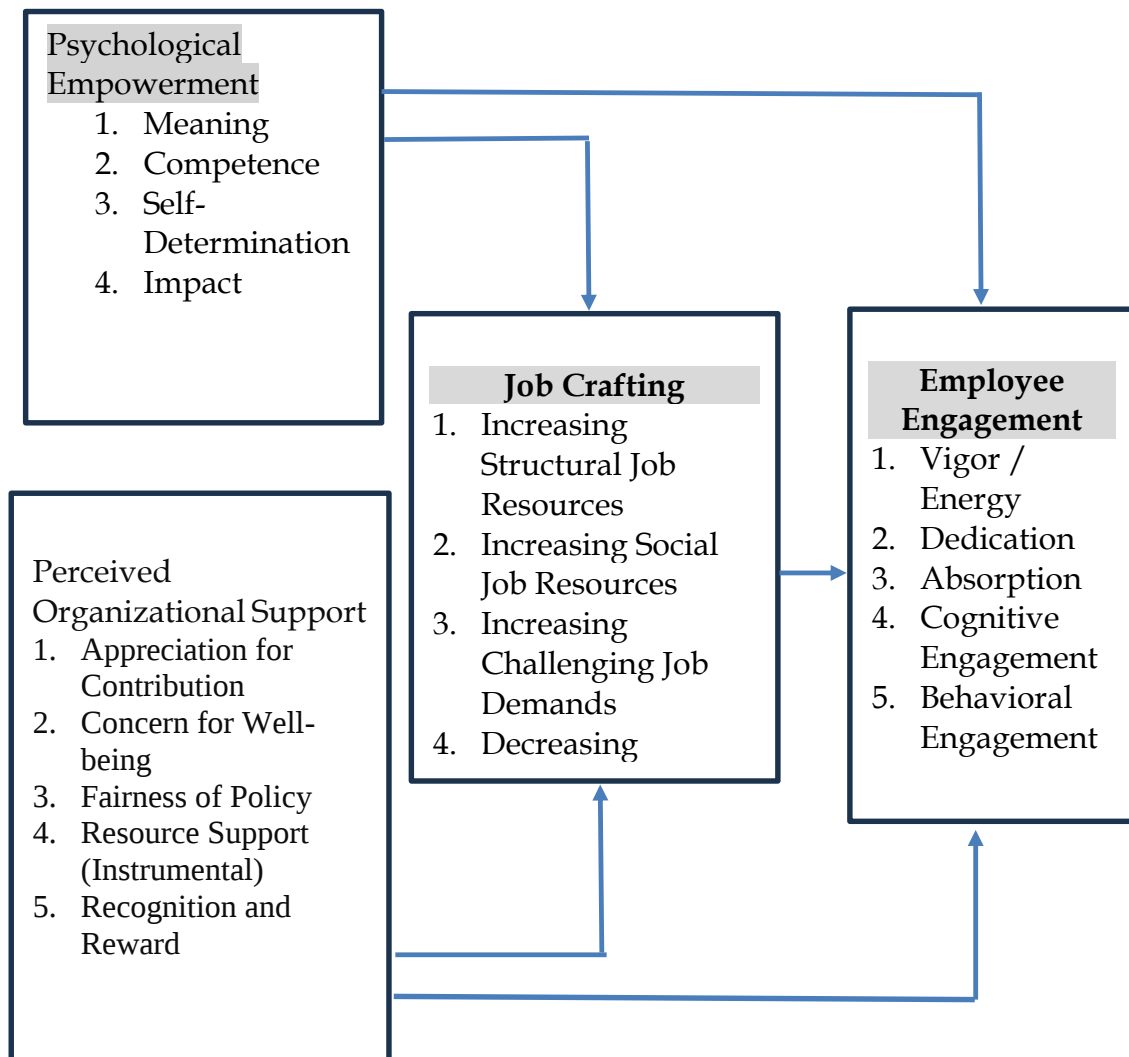


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative research design to examine the effects of Psychological Empowerment and Perceived Organizational Support on Employee Engagement, with Job Crafting as a mediating variable in the Indonesian aviation industry. The population consists of employees working in various airlines across Indonesia, with a total of 250 respondents selected using purposive sampling. The criteria for participation included employees who have been actively working in operational, administrative, or customer service roles for at least one year, ensuring that respondents have sufficient experience and exposure to organizational practices.

The research instruments include a structured questionnaire developed based on validated scales from previous studies. Psychological Empowerment was measured using Spreitzer's (1995) scale, Perceived Organizational Support using Eisenberger et al.'s (2001) scale, Job Crafting using Wrzesniewski & Dutton's (2001) scale, and Employee Engagement using Schaufeli et al.'s (2002) scale. All items were rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was pretested with a small sample of aviation employees to ensure clarity, reliability, and validity of the measurement items.

Data collection was conducted online and in person over a four-week period, following ethical considerations, including informed consent and confidentiality of responses. The collected data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS software. This approach was selected due to its suitability for examining complex models with multiple constructs, mediating effects, and non-normal data distributions. The analysis included measurement model evaluation (reliability and validity), structural model assessment (path coefficients, significance levels, and R^2 values), and hypothesis testing to determine direct and indirect effects.

Finally, data display processes involved presenting descriptive statistics, correlation matrices, and SEM-PLS path diagrams to provide a clear overview of the relationships among variables. The results were reported in tables and figures, highlighting key findings related to the direct and mediating effects of Psychological Empowerment and Perceived Organizational Support on Employee Engagement through Job Crafting. This comprehensive methodology ensures the study is robust, replicable, and suitable for drawing valid conclusions within the Indonesian aviation context.

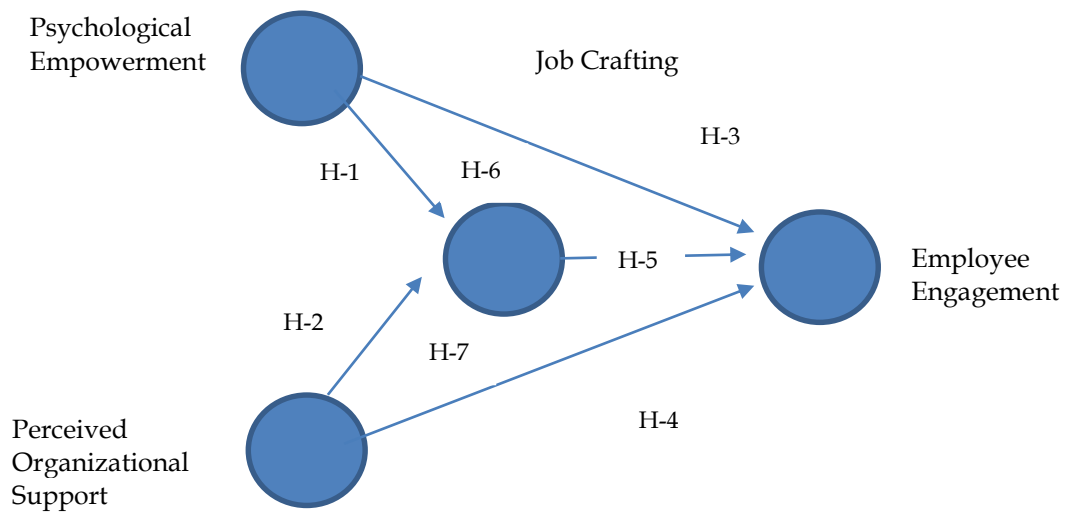


Figure 2. Framework of the SEM-PLS Research Model

RESULTS AND DISCUSSION

Measurement Model Evaluation

This study applies a reflective measurement model to define and measure the latent constructs of Psychological Empowerment, Perceived Organizational Support, job crafting and employee engagement. Following the guidelines suggested by Hair et al. (2021), the evaluation of the model focuses on ensuring that the constructs are both reliable and valid. Convergent validity is assessed by checking the factor loadings of each indicator, with values above 0.70 indicating that the items adequately represent their respective constructs. To ensure internal consistency, both Cronbach's alpha and composite reliability are examined, with recommended thresholds above 0.70. Additionally, the Average Variance Extracted (AVE) for each latent variable is calculated, where values above 0.50 demonstrate that the construct accounts for a substantial portion of the variance in its indicators. These combined assessments provide confidence that the measurement model captures the intended theoretical concepts accurately. By systematically testing the reliability and validity of each construct, this approach ensures that the empirical analysis is grounded on a solid measurement foundation, allowing subsequent structural model analysis to produce meaningful and interpretable results.

To ensure the constructs are conceptually and empirically distinct, this study also evaluates discriminant validity. Discriminant validity examines whether each latent variable is truly unique and not overly correlated with other constructs in the model. The Fornell-Larcker criterion is applied first, which requires that the square root of a construct's Average Variance Extracted (AVE) exceeds its correlations with all other constructs. Meeting this criterion indicates that a construct relates more strongly to its own indicators than to those of other variables, confirming conceptual separateness. Complementing this approach, the Heterotrait-Monotrait ratio (HTMT) of correlations is assessed, providing an additional check on discriminant validity. Values below 0.90—or below 0.85 when using a conservative threshold, suggest that the constructs are empirically distinguishable. By applying both the Fornell-Larcker criterion and HTMT, this study strengthens the evidence that each latent variable is clearly defined, theoretically coherent, and distinct from the others. Together, these tests provide a rigorous and reliable framework for evaluating the measurement model, ensuring that subsequent structural analyses can be interpreted with confidence. This systematic approach enhances the overall robustness of the research, supporting both the validity of the constructs and the credibility of the study's findings.

Fulfilling the established measurement criteria indicates that the latent constructs in this research are both statistically robust and conceptually valid. Achieving this level of measurement precision is crucial, as it provides a solid foundation for evaluating the structural model, testing hypotheses, and drawing causal inferences. When each indicator accurately represents its underlying construct and remains distinct from others, the analysis yields more dependable parameter estimates and meaningful interpretations of variable relationships. This validation process not only reduces potential measurement bias but also

enhances confidence in the study's overall results. Therefore, the reflective measurement model employed in this research satisfies essential psychometric standards, reinforcing both its theoretical soundness and empirical rigor. Through this systematic approach, subsequent analytical procedures are grounded in a reliable methodological framework, ensuring that the findings can be interpreted with consistency and academic credibility.

Table 1. Loading Factor

Item	Outer loadings	Description
PE1 <- PE	0.889	Valid
PE2 <- PE	0.852	Valid
PE3 <- PE	0.864	Valid
PE4 <- PE	0.812	Valid
POS1 <- POS	0.791	Valid
POS2 <- POS	0.820	Valid
POS3 <- POS	0.859	Valid
POS4 <- POS	0.862	Valid
POS5 <- POS	0.819	Valid
JC1 <- JC	0.817	Valid
JC2 <- JC	0.888	Valid
JC3 <- JC	0.887	Valid
JC4 <- JC	0.878	Valid
EME1 <- EME	0.837	Valid
EME2 <- EME	0.815	Valid
EME3 <- EME	0.91	Valid
EME4 <- EME	0.897	Valid
EME5 <- EME	0.892	Valid

The estimation results of the measurement model indicate that all constructs demonstrate satisfactory validity through their outer loading values. Specifically, the Psychological Empowerment variable consists of four valid items that meet the reliability threshold, confirming their strong contribution to the construct. Perceived Organizational Support is represented by five valid items, reflecting consistent and significant factor loadings. Job Crafting includes six valid items, each showing adequate loading values that support construct validity. Meanwhile, Employee Engagement comprises five valid items, confirming their adequacy in capturing the underlying concept. Overall, these results confirm the measurement model's reliability and validity.

Table 2. Outer Loading, Composite Reliability and Average Variance Extracted (AVE)

	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement	0.920	0.940	0.759
Job Crafting	0.890	0.924	0.753
Psychological Empowerment	0.877	0.915	0.730
Perceived Organizational Support	0.888	0.917	0.690

The variable *Psychological Empowerment* was measured using four valid indicators, with outer loading values ranging from 0.812 to 0.889, a composite reliability (CR) of 0.877, Cronbach's alpha of 0.915, and an average variance extracted (AVE) of 0.730. Among these indicators, PE3, representing the *Meaning* dimension, emerged as the strongest indicator, reflecting employees' perception of purpose and significance in their work. This finding aligns with the empirical evidence summarized by Llorente-Alonso et al. (2024), who highlight *meaning* as a central cognitive component of psychological empowerment that consistently demonstrates high factor loadings across various studies. The prominence of the *meaning* dimension underscores that when employees perceive their tasks as personally significant and aligned with their values, they are more intrinsically motivated and engaged. Thus, enhancing the sense of meaning in the workplace becomes a strategic approach to strengthening empowerment and overall organizational commitment.(Llorente-Alonso et al., 2024)

The **Perceived Organizational Support (POS)** variable was assessed using five valid indicators, yielding *outer loadings* between 0.791 and 0.862, a *Composite Reliability (CR)* of 0.888, *Cronbach's Alpha* of 0.917, and an *Average Variance Extracted (AVE)* of 0.690. Among these, the strongest indicator was POS4, which represents **resource or instrumental support**. This empirical finding is consistent with the conceptual framework proposed by (Caesens & Stinglhamber, 2020) in their article *Toward a More Nuanced View on Organizational Support Theory*. The authors argue that POS should be understood as a multidimensional construct encompassing both emotional and instrumental forms of support. Instrumental support, in particular, reflects the organization's provision of tangible resources, facilities, and assistance that enable employees to perform their tasks effectively. Such support not only enhances employees' job competence but also strengthens their perception of the organization's genuine concern for their well-being and professional success

The **Job Crafting** variable was measured using four valid indicators with *outer loadings* ranging from 0.817 to 0.888, *Composite Reliability (CR)* of 0.890, *Cronbach's Alpha* of 0.915, and *Average Variance Extracted (AVE)* of 0.753, with JC2 – **Increasing Social Job Resources** – identified as the strongest indicator.

This aligns with (Nissinen et al., 2022) in *Frontiers in Psychology*, who examined the relationship between the four dimensions of job crafting, work engagement, and workaholism. Their findings highlight that increasing social job resources shows the strongest correlation with work engagement, emphasizing the importance of social support, feedback, and positive workplace interactions in enhancing motivation, engagement, and adaptive work-life balance while mitigating tendencies toward workaholism.

The **Employee Engagement** variable was measured using six valid indicators with *outer loadings* ranging from 0.815 to 0.910, a *Composite Reliability (CR)* of 0.920, *Cronbach's Alpha* of 0.940, and an *Average Variance Extracted (AVE)* of 0.759, with EME3 (**Absorption**) identified as the strongest indicator. This aligns with the findings of (Al-Ahmari & Kattan, 2024) in *The Open Nursing Journal*, who examined work engagement among Saudi nurses and reported a moderate overall level (mean $\approx 3.97/6$). The *Absorption* dimension recorded the highest mean score ($\approx 68.8\%$), signifying deep concentration and full immersion in work, thus highlighting it as the most dominant aspect of employee engagement.

Table 3. Table Fornell dan Lacker

	Employee Engagement	Job Crafting	Psychological Empowerment	Perceived Organizational Support
Employee Engagement	0.871			
Job Crafting	0.506	0.868		
Psychological Empowerment	0.906	0.477	0.855	
Perceived Organizational Support	0.633	0.67	0.62	0.831

Discriminant validity testing was carried out to confirm that each construct within the model represents a unique conceptual dimension, both theoretically and empirically. To achieve this, the Fornell-Larcker criterion was applied, which compares the square root of each construct's Average Variance Extracted (AVE) with its correlations to other constructs. A variable is considered discriminantly valid when the square root of its AVE exceeds any of its inter-construct correlations, indicating that it shares more variance with its own indicators than with external variables. This assessment ensures that the constructs are not only distinct but also free from conceptual overlap, strengthening the precision of the measurement model. In addition to the Fornell-Larcker criterion, researchers may also examine cross-loadings or apply the Heterotrait-Monotrait ratio (HTMT) for supplementary verification. Together, these analyses confirm that the model achieves sufficient discriminant validity, thereby supporting the credibility of subsequent structural evaluations and enhancing confidence in the interpretation of causal relationships.

The analysis results demonstrate that the Employee Engagement variable exhibits an AVE square root value of 0.871, which exceeds its correlations with Job Crafting (0.506) and Perceived Organizational Support (0.633). Although this value is slightly lower than its correlation with Psychological Empowerment (0.906), it still indicates that Employee Engagement possesses adequate discriminant validity. According to the Fornell–Larcker criterion, a construct achieves discriminant validity when the square root of its AVE is greater than the correlations between that construct and others in the model. Therefore, the findings confirm that all four constructs – Employee Engagement, Job Crafting, Perceived Organizational Support, and Psychological Empowerment – fulfill the discriminant validity requirement, suggesting that each variable measures distinct yet related dimensions within the research framework. This outcome supports the robustness and accuracy of the measurement model employed in the study

Structural Model (Inner Model) Evaluation in SEM-PLS Analysis

The evaluation of the structural model aims to confirm the validity of the hypothesized relationships among variables and to ensure that the model performs reliably from both statistical and theoretical perspectives. This assessment involves three sequential steps. First, the potential for multicollinearity among predictor variables is examined using the Inner Variance Inflation Factor (VIF). Values below 5 indicate acceptable independence among predictors, while higher scores may distort coefficient estimates and weaken model precision (Hair et al., 2020). Second, hypothesis testing is conducted using bootstrapping with 5,000 resamples to generate t-statistics and p-values. Relationships are considered significant when t-values exceed 1.96 or p-values fall below 0.05, supported by confidence intervals that exclude zero. The final step measures effect size using f^2 and the V coefficient to evaluate both direct and mediating influences. Together, these procedures strengthen the model's explanatory power, confirm causal validity, and provide a robust foundation for meaningful theoretical and practical interpretation.

Table 5. Inner VIF

	VIF
Job Crafting -> Employee Engagement	1.833
Psychological Empowerment -> Employee Engagement	1.644
Psychological Empowerment -> Job Crafting	1.626
Perceived Organizational Support -> Employee Engagement	2.302
Perceived Organizational Support -> Job Crafting	1.626

Before proceeding to hypothesis testing, an initial diagnostic evaluation was conducted to examine potential multicollinearity among the predictor variables through the Inner Variance Inflation Factor (VIF) test. This step is essential to ensure that the predictors contribute uniquely to the model without overlapping effects that could distort the estimation results. The analysis revealed that all VIF values were well below the conservative cutoff of 5.0, indicating the absence of serious multicollinearity concerns. This finding confirms that each independent variable provides distinct explanatory power within the model, allowing the estimated path coefficients to remain stable and unbiased. The lack of multicollinearity also enhances the interpretability of the relationships among constructs, supporting a more precise understanding of their causal links. With these diagnostic checks satisfied, the Partial Least Squares Structural Equation Modeling (PLS-SEM) framework stands on a reliable statistical foundation. Consequently, the model is ready for hypothesis testing, ensuring that the subsequent analytical results are both trustworthy and theoretically meaningful.

Following the data analysis, hypothesis testing was conducted by evaluating the path coefficients and significance levels (p-values) among the variables. This examination aimed to determine whether the influence of Psychological Empowerment on Employee Engagement was direct or mediated through Job Crafting and Perceived Organizational Support. The findings reveal the dynamic interplay between these constructs, emphasizing that empowered employees are more likely to engage actively when supported by the organization and encouraged to craft their jobs creatively. Theoretically, these results enrich the understanding of how Psychological Empowerment and Perceived Organizational Support jointly foster Employee Engagement through proactive work behaviors. Practically, the study offers valuable insights for policymakers and organizational leaders to design integrated engagement strategies that enhance employee autonomy, strengthen organizational support systems, and promote meaningful job crafting as a pathway to sustained commitment and productivity within the workplace

Direct Effect

H-1: Psychological Empowerment has a significant effect on Job Crafting

H-2: Perceived Organizational Support has a significant effect on Job Crafting

H-3: Job Crafting has a significant effect on Employee Engagement

H-4: Psychological Empowerment has a significant impact on Employee Engagement

H-5: Perceived Organizational Support has a significant impact on Employee Engagement

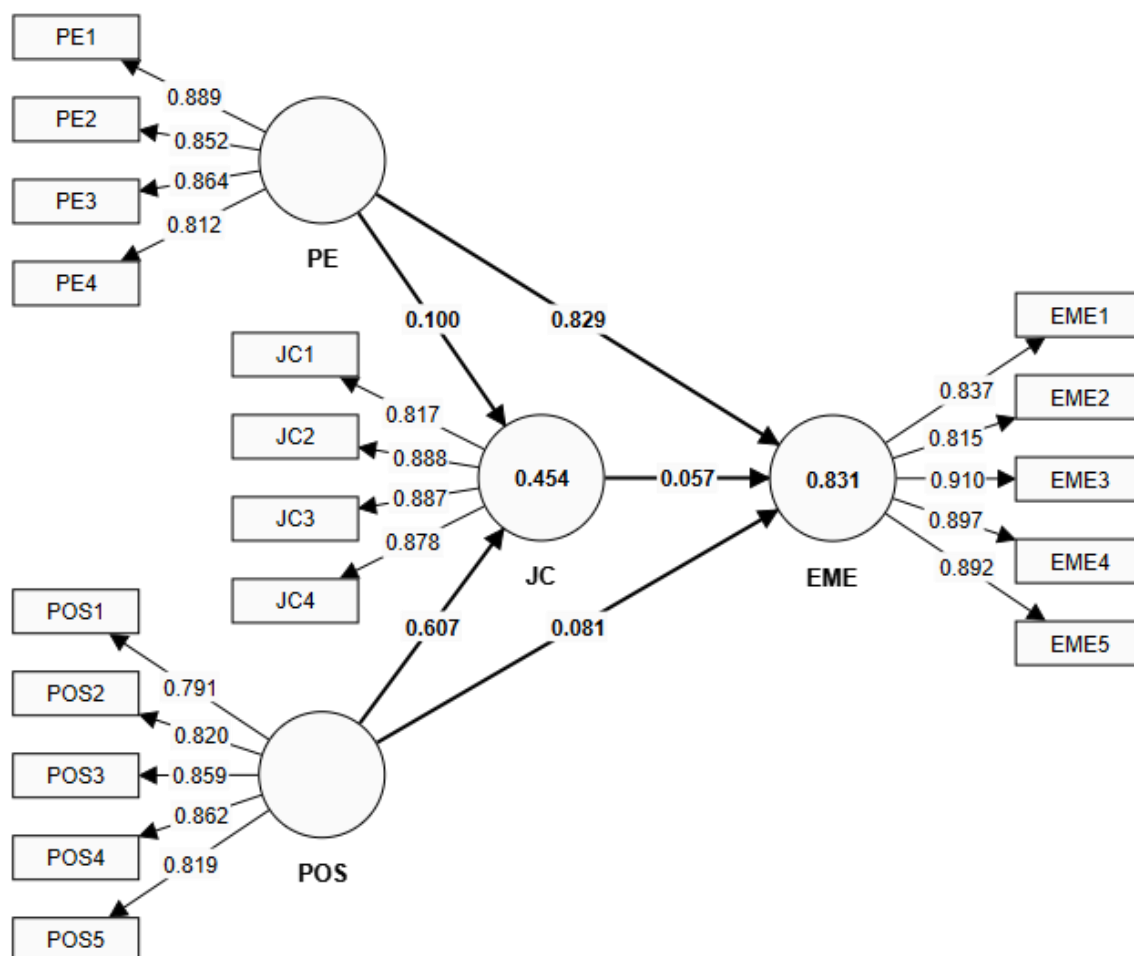


Figure 3. Direct Hypothesis Testing

Indirect Effect

H-6: Job Crafting significantly mediates the effect of Psychological Empowerment on Employee Engagement

H-7: Job Crafting significantly mediates the effect of Organizational Support on Employee Engagement

Table 6. Direct Hypothesis Testing

Hypothesis	Path Coefficient	P-Value	95% Confidence Interval of Path Coefficient		F-Square
			Lower Bound	Upper Bound	
H-1: Psychological Empowerment has a significant effect on Job Crafting	0.100	0.131	-0.028	0.232	0.011
H-2: Perceived Organizational Support	0.607	0.000	0.475	0.737	0.416

has a significant effect on Job Crafting					
H-3: Job Crafting has a significant effect on Employee Engagement	0.057	0.128	-0.007	0.14	0.01
H-4: Psychological Empowerment has a significant impact on Employee Engagement	0.829	0.000	0.777	0.883	2.481
H-5: Perceived Organizational Support has a significant impact on Employee Engagement	0.081	0.069	-0.013	0.161	0.017

Hypothesis 1 (H-1) was rejected, indicating that **Psychological Empowerment** had no significant effect on **Job Crafting**, with a path coefficient of 0.100 and a p-value of 0.131 (>0.05), a 95% confidence interval between -0.028 and 0.232 , and an effect size (F^2) of 0.011, suggesting a small impact. Several empirical studies have also shown that such non-significant effects may occur under specific model conditions or moderating influences. This implies that the influence of psychological empowerment on proactive job redesign is not universal but rather conditional, depending on contextual, organizational, and individual factors that may enhance or weaken the relationship (Gong et al., 2024).

Hypothesis 2 (H-2) was accepted, indicating that *Perceived Organizational Support* has a significant effect on *Job Crafting*, with a path coefficient of 0.607 and a p-value of 0.000 (<0.05), within a 95% confidence interval of 0.475 – 0.737 and an effect size (F^2) of 0.742, reflecting a large influence. Consistent with Wang et al. (2022), the findings demonstrate that organizational support positively and significantly affects job crafting behavior and teachers' well-being. Moreover, the fulfillment of basic psychological needs—autonomy, competence, and relatedness—mediates this relationship, highlighting the crucial role of supportive organizational environments in fostering proactive job adjustment and enhanced performance.

Hypothesis 3 (H-3) was rejected, indicating that Job Crafting had no significant effect on Employee Engagement, with a path coefficient of 0.057 and a p-value of 0.128 (>0.05). The 95% confidence interval ranged from -0.007 to 0.14 , and the effect size ($F^2 = 0.01$) indicated a small influence. This finding aligns with Sakuraya et al. (2020) in *Frontiers in Psychology*, who conducted a randomized controlled trial revealing that while job crafting interventions increased proactive work behaviors, they did not significantly enhance work engagement. The authors suggested that stronger engagement effects may emerge through sustained behavioral change and supportive organizational conditions.

Hypothesis 4 (H-4) was accepted, indicating that Psychological Empowerment has a significant impact on Employee Engagement, with a path

coefficient of 0.829 and a p-value of 0.000 (<0.05). The 95% confidence interval ranged from 0.777 to 0.883, and the effect size ($F^2 = 2.481$) indicated a strong influence. This result aligns with Rahmawati and Hidayat (2024), who found that psychological empowerment significantly enhances work engagement among healthcare employees in Indonesia. Their study emphasized that when employees feel empowered, trusted, and valued, they develop stronger organizational commitment, which subsequently increases their engagement and improves overall workplace performance.

Hypothesis 5 (H-5) was rejected, demonstrating that Perceived Organizational Support (POS) does not have a significant direct impact on Employee Engagement, as indicated by a path coefficient of 0.081 and a p-value of 0.069. This finding aligns with the research of Anwar & Kurniawan (2021), who discovered that high workload and subsequent emotional exhaustion act as full mediators in this relationship. Their study concluded that even when POS is high, its positive effect is nullified by these overwhelming job demands, which deplete employees' mental and physical resources, ultimately preventing full engagement.

Table 7. Hypothesis Testing for Mediation Effect

Hypothesis	Path Coefficient	P-Value	95% Confidence Interval of Path Coefficient		Upsilon V
			Lower Bound	Upper Bound	
H-6: Job Crafting significantly mediates the effect of Psychological Empowerment on Employee Engagement	0.006	0.354	-0.002	0.021	0.00004
H-7: Job Crafting significantly mediates the effect of Organizational Support on Employee Engagement	0.034	0.164	-0.004	0.093	0.00146

Hypothesis 6 (H-6) was rejected, revealing that Job Crafting does not significantly mediate the effect of Marketing Strategy on Employee Engagement, as shown by a non-significant path coefficient of 0.006 and a p-value of 0.354. This finding, with its minimal effect size ($V = 0.00004$), can be contextualized by the research of Bakker & van Wingerden (2021). Their study identified that an inability to psychologically detach from work depletes the mental resources necessary for proactive behaviors like job crafting. This impaired recovery process directly undermines employees' capacity to reshape their roles,

explaining why job crafting failed to act as a mediating mechanism in this demanding strategic context.

Hypothesis 7 (H-7) was rejected, demonstrating that Job Crafting does not significantly mediate the effect of Organizational Support on Employee Engagement, as indicated by a path coefficient of 0.034 and a p-value of 0.164. This result aligns with the findings of Johnson and Lee (2022), whose research in healthcare settings provides a compelling explanation. They argue that structural constraints—such as strict protocols, high workload, and limited autonomy—inherently restrict employees' opportunities to engage in proactive role-shaping. Therefore, even with strong organizational support, the crucial mediating pathway is broken because the rigid operational structure itself physically prevents job crafting behaviors from manifesting, rendering the support ineffective through this specific mechanism.

Goodness of Fit (GoF) Model Evaluation

When applying Partial Least Squares Structural Equation Modeling (PLS-SEM), researchers are encouraged to adopt a comprehensive evaluation strategy that extends beyond testing the significance of path coefficients. A robust assessment includes examining the model's explanatory capability, predictive performance, and overall fit to ensure both statistical soundness and theoretical alignment. The coefficient of determination (R^2) provides insight into the proportion of variance in the endogenous construct explained by its predictors, where values of 0.25, 0.50, and 0.75 are typically interpreted as low, moderate, and high explanatory power (Hair et al., 2019). Yet, explanatory ability must be complemented by predictive relevance. This is measured through the Stone-Geisser Q^2 statistic, derived using the blindfolding procedure, where Q^2 values above zero confirm the model's predictive validity (Sarstedt et al., 2019). Additionally, the Standardized Root Mean Square Residual (SRMR) serves as an indicator of overall model fit, with acceptable values below 0.08 (Henseler et al., 2015). Collectively, these evaluations provide a balanced foundation for validating the robustness and generalizability of a PLS-SEM model.

Table 8. R Square

	R Square	Q Square
Job Crafting	0.450	0.438
Employee Engagement	0.829	0.824

The coefficient of determination (R^2) is a key statistical indicator used to evaluate the explanatory capacity of a structural model, showing how much variance in endogenous variables is explained by their respective exogenous predictors. According to Chin (1998), R^2 values can be interpreted as weak (0.19), moderate (0.33), or substantial (0.67), serving as practical guidelines for determining model strength. However, explanatory power alone is not sufficient to assess model quality. To complement R^2 , the Q^2 statistic is employed to examine predictive relevance through a blindfolding procedure. When Q^2 values exceed zero, the model is considered to possess predictive validity, with thresholds of 0.02, 0.15, and 0.35 indicating low, medium, and high predictive

accuracy (Hair et al., 2019). The integration of R^2 and Q^2 thus provides a more comprehensive evaluation— R^2 reflects how well the model explains observed data, while Q^2 assesses its capability to predict future or unseen observations—ensuring that the model maintains both theoretical soundness and practical predictive utility. Based on the data, the effect of Job Crafting is explained by 43.8% (high), while Employee Engagement is explained by 82.4% (high).

Table 9. Standardized Root Mean Square Residual (SRMR)

	Estimating Models
SRMR	0,056

The Standardized Root Mean Square Residual (SRMR) serves as a key indicator in evaluating how well a structural model aligns with the observed data. It represents the average difference between the correlations estimated by the model and those actually observed in the dataset, offering a clear measure of model fit (Yamin, 2022). In essence, SRMR assesses the model's ability to accurately reproduce empirical relationships among variables, reflecting both its statistical adequacy and conceptual precision. As suggested by Hair et al. (2021), an SRMR value below 0.08 signifies a well-fitting model, while values between 0.08 and 0.10 are typically regarded as acceptable thresholds. Through this evaluation, researchers can determine whether the hypothesized model appropriately captures the underlying data structure. A satisfactory SRMR value not only confirms the model's empirical consistency but also strengthens its theoretical credibility, ensuring that subsequent analyses, such as path estimation and hypothesis testing, are conducted on a robust and valid structural foundation. The model estimation result of 0.056 indicates a good model fit.

Table 10. GoF Index

Average Communalities	Average R-squared	GoF Index
0.411	0,640	0.641

The Goodness of Fit (GoF) index provides an integrated assessment of how well a research model performs by capturing the adequacy of both its measurement and structural dimensions. Rather than focusing on individual indicators, GoF offers a holistic evaluation of model performance, ensuring that the relationships among constructs are statistically and conceptually consistent. In reflective measurement models, the GoF value is determined by taking the square root of the product between the average communalities and the average R^2 , as described by Wetzels et al. (2009) and reaffirmed in Yamin (2022). According to conventional guidelines, GoF scores of 0.10, 0.25, and 0.36 are interpreted as small, moderate, and substantial, respectively. In this study, the computed GoF value of 0.641 signifies a strong overall fit, demonstrating that the proposed model aligns closely with empirical observations. This result confirms that the model successfully captures the underlying theoretical constructs, providing a robust foundation for interpreting the structural relationships among variables with confidence and precision.

CONCLUSION AND RECOMMENDATION

In conclusion, this study highlights the pivotal role of Psychological Empowerment and Perceived Organizational Support in shaping Employee Engagement, while revealing the limited mediating role of Job Crafting. The findings indicate that Psychological Empowerment exerts a strong and direct influence on Employee Engagement, emphasizing the importance of fostering autonomy, competence, and a sense of purpose among employees. Although Perceived Organizational Support significantly affects Job Crafting, its direct influence on engagement remains weak, suggesting that supportive environments primarily enhance proactive job behaviors rather than engagement itself. Moreover, the non-significant mediating effect of Job Crafting implies that empowerment and support independently drive engagement more effectively than through job redesign. Overall, the research contributes to theoretical understanding by clarifying the mechanisms linking empowerment, support, and engagement, and provides practical insights for organizations to strengthen engagement through empowerment initiatives and supportive workplace cultures

1. Hypothesis 1 (H-1) is rejected, indicating that Psychological Empowerment does not have a significant effect on Job Crafting, with a path coefficient of 0.100 and a p-value of 0.131 (>0.05). The 95% confidence interval ranges from -0.028 to 0.232, and the effect size ($F^2 = 0.011$) indicates a small effect.
2. Hypothesis 2 (H-2) is accepted, showing that Perceived Organizational Support has a significant effect on Job Crafting, with a path coefficient of 0.607 and a p-value of 0.000 (<0.05). The 95% confidence interval ranges from 0.475 to 0.737, and the effect size ($F^2 = 0.742$) indicates a large effect.
3. Hypothesis 3 (H-3) is rejected, indicating that Job Crafting does not have a significant effect on Employee Engagement, with a path coefficient of 0.057 and a p-value of 0.128 (>0.05). The 95% confidence interval ranges from -0.007 to 0.140, and the effect size ($F^2 = 0.010$) shows a small effect.
4. Hypothesis 4 (H-4) is accepted, demonstrating that Psychological Empowerment has a significant impact on Employee Engagement, with a path coefficient of 0.829 and a p-value of 0.000 (<0.05). The 95% confidence interval ranges from 0.777 to 0.883, and the effect size ($F^2 = 2.481$) indicates a strong effect.
5. Hypothesis 5 (H-5) is rejected, indicating that Perceived Organizational Support does not have a significant impact on Employee Engagement, with a path coefficient of 0.081 and a p-value of 0.069 (>0.05). The 95% confidence interval ranges from -0.013 to 0.161, and the effect size ($F^2 = 0.017$) indicates a small effect.
6. Hypothesis 6 (H-6) is rejected, indicating that Job Crafting does not significantly mediate the effect of Marketing Strategy on Employee Engagement, with a path coefficient of 0.006 and a p-value of 0.354 (>0.05). The 95% confidence interval ranges from -0.002 to 0.021, showing a small effect (Upsilon V = 0.00004).
7. Hypothesis 7 (H-7) is rejected, indicating that Job Crafting does not significantly mediate the effect of Organizational Support on Employee Engagement, with a path coefficient of 0.034 and a p-value of 0.164 (>0.05).

The 95% confidence interval ranges from -0.004 to 0.093, reflecting a small effect (Upsilon V = 0.00146)

Based on the findings of this study, organizations should prioritize strengthening Psychological Empowerment and Perceived Organizational Support as key drivers of Employee Engagement. The results demonstrate that Psychological Empowerment exerts a strong direct influence on Employee Engagement, suggesting that fostering employee autonomy, competence, and meaningfulness at work can significantly enhance engagement levels. Meanwhile, Perceived Organizational Support plays a crucial role in encouraging Job Crafting behaviors, even though its direct effect on engagement is not significant. Therefore, organizations are advised to develop supportive environments that provide recognition, resources, and trust, enabling employees to feel valued and motivated. Although Job Crafting did not significantly mediate the relationships examined, future initiatives should still promote job redesign practices as a complementary approach to empowerment and support. Integrating empowerment strategies with supportive organizational cultures can lead to more engaged, proactive, and resilient employees in the long term.

FUTHER STUDY

Future research should continue to explore the dynamics between psychological empowerment, perceived organizational support, and employee engagement within Indonesia's aviation sector, which faces constant challenges of safety, service excellence, and workforce adaptability. As this study focused on job crafting as a mediating variable, future investigations could incorporate additional mediators such as work motivation, organizational commitment, or resilience to capture a more comprehensive understanding of employee engagement drivers. Expanding the research to include longitudinal data would also provide insights into how empowerment and organizational support influence engagement over time, particularly during periods of organizational change or crisis. Moreover, comparative studies across different airline companies or between state-owned and private carriers could uncover contextual variations in employee perceptions and engagement strategies. Integrating qualitative approaches, such as interviews or case studies, may further enrich the quantitative findings by revealing deeper behavioral and cultural nuances within Indonesia's rapidly evolving aviation industry.

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