The Influence Of Servant Leadership On Work Engagement : Role Of Meaningfulness Of Work, Job Crafting, And Person-Job Fit As Mediators In NPO

Safira Nurmalitasaria [1], Elok Savitri Puspitarini [2]
[1,2] Department of Master Management, Faculty of Economic and Business, Universitas Indonesia, Indonesia
Email: [1] safiranurmalitasari@gmail.com ,[2] eloksavitri.febui@gmail.com

ABSTRACT

Improving work engagement holds paramount importance for organizations striving to meet objectives, particularly in Indonesia where enhancing employee efficiency is a primary concern. Rooted in the Conservation of Resources and Social Exchange Theory, proactive engagement significantly enhances organizational productivity. This research aims to explore whether the meaningfulness of work, job crafting, and person-job fit, acting as mediators, can intervene in the relationship between servant leadership as independent variables, and work engagement as the dependent variable. Empirical data are being collected through the distribution of questionnaires to 250 members in one of NPO in Semarang. Structural Equation Modeling via SMART PLS 3.0 is facilitating data analysis and hypothesis testing. The findings show that servant leadership and job crafting significantly enhance the meaningfulness of work and work engagement. Positive correlations exist between servant leadership, job crafting, person-job fit, and work engagement. The study underscores the meaningfulness of work, job crafting, and person-job fit as crucial influencers of work engagement, acting as mediators in the relationship between servant leadership and work engagement. The outcomes of this research offer practical insights for academics and professionals in human resource management and non-profit organizational development in Indonesia. They underscore the importance of reinforcing determinants or antecedents of servant leadership within organizational frameworks to bolster work engagement and fulfill organizational responsibilities.

INTRODUCTION

In recent years, there's been a lot of focus on declining work performance and its impact on employee productivity globally (Karami & Tang, 2019). Both small and big companies, whether they're profit-driven or not, have the same chances to improve in this area. But when companies don't show what makes them special, employees struggle to see why their work matters, showing how important it is to give them enough support and resources (Ortiz-Gómez et al., 2022). This trend shows how important work engagement is now. It's about how people feel and act at work in the modern world, where people and companies need each other (Kim & Oh, 2020). So, work engagement has become a big deal for all businesses in Asia trying to stay competitive worldwide. When employees are more engaged, they put in more time and effort, which makes them more productive (Haldorai et al., 2020).To do well, organizations need to use their people well and encourage them to do more than just their job (Elche et al., 2020). Non-profit groups have their own challenges, like strict rules and complicated structures (OECD, 2020). Finding a balance between work and life is important for keeping employees productive, especially after tough times (Roczniewska et al., 2020).

Because non-profits are often the ones helping in crises, keeping employees engaged is super important (Databank, 2013). In non-profits, where volunteers are a big part of the team, it's really important to know what makes them want to help out (Eva et al., 2019). Volunteers are key to helping communities and making things better (Conduit et al., 2019). So, keeping them engaged is crucial for the group and the community (Kifle Mekonen & Adarkwah, 2022). But a recent report shows that most people don't feel very engaged at work worldwide (Harter & Rubenstein, 2020). Being engaged at work is super important for companies, it helps everyone work together better and get more done (Ozturk et al., 2021).

Understanding why work engagement matters is especially important for non-profits, where the people doing the work are the most valuable asset. When people feel like what they're doing is important, they're happier and do a better job (Mostafa & Abed El-Motalib, 2020; Nations, 2012). Volunteering is a big part of many economies, making up about 2.5% of the global economy (Nations, 2012). When employees are engaged in what they're doing, it helps them handle the stress and do better at work. Making the most of what people can give is really important (Ndubisi et al., 2021). Organizations need people who are excited and ready to work hard for better service and results (Kaya & Karatepe, 2020). Working on making work engagement better helps people feel connected to their work, which helps everyone do better (Ndubisi et al., 2021). In Semarang City, Indonesia, a group called "Lumbung Pangan Kota Semarang" (LumpangSemar) is doing a great job distributing food. By making sure food gets to the right places with engaged work, groups like Lumpang Semar can help everyone get what they need.

LITERATURE REVIEW

Social Exchange Theory Dan Conservation Of Resources Theory

Social Exchange Theory, introduced by (Blau, 1994), says social relationships involve giving with the expectation of receiving back. In servant leadership, leaders focus on serving employees by providing support, guidance, growth opportunities, and learning experiences. By building these good relationships, servant leadership helps employees see their work as more meaningful and better matched to their jobs, making them more engaged and happier overall (Khan et al., 2021). Additionally, in this study, the COR (Conservation Of Resources) theory proposed by (Hobfoll, 1989). The theory suggests that individuals facing stressful situations may experience negative outcomes. In the context of servant leadership, employees under leaders who provide freedom in resource utilization tend to experience positive emotions and less task fatigue, making them more likely to initiate proactive activities (Masood et al., 2006). Thus, based on the COR theory, job crafting can be proposed as a way to facilitate the social and political

processes necessary for the implementation of work engagement. As a result, job crafting is a strategic advantage for employees when introducing and implementing new ideas (Alwali, 2023).

Servant Leadership And Meaningfulness Of Work

Employees who do not understand the connection between their work and the overarching goals feel their work lacks meaning (Sarros et al., 2002). Servant leadership, focusing on serving all individuals, plays a crucial role in this process (Greenleaf, 2002). By providing resources, support, and opportunities, servant leaders show that each individual is valued and has the potential to grow (Shao et al., 2022). Servant leadership helps employees develop in line with their best potential, making work feel more meaningful (Khan et al., 2021). From the perspective of Social Exchange Theory (SET), learning can meet the need for competence, reinforcing the meaning of work. Empowering employees to apply their competencies enhances learning and proves their value, leading to greater engagement and meaningfulness (Xu et al., 2023). Servant leadership enriches the meaning of work, creating an environment where individuals feel respected and valued. This encourages employees to focus on others, see their work as part of a larger purpose, and enhances their self-respect (Al-Azab & Al-Romeedy, 2024). When individuals find positive meaning in their work, it fulfills a psychological need and allows them to showcase their best abilities (Lips-Wiersma et al., 2020).
H1: Servant leadership positively influence to meaningfulness of work

Servant Leadership And Job Crafting

Job crafting is considered a bottom-up approach where individuals actively shape their job tasks to achieve goals (Wrzesniewski & Dutton, 2001). However, in the workplace, employees do not work in isolation but interact daily with leaders who influence their proactive behaviors, including job crafting (Xue & Woo, 2022). Literature highlights the importance of leadership in providing valuable resources that motivate employees to engage in proactive work behaviors (Zhang & Parker, 2019). Servant leadership has been shown to significantly impact job crafting by enhancing proactive work behaviors that benefit employees, organizations, and customers. Studies have found that job crafting improves employee well-being (Al-Azab & Al-Romeedy, 2024). Job resources are assets that help employees achieve performance goals, reduce job stress, and promote personal growth. Employees modify their job responsibilities or the quality of their work on their initiative, including physical, relational, and cognitive boundaries, as part of job crafting (Tuan, 2022). Research indicates that servant leadership is a crucial factor enabling employees to develop their jobs. Based on these findings, this study suggests that servant leadership provides a highly employee-oriented approach that effectively triggers proactive work behaviors and enhances their quality of life at work (Hamid, 2024).
H2: Servant leadership positively influence to job crafting.

Servant Leadership And Person Job Fit

Individual-job fit, also known as person-job fit, is crucial in organizational contexts (Bauer et al., 2019). Servant leadership, as a vital organizational resource, provides opportunities to enhance individual-job fit while reducing fatigue and increasing work engagement (Babakus et al., 2010). Leader support, a key characteristic of servant leadership, positively correlates with individual-job fit (Irving & Berndt, 2017). Servant leadership encourages and supports individuals to optimize their full potential, significantly impacting employees' perceptions of job fit (Boon & Biron, 2016). Employees led by servant leaders find their needs fulfilled through their work, as leaders prioritize employees and create a customized work environment (Verelst et al., 2020). Additionally, servant leaders offer opportunities for employee development in task effectiveness and self-motivation by providing challenging tasks and promoting increased work engagement (Al-Azab & Al-Romeedy, 2024). Thus, servant leadership, focusing on fulfilling individual knowledge, skills, abilities, and needs, fosters an environment where employees feel engaged

and aligned with their jobs. This approach ensures individual-job fit goes beyond task fulfillment to encompass holistic individual needs and development (Shao et al., 2022).
H3: Servant leadership positively influence to person ; job fit

Meaningfulness Of Work And Work Engagement

The idea of "meaningfulness of work" is about finding purpose and satisfaction in what you do. It was first talked about by (Hackman & Oldham, 1976), who said that feeling like your work matters comes from the skills you use and how important your job is. Later studies show that feeling like your work is meaningful is something basic that motivates people, even when things are tough (Chalofsky & Krishna, 2009). This feeling of meaningfulness has two main parts: feeling competent and feeling connected to others (May et al., 2004). When these needs are met, employees not only feel good about themselves but also become more interested in their work, which makes them more engaged. Many people in organizations pay attention to how meaningful their work is, especially the values it represents (Khan et al., 2021). In a model about work engagement, meaningfulness of work includes wanting to do good, feeling like your job has meaning, and feeling like it's psychologically important (Steger et al., 2012). This feeling of meaningfulness isn't just important for feeling called to your work but also for how motivated you are. Studies show that when work feels meaningful, people are happier at work and more committed to their jobs (Goh & Baum, 2021). So, in simple terms, feeling like your work has meaning is a big part of being engaged at work. It's not just about knowing what you're doing but also feeling connected to it emotionally, motivated, and engaged (Han et al., 2021).
H4: Meaningfulness of work positively influence to work engagement

Job Crafting And Work Engagement

Their job resources and reduce obstacles at work. It's like a do-it-yourself approach to make work better, not just coping with high demands but also getting more involved in the job itself (Siddiqi, 2015). (De Beer et al., 2016) found that employees who are motivated to change their jobs tend to be more engaged. Studies also show that how engaged you are in your job affects whether you'll craft it in the future (Robledo et al., 2019). Job crafting comes in three flavors: task crafting, relational crafting, and cognitive crafting. By job crafting, employees can grow personally and reach their goals better, which can boost their work engagement (Al-Azab & Al-Romeedy, 2024). A study by (Lopper et al., 2023) confirms that when employees craft their jobs, they become more engaged. Having the right resources and demands at work boosts energy, dedication, and engagement (Gordon et al., 2018). The job demand-resources model says that having enough resources at work can reduce the strain and increase motivation. Managing personal resources and demands can affect how engaged employees are (Chen & Fellenz, 2020). Through job crafting, leaders can tweak resources and demands in a way that boosts employees' enthusiasm, dedication, and engagement (Guo & Hou, 2022).
H5: Job crafting positively influence to work engagement

Person Job Fit And Work Engagement

Person-job fit, which refers to the alignment between an individual's skills and job requirements, comprises two key components, demand-abilities fit and need-supplies fit to evaluates how effectively the job fulfills an individual's personal needs and expectations as an employee (Cable & Judge, 1996a). This alignment can enhance individuals' sense of job engagement. Research by (Book et al., 2019) underscores the correlation between personal-job fit and work engagement, indicating that higher levels of fit correspond to increased work engagement. Additionally, (Cai et al., 2018) demonstrated the pivotal role of job engagement in individual and organizational outcomes, suggesting that employees experiencing a high degree of individual-job fit are more likely to exhibit work engagement. By deeply involving employees and ensuring that their jobs align with their abilities, needs, and expectations, organizations can

cultivate motivational work environments that foster creativity and productivity (Guo & Hou, 2022). When employees perceive that their skills and needs align well with their job requirements, they are more likely to be engaged in their work, leading to enhanced organizational effectiveness and employee well-being (Saleem et al., 2020).
H6: Person job fit positively influence to work engagement

Job Crafting And Meaningfulness Of Work

The concept of meaningfulness of work, as outlined in this study, refers to individuals' psychological assessment of the importance of their jobs and the positive significance they derive from them (Lin et al., 2021). Job crafting, recognized as a fundamental aspect of employee well-being in the workplace, plays a significant role in this understanding (Rosso et al., 2010). Research by (Tims et al., 2016) indicates that increased job crafting is associated with higher levels of job meaningfulness, aimed at optimizing employees' perceptions of the fit between job demands and available resources. (Oprea et al., 2022) highlight that job crafting is an essential way to enhance meaning in work. Therefore, the detailed adjustment of job characteristics through job crafting can be key to creating deeper levels of meaning for individuals. This not only enriches their experiences within the scope of work but also significantly strengthens their engagement with various tasks and job responsibilities on a daily basis. Moreover, modifications made to jobs in greater detail and alignment with individuals' personal characteristics can have a more significant positive impact on their self-understanding within the organizational context (Guo & Hou, 2022).
H7: Job crafting positively influence to meaningfulness of work

Job Crafting And Person Job Fit

Job crafting is a pivotal strategy for enhancing the alignment between individuals and their roles within an organization (Nielsen & Abildgaard, 2012). It fosters a sense of meaning and control in work, enabling employees to tailor their tasks to better match their skills, preferences, and abilities (Tims & Bakker, 2010). By engaging in job crafting, employees actively adjust their job roles to meet their individual needs, values, and capabilities (Bakker & Demerouti, 2007). This proactive approach not only enriches their experience but also significantly improves their person-job fit (Kristof-Brown et al., 2005).

The concept of P-J fit encompasses two primary dimensions: needs-supplies (N-S) fit and demands-abilities (D-A) fit (Cable & Judge, 1996b). N-S fit involves aligning individual needs with the rewards and resources provided by the job, while D-A fit focuses on matching job demands with employee abilities. Research indicates that job crafting not only improves individual well-being but also serves as a catalyst for organizational goal achievement (Xu et al., 2023). By empowering employees to shape their roles according to their strengths and interests, organizations foster a culture of inclusivity and progressiveness (Guo & Hou, 2022).
H8: Job crafting positively influence to person job fit

Servant Leadership, Job Crafting, And Work Engagement

Servant leaders provide greater autonomy and developmental assistance to employees, which can reduce physical symptoms and depression, while enhancing job satisfaction and commitment (Khan et al., 2021). Due to their moral, friendly, and empowering nature, servant leaders positively impact the work engagement of their colleagues (Al-Azab & Al-Romeedy, 2024). Job crafting mediates the relationship between servant leadership and work engagement by enabling employees to take on more responsibilities and alter the nature and scope of their work (Chuah et al., 2023). Employees' energy levels, dedication, and engagement increase when they create a work environment with adequate job resources and challenging job demands (Gordon et al., 2018). In the work process, employees perceive the organizational atmosphere through leadership style to assess whether their behavior is recognized by the organization,

determining their subsequent job crafting behavior and engagement (Bruning & Campion, 2019). Based on social exchange theory, when employees perceive supportive behavior from servant leaders, they are more likely to have a genuine attitude towards the organization, continually generate value to meet organizational development requirements, and increase their level of work engagement (Jiang et al., 2022).

H9: Job crafting mediates the relationship between servant leadership and work engagement

Servant Leadership, Person Job Fit, And Work Engagement

Servant leaders assign challenging tasks to improve employees' abilities and skills, foster good working relationships, and empower employees to showcase their best selves, employees can meet the demands of their jobs and feel aligned with their work (Fatima et al., 2021). With the mediating effect of person job fit underlying the positive relationship between servant leadership and employee job engagement, organizations also need to assess employees' abilities and needs over time to redesign jobs if necessary (Verelst et al., 2020). Person job fit is a perceived match between tasks found to have the strongest effect, among other fit perceptions, on many attitude and behavioural outcomes (Kristof, 1996). Servant leaders prioritize followers' interests, listen to them, try all ethical aspects to empower them. Specifically, leaders who can meet their followers' needs are motivated to engage. Moreover, jobs that fulfill employees' desires and give them opportunities for self-expression are likely to increase their engagement (Albrecht et al., 2015). Thus, servant leadership behaviours provide followers with more opportunities to interact and adapt to organizational values, consequently enhancing work engagement (Aboramadan & Dahleez, 2020).

H10: Person job fit mediates the relationship between servant leadership and work engagement.

Servant Leadership, Meaningfulness Of Work, And Work Engagement

Leaders can play a role in enhancing the meaning of work (Rosso et al., 2010). Servant leadership style, characterized by a focus on others and a community-building mindset, fosters a similar attitude among followers, shifting their focus from self-centeredness to others. Serving the community and connecting with others enhance the meaning of work. Because meaning is a motivational construct, it positively impacts employee engagement (Arnold et al., 2007). Meaningfulness of work is consistently recognized as a positive work experience (Achor et al., 9 C.E.). Under servant leadership, perceived job engagement is likely to find their work meaningful. Individuals find positive meaning in their work when they can demonstrate their best abilities (Kaya & Karatepe, 2020). Servant leadership has been shown to have a positive influence on employees' perceptions of the meaning of their work and the engagement that arises from it. Employees who have a greater interest in finding meaning in their work and receive supportive behaviour from their leaders will be positively influenced by servant leadership. (Khan et al., 2021)

H11: Meaningfulness of work mediates the relationship between servant leadership and work engagement.

Job Crafting, Meaningfulness Of Work, And Work Engagement

Job crafting is a way in which individuals restructure their jobs to gain job identity and role clarity (Wrzesniewski & Dutton, 2001). This proactive behaviour enhances their perception of purpose, thereby increasing the meaning of their work (Luu, 2021). (Oprea et al., 2022) highlighted that when employees engage in job crafting, they experience higher levels of meaningfulness of work and are more engaged and willing to remain in their current positions. Empirical findings also report that higher levels of meaningfulness of work can enhance work engagement. Additionally, they suggest that meaningfulness of work is more important to individuals than other aspects of their jobs (Bailey et al., 2019). Meaningfulness of work is the strongest mediator between job crafting and work engagement (Hill et al., 2017). This suggests a

positive relationship between job crafting as a job characteristic or resource mediated by meaningfulness of work. By emphasizing the importance of meaning in work, organizations can more effectively motivate employees, improve performance, and increase engagement in their roles (Letona-Ibañez et al., 2021).
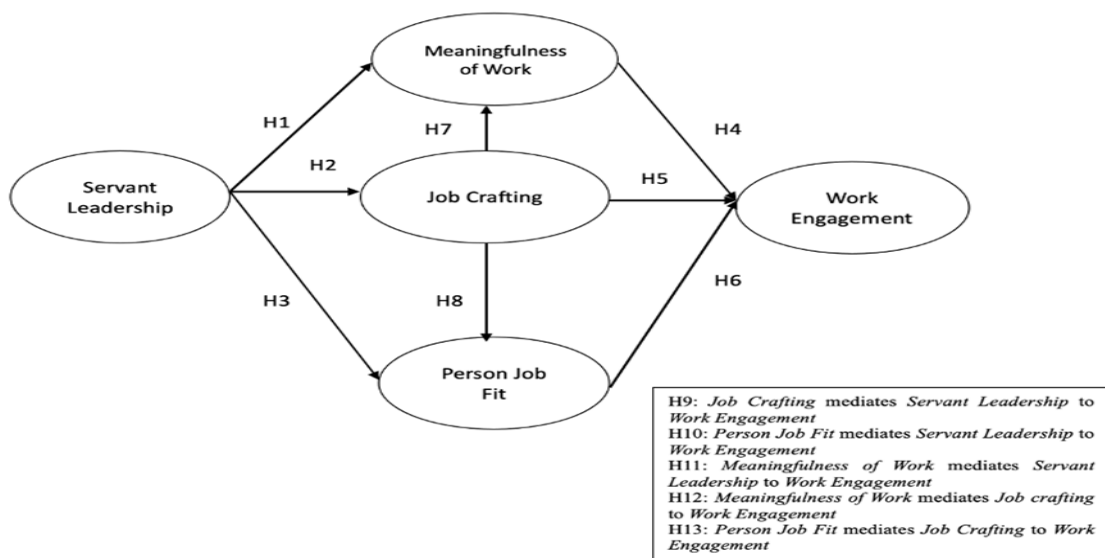
H12: Meaningfulness of work mediates the relationship between job crafting and work engagement.

Job Crafting, Person Job Fit, And Work Engagement

(Vermooten et al., 2019) found that when employees adjust their tasks to fit their needs, it boosts how well they fit with their job, known as person-job fit, and increases their engagement at work. So, when employees feel like they fit well with their job, they're more engaged at work. This fit plays a big role in explaining how adjusting tasks, or job crafting, affects job engagement (Lee et al., 2017). Studies show that when employees express themselves through job crafting, they feel more connected to their work and are less likely to leave. By adjusting their tasks, employees not only improve their skills but also build better relationships and feeling energized is what work engagement is about (Hu et al., 2020). Research suggests that job crafting helps employees better match their skills with their tasks, which makes them more engaged, according to (Tims et al., 2016). Another study by (Li et al., 2023) discovered that when employees adjust their tasks to fit their skills, it boosts how well they feel they fit with their job, and this makes them more engaged. By adjusting what employees do at work, leaders can make employees feel like they fit better with their job, which means they're happier and more productive (Guo & Hou, 2022)

H13: Person job fit mediates the relationship between job crafting and work engagement.

Figure 1 Conceptual Framework

H9: *Job Crafting* mediates *Servant Leadership* to *Work Engagement*
H10: *Person Job Fit* mediates *Servant Leadership* to *Work Engagement*
H11: *Meaningfulness of Work* mediates *Servant Leadership* to *Work Engagement*
H12: *Meaningfulness of Work* mediates *Job crafting* to *Work Engagement*
H13: *Person Job Fit* mediates *Job Crafting* to *Work Engagement*

Source: Figure by author

METHODS

This research used a quantitative approach with purposive sampling, selecting participants based on specific criteria. The study focused on LumpangSemar members with at least six months of affiliation, assuming they understood their tasks, roles, and workflow.The research utilized both primary and secondary data. Primary data were gathered through offline questionnaires containing closed and open-ended questions, distributed to LumpangSemar members. Secondary data came from journals, theses, articles, books, organizational profiles,

mission-vision statements, performance data, and other documentation from LumpangSemar in Semarang City. Data collection methods included observation, questionnaires, and interviews.

Sample And Procedures For Data Collection

The survey aimed to gather data from LumpangSemar group members, a non-profit organization with volunteer workers in the food security sector. These volunteers, who work without financial compensation, are vital to the organization's community-focused services (Shirahada & Wilson, 2023). The inclusion criteria required a minimum tenure of 6 months to ensure participants had sufficient experience and understanding of the workflow and inter-member relationships. The researchers administered open-ended and closed-ended questionnaires to representatives across 16 Districts and 79 Subdistricts in Semarang City. Out of the distributed questionnaires, 250 individuals responded.

Measure

Servant leadership was assessed using a 7-item scale developed by Liden et al. (2015), with data collected on a seven-point Likert scale. Job crafting was measured utilizing a 10-item scale developed by (Leana et al., 2009; Wrzesniewski & Dutton, 2001) also collected on a seven-point Likert scale. The meaningfulness of work was evaluated through a 10-item Likert scale developed by (Steger et al., 2012), with data collected on a seven-point Likert scale. Person-job fit was assessed using a 6-item Likert scale developed by (Cable & Judge, 1996b), with data collected on a seven-point Likert scale. Work engagement was measured employing the 17-item Utrecht Work Engagement Scale developed by Schaufeli et al. (2002), with data collected on a seven-point Likert scale.

Data Analysis

This study used SPSS 27.0 for Windows to measure reliability, validity, and conduct descriptive analysis. It also employed Structural Equation Modeling (SEM) using SMART PLS 3.0 software. SEM PLS is effective with large sample sizes and offers good prediction and interpretation. SEM is a statistical method for constructing models with multiple variables, test measurement errors, confirm theories with data, and explain complex relationships and effects among variables (Leana et al., 2009; Wrzesniewski & Dutton, 2001). This study used a seven-point Likert scale to capture a wide range of respondent perspectives, providing flexibility for comprehensive insights into attitudes or opinions. The ample response options of the Likert scale enable precise statistical analysis,

RESULTS

Measurement Model

The study assessed the quality of the measure by checking reliability, convergent validity, and discriminant validity for the constructs used. The results in Table 2 showed that itemwise convergent validity was established, as each item loaded more than 0.7 onto its respective construct. Additionally, construct-level convergent validity was confirmed, with the Average Variance Extracted (AVE) exceeding 0.5, which is the minimum acceptable threshold (Hair Jr et al., 2019; Henseler et al., 2015).For reliability evaluation, Cronbach's alpha and Composite Reliability (CR) values were computed. All constructs surpassed the threshold of 0.7 for both criteria, indicating satisfactory reliability (Hair Jr et al., 2019).To ensure discriminant validity, the Heterotrait-Monotrait (HTMT) ratios were examined for all constructs, as displayed in Table 3. The ratios were found to be below 0.85 for each construct, demonstrating adequate discriminant validity.

Structural Model

Before testing the hypotheses, correlations among the constructs were checked. Variance inflation factors (VIF) values were used to inspect collinearity issues within the structural model and mitigate estimation bias. All VIF values were below 5.0, indicating no collinearity concerns. The structural model was evaluated using the bootstrapping technique with 5,000 subsamples to examine the research hypotheses. Stone–Geisser's Q^2 value was used to assess the predictive relevance of the model, with Q^2 values surpassing the threshold, confirming its predictive relevance. The standardized root mean square residual (SRMR) value for PLS-SEM was 0.067, below the threshold of 0.08. The coefficients of determination (R^2) were 0.485 for job crafting, 0.343 for person-job fit, 0.405 for meaningfulness of work, and 0.552 for work engagement, indicating a strong explanatory capability for the proposed model. The significant relations, shown in Table 3, empirically validate the proposed relations among the constructs.

Table 1 Respondents's Profile

Variable	Values	n (250)
Gender		%
	Male	30,8%
	Female	69,2%
Age		%
	<25	2,40%
	25-50	71,20%
	>50	26,40%
Qualification		%
	Senior High School	57,20%
	Diploma	17,20%
	Bachelor	24%
	Master	1,60%
Overall Job Experiences (years)		%
	<1	49,60%
	1-5	49,20%
	>5	1,20%

Table 1 shows that most respondents in the LumpangSemar group are female, making up 69.2%, while males make up 30.8%. The majority of respondents, over 68%, are aged 35 and above. The age distribution also includes 13.6% aged 35 to under 40, 9.6% aged 30 to under 35, and 8.4% aged 25 to under 30.LumpangSemar recruits members voluntarily, without specific qualifications. Most respondents have a high school diploma or equivalent (57.2%), followed by those with a bachelor's degree or diploma IV (24%), and those with a diploma I/II/III (17.2%). Only 1.6% hold a master's degree.Regarding work experience, 49.6% of respondents have less than 1 year, 44.4% have 1-3 years, 4.8% have 3-5 years, and 1.2% have over 5 years.

Table 2 Convergent Validity

Variabel Laten	AVE	Critical Value	Evaluation
Servant Leadership	0.644		Valid
Person Job Fit	0.545		Valid
Job Crafting	0.584	>0,5	Valid
Meaningfulness Of Work	0.590		Valid
Work Engagement	0.522		Valid

Table 3 Outer Loading

Variabel/Dimention	Indicator/items	Loading factor	Boundary	Evaluation
Servant Leadership	SL1	0.840	> 0,7	Valid
	SL2	0.826	> 0,7	Valid
	SL3	0.779	> 0,7	Valid
	SL4	0.774	> 0,7	Valid
	SL5	0.765	> 0,7	Valid
	SL6	0.813	> 0,7	Valid
	SL7	0.816	> 0,7	Valid
Individual Crafting	JIC1	0.818	> 0,7	Valid
	JIC2	0.810	> 0,7	Valid
	JIC3	0.760	> 0,7	Valid
	JIC4	0.760	> 0,7	Valid
	JIC5	0.789	> 0,7	Valid
Collaborative Crafting	JCC6	0.793	> 0,7	Valid
	JCC7	0.805	> 0,7	Valid
	JCC8	0.809	> 0,7	Valid
	JCC9	0.786	> 0,7	Valid
	JCC10	0.825	> 0,7	Valid
Positive Meaning in Work	MOP1	0.829	> 0,7	Valid
	MOP2	0.803	> 0,7	Valid
	MOP3	0.817	> 0,7	Valid
	MOP4	0.751	> 0,7	Valid
Meaning Making Through Work	MOM5	0.812	> 0,7	Valid
	MOM6	0.838	> 0,7	Valid
	MOM7	0.848	> 0,7	Valid
	MOM8	0.843	> 0,7	Valid
Greater Good Motivations	MOM9	0.845	> 0,7	Valid
	MOM10	0.829	> 0,7	Valid
Person Job Fit	PJF1	0.780	> 0,7	Valid
	PJF2	0.787	> 0,7	Valid
	PJF3	0.714	> 0,7	Valid
	PJF4	0.662	> 0,7	Valid
	PJF5	0.743	> 0,7	Valid
	PJF6	0,736	> 0,7	Valid
Vigor	WEV1	0,776	> 0,7	Valid
	WEV2	0,758	> 0,7	Valid
	WEV3	0,774	> 0,7	Valid
	WEV4	0,753	> 0,7	Valid
	WEV5	0,742	> 0,7	Valid
	WEV6	0,763	> 0,7	Valid
Dedication	WED7	0,735	> 0,7	Valid
	WED8	0,801	> 0,7	Valid
	WED9	0,765	> 0,7	Valid
	WED10	0,723	> 0,7	Valid
	WED11	0,747	> 0,7	Valid
Absorption	WEA12	0,741	> 0,7	Valid
	WEA13	0,707	> 0,7	Valid
	WEA14	0,736	> 0,7	Valid
	WEA15	0,721	> 0,7	Valid
	WEA16	0,774	> 0,7	Valid

	WEA17	0,777	> 0,7	Valid

Table 4 Validity Second Order

Variabel/Dimention	Dimention	Loading factor	Boundary	Evaluation
Job Crafting	Individual Crafting	0.959	> 0,7	Valid
	Collaborative Crafting	0.962	> 0,7	Valid
Meaningfulness of Work	Positive Meaning in Work	0.952	> 0,7	Valid
	Meaning Making Through Work	0.909	> 0,7	Valid
	Greater Good Motivations	0.938	> 0,7	Valid
Work Engagement	Vigor	0.964	> 0,7	Valid
	Dedication	0.943	> 0,7	Valid
	Absorption	0.971	> 0,7	Valid

Table 5 Realibility

Variabel Laten	CR	Critical Value	CA	Critical Value	Evaluation
Servant Leadership	0,927	>0,7	0,908	>0,7	Reliabel
Person Job Fit	0,877		0,832		Reliabel
Job Crafting	0,934		0,921		Reliabel
Meaningfulness Of Work	0,935		0,923		Reliabel
Work Engagement	0,949		0,943		Reliabel

Table 6 Htmt Criteriation

	Servant Leadership	Job Crafting	Meaningfulness Of Work	Person Job Fit	Work Engagement
Servant Leadership					
Job Crafting	0,695				
Meaningfulness Of Work	0,603	0,740			
Person Job Fit	0,564	0,640	0,668		
Work Engagement	0,653	0,648	0,691	0,745	

Table 7 Results Of The Structural Model And Hypotheses Testing

Relationship	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	p-value	Result
H1. Servant Leadership -> Meaningfulness of Work	0,203	0,081	2,495	0,013	Supported
H2. Servant Leadership -> Job Crafting	0,638	0,052	12,335	0,000	Supported
H3. Servant Leadership-> Person Job Fit	0,029	0,062	3,686	0,000	Supported
H4. Meaningfulness of Work -> Work Engagement	0,287	0,074	3,879	0,000	Supported

H5. Job Crafting -> Work Engagement	0,188	0,086	2,181	0,029	Supported
H6. Person Job Fit -> Work Engagement	0,390	0,062	6,283	0,000	Supported
H7. Job Crafting-> Meaningfulness of Work	0,552	0,078	7,112	0,000	Supported
H8. Job Crafting -> Person job fit	0,417	0,074	5,640	0,000	Supported

The results shown in Table 7 reveal that all proposed relationships were significant. Specifically, servant leadership was significantly related to meaningfulness of work (b = 0.203, p = 0.013), job crafting (b = 0.638, p = 0.000), and person-job fit (b = 0.029, p = 0.062). Meaningfulness of work was significantly related to work engagement (b = 0.287, p = 0.000), job crafting was significantly related to work engagement (b = 0.188, p = 0.029), and person-job fit was significantly related to work engagement (b = 0.390, p = 0.000). Additionally, job crafting was significantly related to meaningfulness of work (b = 0.552, p = 0.000) and person-job fit (b = 0.417, p = 0.000). Thus, hypotheses H1, H2, H3, H4, H5, H6, H7, and H8 are supported.

Table 8 Result Of Mediation Analysis

Relationship	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	p-value	Result
Servant Leadership -> Job Crafting -> Work Engagement	0,120	0,058	2,067	0,039	Supported
Servant Leadership -> Person Job Fit -> Work Engagement	0,089	0,029	3,081	0,002	Supported
Servant Leadership -> Meaningfulness Of Work -> Work Engagement	0,058	0,028	2,068	0,039	Supported
Job Crafting -> Meaningfulness Of Work-> Work Engagement	0,159	0,050	3,024	0,001	Supported
Job Crafting -> Person Job Fit -> Work Engagement	0,163	0,041	3,959	0.000	Supported

Finally, Table 8 shows that job crafting significantly mediates the relationship between servant leadership and work engagement (p = 0.039). Person-job fit also significantly mediates this relationship (p = 0.002), as does meaningfulness of work (p = 0.039). Additionally, meaningfulness of work significantly mediates the relationship between job crafting and work engagement (p = 0.001), and person-job fit significantly mediates the relationship between job crafting and work engagement (p = 0.000).

DISCUSSION

This study examines the mediating roles of meaningfulness of work, job crafting, and person-job fit in the relationship between servant leadership and work engagement. It builds on a study by (Khan et al., 2021), which explored the role of servant leadership with meaningfulness of work as a mediator on work engagement. The study expands by including person-job fit as a

mediating factor, following models by (Aboramadan & Dahleez, 2020; Guo & Hou, 2022) Additionally, job crafting is added as both a mediating and independent variable on work engagement among members of non-profit organizations.This research focuses on how person-job fit, meaningfulness of work, and job crafting mediate the effects of servant leadership on work engagement. In the context of social exchange theory, trust involves views on leaders, organizations, and environments. Servant leaders build strong trust, positively impacting employees' psychological well-being. According to COR Theory (Hobfoll, 1989), social relationships like leadership are situational resources that enhance well-being by providing additional resources. Hypothesis testing indicates that servant leadership, job crafting, meaningfulness of work, and person-job fit all have a direct positive and significant effect on work engagement. Additionally, servant leadership positively and significantly affects meaningfulness of work, job crafting, and person-job fit. Mediation analysis shows that person-job fit, job crafting, and meaningfulness of work mediate the relationship between servant leadership and work engagement.

Managerial Implications

Understanding how group members respond to change, especially in boosting work engagement focused on non-profit organizations, is crucial for achieving bigger goals. This means change leaders need to focus more on their team if organizations want to ensure the success of productivity initiatives, like job crafting policies. The results of this study can be helpful for all units of LumpangSemar across neighborhoods and districts in Semarang city. Servant leadership's influence predicts readiness to boost work engagement. Mediation analysis shows that when considering job crafting, meaningfulness of work, and person-job fit as mediating factors, servant leadership alone isn't enough to directly impact work engagement, so LumpangSemar members need to keep in mind the importance of servant leadership to continue giving their best within the group.

Social And Ethical Implications

The availability of food in every neighborhood through the LumpangSemar concept offers significant social benefits for non-profit organizations. Affordable and easily accessible food serves as a crucial resource for addressing hunger and improving the welfare of those in need. Affordable prices enable the design of more effective and sustainable assistance programs, extending their reach. Additionally, the accessibility of food facilitates prompt responses to urgent community needs and supports local business development, thereby creating employment opportunities. Ethically, the LumpangSemar concept underscores how meaningful work fosters a sense of purpose among organization members.. Servant leadership, with its emphasis on integrity and service, sets an ethical example for team members, promoting an ethical work environment. Ethical servant leaders prioritize the needs of team members and consider the impact on the community, fostering trust and commitment to the organization's vision.

CONCLUSION

This study explores how meaningfulness of work, job crafting, and person-job fit play a role in linking servant leadership to work engagement. Building on previous research, we include person-job fit as a mediating factor and introduce job crafting as both a mediator and independent variable. Our findings underscore the significant impact of servant leadership on work engagement, with mediation analysis showing the roles of person-job fit, job crafting, and meaningfulness of work. This emphasizes the need to consider multiple factors in boosting work engagement within non-profit organizations. Understanding how employees respond to change, especially in initiatives to enhance work engagement, is vital for organizational success. Hence,

leaders should prioritize their teams and adopt a comprehensive approach addressing various mediating factors. From a broader perspective, ensuring accessibility to resources, like food, offers significant social benefits for non-profits. This fosters economic empowerment and addresses community needs. Creating a positive work environment through meaningful work and servant leadership principles builds trust and commitment among team members. By considering employee and community needs, organizations can uphold integrity and service, furthering their mission and impact.

SUGGESTION

This study looks at factors like servant leadership, meaningfulness of work, job crafting, person-job fit, and work engagement. However, there might be other things we didn't consider that also affect how involved group members are at work.We used a cross-sectional study, which means we only looked at things at one point in time. This type of study doesn't show us how things change over time. Some of the things we measured relied on people's own opinions, which could make the results biased or seem better than they really are.In the future, it would be good to look at more than just non-profit organizations. We could include different industries like healthcare, technology, education, and services to get a better idea of what affects how engaged people are at work.Future research could also look at things like how long someone has worked for the organization, how old they are, and if they're a man or a woman to see if these things affect how involved they are at work. We could also look at other things like how confident someone feels in their abilities and if they're feeling burned out.

REFERENCES

Aboramadan, M., & Dahleez, K. A. (2020). Leadership styles and employees' work outcomes in nonprofit organizations: the role of work engagement. Journal of Management Development, 39(7/8), 869–893.

Achor, S., Reece, A., Kellerman, G. R., & Robichaux, A. (9 C.E.). out of 10 people are willing to earn less money to do more-meaningful work. Harvard Business Review, 96(6), 82–89.

Al-Azab, M. R., & Al-Romeedy, B. S. (2024). Servant leadership and tourism businesses' outcomes: a multiple mediation model. Tourism Review, 79(1), 184–204. https://doi.org/10.1108/TR-11-2022-0538

Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. Journal of Organizational Effectiveness: People and Performance, 2(1), 7–35. https://doi.org/10.1108/JOEPP-08-2014-0042

Alwali, J. (2023). How high-involvement work practices, leadership and job crafting influence nurses' innovative work behavior. Evidence-Based HRM: A Global Forum for Empirical Scholarship, 11(4), 709–724. https://doi.org/10.1108/EBHRM-01-2022-0010

Arnold, K. A., Turner, N., Barling, J., Kelloway, E. K., & McKee, M. C. (2007). Transformational leadership and psychological well-being: the mediating role of meaningful work. Journal of Occupational Health Psychology, 12(3), 193.

Babakus, E., Yavas, U., & Ashill, N. J. (2010). Service worker burnout and turnover intentions: Roles of person-job fit, servant leadership, and customer orientation. Services Marketing Quarterly, 32(1), 17–31. https://www.tandfonline.com/doi/abs/10.1080/15332969.2011.533091

Bailey, C., Yeoman, R., Madden, A., Thompson, M., & Kerridge, G. (2019). A review of the empirical literature on meaningful work: Progress and research agenda. Human Resource Development Review, 18(1), 83–113. https://doi.org/10.1177/1534484318804653

Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. Journal of Managerial Psychology, 22(3), 309–328.

Bauer, T. N., Perrot, S., Liden, R. C., & Erdogan, B. (2019). Understanding the consequences of newcomer proactive behaviors: The moderating contextual role of servant leadership. Journal of Vocational Behavior, 112, 356–368. https://doi.org/10.1016/j.jvb.2019.05.001

Blau, G. (1994). Testing a two-dimensional measure of job search behavior. Organizational Behavior and Human Decision Processes, 59(2), 288–312. https://doi.org/10.1006/obhd.1994.1061

Book, L., Gatling, A., & Kim, J. (2019). The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry. Journal of Human Resources in Hospitality & Tourism, 18(3), 368–393. https://doi.org/10.1080/15332845.2019.1599787

Boon, C., & Biron, M. (2016). Temporal issues in person–organization fit, person–job fit and turnover: The role of leader–member exchange. Human Relations, 69(12), 2177–2200. https://doi.org/10.1177/0018726716636945

Bruning, P. F., & Campion, M. A. (2019). Exploring job crafting: Diagnosing and responding to the ways employees adjust their jobs. Business Horizons, 62(5), 625–635. https://doi.org/10.1016/j.bushor.2019.05.003

Cable, D. M., & Judge, T. A. (1996a). Person–organization fit, job choice decisions, and organizational entry. Organizational Behavior and Human Decision Processes, 67(3), 294–311. https://doi.org/10.1006/obhd.1996.0081

Cable, D. M., & Judge, T. A. (1996b). Person–organization fit, job choice decisions, and organizational entry. Organizational Behavior and Human Decision Processes, 67(3), 294–311.

Cai, D., Cai, Y., Sun, Y., & Ma, J. (2018). Linking empowering leadership and employee work engagement: The effects of person-job fit, person-group fit, and proactive personality. Frontiers in Psychology, 9, 1304. https://doi.org/10.3389/fpsyg.2018.01304

Chalofsky, N., & Krishna, V. (2009). Meaningfulness, commitment, and engagement: The intersection of a deeper level of intrinsic motivation. Advances in Developing Human Resources, 11(2), 189–203. https://doi.org/10.1177/1523422309333147

Chen, I.-S., & Fellenz, M. R. (2020). Personal resources and personal demands for work engagement: Evidence from employees in the service industry. International Journal of Hospitality Management, 90, 102600. https://doi.org/10.1016/j.ijhm.2020.102600

Conduit, J., Karpen, I. O., & Tierney, K. D. (2019). Volunteer engagement: conceptual extensions and value-in-context outcomes. Journal of Service Theory and Practice, 29(4), 462–487. https://doi.org/10.1108/JSTP-06-2018-0138

Databank, W. (2013). World development indicators. Erişim: Http://Databank. Worldbank. Org/Data/Views/Variableselection/Selectvariables. Asp x.

De Beer, L. T., Tims, M., & Bakker, A. B. (2016). Job crafting and its impact on work engagement and job satisfaction in mining and manufacturing. South African Journal of Economic and

Management Sciences, 19(3), 400–412. https://doi.org/10.17159/2222-3436/2016/v19n3a7

Elche, D., Ruiz-Palomino, P., & Linuesa-Langreo, J. (2020). Servant leadership and organizational citizenship behavior: The mediating effect of empathy and service climate. International Journal of Contemporary Hospitality Management, 32(6), 2035–2053. https://doi.org/10.1108/IJCHM-05-2019-0501

Eva, N., Robin, M., Sendjaya, S., Van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. The Leadership Quarterly, 30(1), 111–132. https://doi.org/10.1016/j.leaqua.2018.07.004

Fatima, T., Majeed, M., & Zulfiqar Ali Shah, S. (2021). A moderating mediation model of the antecedents of being driven to work: The role of inclusive leaders as change agents. Canadian Journal of Administrative Sciences/Revue Canadienne Des Sciences de l'Administration, 38(3), 257–271. https://doi.org/10.1002/cjas.1605

Goh, E., & Baum, T. (2021). Job perceptions of Generation Z hotel employees towards working in Covid-19 quarantine hotels: the role of meaningful work. International Journal of Contemporary Hospitality Management, 33(5), 1688–1710. https://doi.org/10.1108/IJCHM-11-2020-1295

Gordon, H. J., Demerouti, E., Le Blanc, P. M., Bakker, A. B., Bipp, T., & Verhagen, M. A. M. T. (2018). Individual job redesign: Job crafting interventions in healthcare. Journal of Vocational Behavior, 104, 98–114. https://doi.org/10.1016/j.jvb.2017.07.002

Greenleaf, R. K. (2002). Servant leadership: A journey into the nature of legitimate power and greatness. Paulist press.

Guo, Y., & Hou, X. (2022). The effects of job crafting on tour leaders' work engagement: the mediating role of person-job fit and meaningfulness of work. International Journal of Contemporary Hospitality Management, 34(5), 1649–1667. https://doi.org/10.1108/IJCHM-09-2021-1082

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. Organizational Behavior and Human Performance, 16(2), 250–279. https://doi.org/10.1016/0030-5073(76)90016-7

Hair Jr, J. F., LDS Gabriel, M., Silva, D. da, & Braga, S. (2019). Development and validation of attitudes measurement scales: fundamental and practical aspects. RAUSP Management Journal, 54(4), 490–507.

Haldorai, K., Kim, W. G., Chang, H. S., & Li, J. J. (2020). Workplace spirituality as a mediator between ethical climate and workplace deviant behavior. International Journal of Hospitality Management, 86, 102372. https://doi.org/10.1016/j.ijhm.2019.102372

Han, S.-H., Sung, M., & Suh, B. (2021). Linking meaningfulness to work outcomes through job characteristics and work engagement. Human Resource Development International, 24(1), 3–22. https://doi.org/10.1080/13678868.2020.1744999

Harter, J., & Rubenstein, K. (2020). The 38 most engaged workplaces in the world put people first. Gallup Com.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43, 115–135.

Hill, C., Asiwe, D., Jorgensen, L., & Rothmann, S. (2017). Engagement of employees in a research organisation: A relational perspective. South African Journal of Economic and Management Sciences, 20(1), 1–9. https://doi.org/https://journals.co.za/doi/abs/10.4102/sajems.v20i1.1534

Hobfoll, S. E. (1989). Conservation of resources: a new attempt at conceptualizing stress. American Psychologist, 44(3), 513. https://doi.org/10.1037/0003-066X.44.3.513

Hu, Q., Wang, H., & Long, L. (2020). Will newcomer job crafting bring positive outcomes? The role of leader-member exchange and traditionality. Acta Psychologica Sinica. https://doi.org/https://psycnet.apa.org/record/2020-47005-009

Irving, J. A., & Berndt, J. (2017). Leader purposefulness within servant leadership: Examining the effect of servant leadership, leader follower-focus, leader goal-orientation, and leader purposefulness in a large US healthcare organization. Administrative Sciences, 7(2).

Jiang, D., Ning, L., Liu, T., Zhang, Y., & Liu, Q. (2022). Job demands-resources, job crafting and work engagement of tobacco retailers. Frontiers in Public Health, 10, 925668. https://doi.org/10.3389/fpubh.2022.925668

Karami, M., & Tang, J. (2019). Entrepreneurial orientation and SME international performance: The mediating role of networking capability and experiential learning. International Small Business Journal, 37(2), 105–124. https://doi.org/10.1177/0266242618807275

Kaya, B., & Karatepe, O. M. (2020). Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership? International Journal of Contemporary Hospitality Management, 32(6), 2075–2095. https://doi.org/10.1108/IJCHM-05-2019-0438

Khan, M. M., Mubarik, M. S., Ahmed, S. S., Islam, T., Khan, E., Rehman, A., & Sohail, F. (2021). My meaning is my engagement: exploring the mediating role of meaning between servant leadership and work engagement. Leadership & Organization Development Journal, 42(6), 926–941. https://doi.org/10.1108/LODJ-08-2020-0320

Kifle Mekonen, Y., & Adarkwah, M. A. (2022). Volunteers in the COVID-19 pandemic era: Intrinsic, extrinsic, or altruistic motivation? Postgraduate international students in China. Journal of Social Service Research, 48(2), 147–162. https://doi.org/10.1080/01488376.2021.1980482

Kim, C.-D., & Oh, S.-J. (2020). Impact of Employee's Gratitude Disposition on Organizational Citizenship Behavior: Focus on Multi-mediated Effects of Perceived Organizational Support and Job Satisfaction. 한국콘텐츠학회논문지, 20(4), 686–701.

Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. Personnel Psychology, 49(1), 1–49. https://doi.org/10.1111/j.1744-6570.1996.tb01790.x

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences OF INDIVIDUALS'FIT at work: A meta-analysis OF person–job, person–organization, person–group, and person–supervisor fit. Personnel Psychology, 58(2), 281–342. https://doi.org/10.1111/j.1744-6570.2005.00672.x

Leana, C., Appelbaum, E., & Shevchuk, I. (2009). Work process and quality of care in early childhood education: The role of job crafting. Academy of Management Journal, 52(6), 1169–1192.

Lee, D., Choi, Y., Youn, S., & Chun, J. U. (2017). Ethical leadership and employee moral voice: The mediating role of moral efficacy and the moderating role of leader–follower value congruence. Journal of Business Ethics, 141, 47–57. https://doi.org/10.1007/s10551-015-2689-y

Letona-Ibañez, O., Martinez-Rodriguez, S., Ortiz-Marques, N., Carrasco, M., & Amillano, A. (2021). Job crafting and work engagement: The mediating role of work meaning. International Journal of Environmental Research and Public Health, 18(10), 5383. https://doi.org/10.3390/ijerph18105383

Li, J., Yang, H., Weng, Q., & Zhu, L. (2023). How different forms of job crafting relate to job satisfaction: The role of person-job fit and age. Current Psychology, 42(13), 11155–11169. https://doi.org/10.1007/s12144-021-02390-3

Lin, L., Cai, X., & Yin, J. (2021). Effects of mentoring on work engagement: Work meaningfulness as a mediator. International Journal of Training and Development, 25(2), 183–199. https://doi.org/10.1111/ijtd.12210

Lips-Wiersma, M., Haar, J., & Wright, S. (2020). The effect of fairness, responsible leadership and worthy work on multiple dimensions of meaningful work. Journal of Business Ethics, 161, 35–52. https://doi.org/10.1007/s10551-018-3967-2

Lopper, E., Milius, M., Reis, D., Nitz, S., & Hoppe, A. (2023). Weekly reciprocal relationships between job crafting, work engagement, and performance—a within-person approach. Frontiers in Organizational Psychology, 1, 1200117. https://doi.org/10.3389/forgp.2023.1200117

Luu, T. T. (2021). Activating job crafting in public services: the roles of discretionary human resource practices and employee use of normative public values. Public Management Review, 23(8), 1184–1216. https://doi.org/10.1080/14719037.2020.1730942

Masood, S. A., Dani, S. S., Burns, N. D., & Backhouse, C. J. (2006). Transformational leadership and organizational culture: The situational strength perspective. Proceedings of the Institution of Mechanical Engineers, Part B: Journal of Engineering Manufacture, 220(6), 941–949. https://doi.org/10.1243/09544054JEM499

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. Journal of Occupational and Organizational Psychology, 77(1), 11–37. https://doi.org/10.1348/096317904322915892

Mostafa, A. M. S., & Abed El-Motalib, E. A. (2020). Ethical leadership, work meaningfulness, and work engagement in the public sector. Review of Public Personnel Administration, 40(1), 112–131. https://doi.org/10.1177/0734371X18790628

Nations, U. (2012). The millennium development goals report 2012. Millennium Development Goals Report.

Ndubisi, N. O., Zhai, X. A., & Lai, K. (2021). Small and medium manufacturing enterprises and Asia's sustainable economic development. International Journal of Production Economics, 233, 107971. https://doi.org/10.1016/j.ijpe.2020.107971

Nielsen, K., & Abildgaard, J. S. (2012). The development and validation of a job crafting measure for use with blue-collar workers. Work & Stress, 26(4), 365–384. https://doi.org/10.1080/02678373.2012.733543

Oprea, B., Păduraru, L., & Iliescu, D. (2022). Job crafting and intent to leave: the mediating role of meaningful work and engagement. Journal of Career Development, 49(1), 188–201. https://doi.org/10.1177/0894845320918666

Ortiz-Gómez, M., Molina-Sánchez, H., Ariza-Montes, A., & de Los Ríos-Berjillos, A. (2022). Servant Leadership and Authentic Leadership as Job Resources for Achieving Workers' Subjective Well-Being Among Organizations Based on Values. Psychology Research and Behavior Management, 2621–2638. https://www.tandfonline.com/doi/full/10.2147/PRBM.S371300

Ozturk, A., Karatepe, O. M., & Okumus, F. (2021). The effect of servant leadership on hotel employees' behavioral consequences: Work engagement versus job satisfaction. International Journal of Hospitality Management, 97, 102994. https://doi.org/10.1016/j.ijhm.2021.102994

Robledo, E., Zappalà, S., & Topa, G. (2019). Job crafting as a mediator between work engagement and wellbeing outcomes: A time-lagged study. International Journal of Environmental Research and Public Health, 16(8), 1376. https://doi.org/10.3390/ijerph16081376

Roczniewska, M., Rogala, A., Puchalska-Kaminska, M., Cieślak, R., & Retowski, S. (2020). I believe I can craft! Introducing job crafting self-efficacy scale (JCSES). PLoS One, 15(8), e0237250. https://doi.org/10.1371/journal.pone.0237250

Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. Research in Organizational Behavior, 30, 91–127. https://doi.org/10.1016/j.riob.2010.09.001

Saleem, F., Zhang, Y. Z., Gopinath, C., & Adeel, A. (2020). Impact of servant leadership on performance: The mediating role of affective and cognitive trust. Sage Open, 10(1), 2158244019900562. https://doi.org/10.1177/2158244019900562

Sarros, J. C., Tanewski, G. A., Winter, R. P., Santora, J. C., & Densten, I. L. (2002). Work alienation and organizational leadership. British Journal of Management, 13(4), 285–304. https://doi.org/10.1111/1467-8551.00247

Shao, Y., Xu, A. J., & Lin, S. (2022). How and when perceptions of servant leadership foster employee work meaningfulness. Revista de Psicología Del Trabajo y de Las Organizaciones, 38(2), 121–127. https://doi.org/10.5093/jwop2022a11

Shirahada, K., & Wilson, A. (2023). Well-being creation by senior volunteers in a service provider context. Journal of Service Theory and Practice, 33(7), 28–51.

Siddiqi, M. A. (2015). Work engagement and job crafting of service employees influencing customer outcomes. Vikalpa, 40(3), 277–292. https://doi.org/10.1177/0256090915598584

Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). Journal of Career Assessment, 20(3), 322–337. https://doi.org/10.1177/1069072711436160

Tims, M., & Bakker, A. B. (2010). Job crafting: Towards a new model of individual job redesign. SA Journal of Industrial Psychology, 36(2), 1–9. https://doi.org/https://journals.co.za/doi/abs/10.10520/EJC89228

Tims, M., Derks, D., & Bakker, A. B. (2016). Job crafting and its relationships with person–job fit and meaningfulness: A three-wave study. Journal of Vocational Behavior, 92, 44–53. https://doi.org/10.1016/j.jvb.2015.11.007

Tuan, L. T. (2022). Tourism employee ambidexterity: The roles of servant leadership, job crafting, and perspective taking. Journal of Hospitality and Tourism Management, 51, 53–66. https://doi.org/10.1016/j.jhtm.2022.02.019

Verelst, L., De Cooman, R., Verbruggen, M., Van Laar, C., & Meeussen, L. (2020). The Development and Validation of an Electronic Job Crafting Intervention. Academy of Management Proceedings, 2020(1), 13850. https://doi.org/10.5465/AMBPP.2020.13850abstract

Vermooten, N., Boonzaier, B., & Kidd, M. (2019). Job crafting, proactive personality and meaningful work: Implications for employee engagement and turnover intention. SA Journal of Industrial Psychology, 45(1), 1–13. https://doi.org/10.4102/sajip.v45i0.1567

Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. Academy of Management Review, 26(2), 179–201. https://doi.org/10.5465/amr.2001.4378011

Xu, Z., Yang, F., & Peng, J. (2023). How does authentic leadership influence employee voice? From the perspective of the theory of planned behavior. Current Psychology, 42(3), 1851–1869. https://doi.org/10.1007/s12144-021-01464-6

Xue, R., & Woo, H. R. (2022). Influences of boundary-spanning leadership on job performance: A Moderated mediating role of job crafting and positive psychological capital. International Journal of Environmental Research and Public Health, 19(19), 12725. https://doi.org/10.3390/ijerph191912725

Zhang, F., & Parker, S. K. (2019). Reorienting job crafting research: A hierarchical structure of job crafting concepts and integrative review. Journal of Organizational Behavior, 40(2), 126–146. https://doi.org/10.1002/job.2332