

The Employability of Government Institution: The Role of Job Crafting and Creative Climate Moderator

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Abstract. The evolution of technology led to rapid changes that affected both organizations and employees. Employability is a term used to describe a continuum process of fulfilling the skills and expertise that also changed rapidly. One's behavior in crafting a job could lead to one's employability. Organizational climate, which in this study was the creative climate, had a moderating role in affecting job creation toward employability. This study aimed to explain the role of job crafting in predicting employability in government institution X (H1). Moreover, the creative climate played the moderating role between said variables. The quantitative approach was applied to this research, by distributing Employability Scale ($\alpha = 0.937$), Job Crafting Scale ($\alpha=0.922$), and Creative Climate Scale ($\alpha=0.950$) to 129 employees of government institution X. The study showed that job crafting significantly predicted the employability ($R^2 = 56.7\%$; $p = 0.000$, $p < 0.05$). It can be concluded that job crafting had benefits for employees' employability. On the other hand, the creative climate moderating effect was lessened the prediction of job crafting to employability ($p = 0.027$, $p < 0.05$), thus this H2 was rejected. The lessening effect occurred because the study was conducted in bureaucratic environment, so that powerful and hierarchical climate was much common.

Keywords: creative climate; employability; job crafting

VUCA which stands for volatility, uncertainty, complexity, and ambiguity emerged in the work ecosystem, which was not limited to the private sector only, but also government institutions. In order to deal with VUCA in a disruptive era, one's proactive and flexible characteristics were needed (Grant & Parker, 2009; Woodward, 2017) to initiate change and create opportunities, hence not solely on reactive reaction (Fugate & Kinicki, 2008). The fast-paced adaptation to various possibilities to enhance perspectives was also needed (Ferrari, Sparrer, & Varga von Kibed, 2016). In addition, employees (including their skills, competencies, and capabilities) were capital for an organization to perform, particularly in a disruptive era. One's incapability to maintain or improve skills and expertise required by the organization could lessen one's value in the labor market.

As a part of VUCA, the emergence of the COVID-19 pandemic has shown people's vulnerability, and challenged people's adaptive behavior. Especially in the working environment, the shifting work model from face-to-face interaction to technology-based interaction made the conventional communication skill needed to be adjusted, thus people had to adapt to this new model of work. The pandemic succeeded in making a massive lay-off in most organizations in order to survive. For those who were unfortunate, they

struggled to get into a new job, particularly in this high-demand labor market environment. “The survivor” was forced to be able to survive by improving the skill to use the internet and/or technology to become technology-fluent, and adapting to work from home, all while juggling with domestic work that also requires attention, especially in massive lay-off circumstances. In sum, people were pushed to the edge. They were urged to be creative to stay productive (while also dealing with pandemic burnout) in order to maintain the employment (McDowell, *et al.*, 2020; ILO-OECD, 2021), as 19.089 employees were unemployed in West Java alone (Fikri, 2020).

Employability was a term to describe the continuously fulfilling, acquiring, or creating of work through the optimal use of efforts (Heijde & Heijden, 2006). Employability refers to one’s attitude toward competencies that have benefit to enhancing work performance, including occupational expertise, anticipation and optimization, personal flexibility, corporate sense, and balance (Heijde & Heijden, 2006). Employability could support current work performance and career development that represented some general and specific competencies for employees (Fugate & Kinicki, 2008; Heijde & Heijden, 2006). Hence, employability was necessary to retain the work.

Nevertheless, according to the Human Development Index (HDI), human resource development in Indonesia had increased by 0.82 percent to 71.39 percent. Unfortunately, the HDI of Indonesia was relatively low compared to countries in one region such as Singapore, Malaysia, and Brunei Darussalam (Kompas, 2019). In addition, several industries in Indonesia were dominated by foreign labor rather than domestic labor, particularly the digital industry (Setyowato, 2018). Therefore, it was important for domestic labor to enhance skills, competencies, and capabilities in order to perform work and compete in the labor market, especially during the COVID-19 pandemic.

The changing of work structure and method are due to the COVID-19 situation. Those transformations in the working environment relied on employee’s capabilities to meet the goal of the organization (Irfan & Qadeer, 2020). In doing so, one’s behavior to explore the new approach to finish the job consequently benefits one’s skills and competencies enhancement (Grant & Parker, 2009), all of which were necessary to enhance one’s employability (Johansen, 2013). As a result, the transformations altered the rise of working style customization which made one’s capability in work robust. Terms that are commonly used to describe the phenomenon was job crafting.

Tims et al. (2012) defined job crafting as one’s deliberate behavior to balance between demand of the job and resource of oneself. It consisted of increasing structural job resources, increasing social job resources, increasing the level of challenging job demands, and decreasing the level of hindering job demands (Tims et al., 2012). As only the bigger picture was given by the organization to fulfill the work, job crafting was becoming more common among employees. One’s ability to craft the job could lead to an effective work process and work engagement (Bakker et al., 2012; Berg et al., 2007; Bizzi, 2017).

Furthermore, employees who craft the job tend to be able to give meaning to work and lead to organization advantage (Wingerden, 2016). Hence, job crafting could lead to one's employability.

Several past studies had shown that job crafting behavior such as increasing the level of social and structural resources, skills related to the job, and the urge to improve the work could lead to employability (Brenninkmeijer & Hekkert-Koning, 2015; Wittekind et al., 2010). Research also found that job crafting was related to career success, employability, and perceived employability (Baik et al., 2018; Plomp et al., 2019; Irfan & Qadeer, 2020). Kaiser (2021) emphasized that one's behavior on increasing the structural job resources, challenging job demands were significantly related to higher sustainable employability. The adjustment done by employees to fit between their capabilities and work demand through job crafting could be an effective way to obtain perceived employability.

In today's disruptive era when human resource has an important role for organizational success (Woodward, 2017), it is essential that the organization's contribution include providing a constructive work environment for employees, or in other words, creating an effective organizational climate in the workplace. Organizational climate is commonly known as a manifestation of values and beliefs of one's organizational culture seen through employees' activity (Hunter et al., 2007; Schneider & Brief, 1996). To some extent, the organizational climate had taken a role in promoting or diminishing some sort of employees' behavior in the workplace, especially job crafting behavior as organization and supervision both were shown to be significant for job crafting occurrence (Irfan & Qadeer, 2020). Hence, organizational climate was beneficial for organizations (Amabile et al., 1996). Moreover, one's organizational climate could be different depending on the outcome of the organization concerned. In the context of the government institution X, its responsibility was embodying the president's vision to promote Indonesia's economic growth without relying solely on commodities or natural products only, but on human resources through the implementation of creative economy (Bekraf, 2019). Its programmes were aimed to raise awareness and encourage Indonesian to carry out the act of creative economy. Thus, creativity in the workplace was one of the main concerns of government intuition X.

Creative climate encompasses the employees' workplace behavior in terms of ideas and innovation obtained (Çekmecelioğlu & Günsel, 2013; Lin & Liu, 2012). It consisted of challenge/involvement, freedom, trust/openness, idea-time, playfulness/humor, conflict, idea-support, debate, risk-taking, and dynamism/liveliness (Ekvall, 1996). Furthermore, a creative climate could encourage and support employee work activities that include self-learning, problem solving, motivations, and commitment (Ekvall, 1996; Isaksen & Ekvall, 2010) that lead to organizational effectiveness (Wit & Beorkrem, 1989). In other words, an organization's creative climate could encourage certain employee behavior that could help achieve organizational creativity and innovation. It would be even more beneficial for

organizations whose main concern is to endorse organizational creativity and innovation (Abdullah et al., 2014).

Since most of the work activity had taken place in an organizational context, the employee would be influenced by the organizational environment, which can be called an organizational climate. One's organizational climate played an important role in employees' attitude and behavior. Hence, when employees believe in the urge of creativity within their organization, they tend to be able to craft some aspects of their job. As far as we know, job crafting provided employees to balance its resources with demand of the job and it led to promote employability of employees (Brenninkmeijer & Hekkert-Koning, 2015; Wittekind et al., 2010). From past studies, the creative climate had taken place as a moderation between innovative activity and innovative performance. It was found that innovative activity could increase the innovative performance when the creative climate is at a high level (Cheng & Krumwiede, 2017). Recent studies also showed that participative organizational climate is related to higher employee's job crafting (Kim et al., 2018; Shin & Hur, 2021), specifically on task crafting (Khan et al., 2022). The initiative climate that refers to self-starting behavior is encouraged within an organization and has a significant moderating effect toward job crafting behavior (Li et al., 2021). However, there was limited research to be found in government intuition context, in consideration of the bureaucratic structure that applied in the work process (Meier & Krause, 2019). Thus, we were motivated to investigate this phenomenon, considering the government institution X was fairly new as a government institution and had its urgency to encourage creative economy activity of Indonesian in which creativity itself cannot be diminished (Firdausy, 2017). Because we studied the government institution, we hypothesized that job crafting could predict the employability (H1); and a strengthening effect of the creative climate between job crafting and employability that had taken place in government institution X (H2).

Method

This research consisted of three variables, in which the employability as the dependent variable, the job crafting as the independent variable, and the creative climate as the moderator variable. Employability is defined as the attitude of employees to strive for various competencies in order to be able to grow, whether for themselves or for the organization. This variable consisted of five factors, which were occupational expertise, anticipation and optimization, personal flexibility, corporate sense, and balance (Heijde & Heijden, 2006).

Table 1.

Blueprint of Employability Scale

Variable	Factor(s)	Definition
Employability	Occupational Expertise	Employees' skills to do their scope of work
	Anticipation and Optimization	Employees' skills to encounter the unpredictable work circumstances
	Personal flexibility	Adaptive skills for dealing with labor market, work load, and other work condition
	Corporate sense	Participative relationship with leader, making it possible to assemble the integrated team in work
	Balance	Adjustment to make the organization activity meets with the employees' interest in working

Job crafting was employee behavior to achieve effectiveness and efficiency of work in order to have meaningful work by making adjustments between the demands of the organization and the self-capacity, such as preferences, motives, social interests, and resources. It consisted of four factors, which were increasing structural job resources, increasing social job resources, increasing the level of challenging job demands, and decreasing the level of hindering job demands (Tims et al., 2012).

Table 2.

Blueprint of Job Crafting Scale

Variable	Factor(s)	Definition
Job Crafting	Increasing structural job resources	Enhancing autonomy to fulfil work target uncomplicatedly, including the need to improve skills
	Increasing social job resources	Enhancing relation and social support in order to finish work
	Increasing challenging job demands	Conducting a few jobs, particularly the challenging one to boost work productivity
	Decreasing hindering job demands	Reducing the difficult and high demand job in which can lead to work counterproductive

The moderator variable in this research was creative climate. It emphasized creativeness and innovativeness as the main characteristics in the work environment that formed up by the attitudes and perception of employees towards the organization. The generating of new ideas was encouraged by its work environment. It consisted of ten factors, which were challenge/involvement, freedom, trust/openness, idea-time, playfulness/humor, conflict, idea-support, debate, risk-taking, and dynamism/liveliness (Ekvall, 1996).

Table 3.

Blueprint of Creative Climate Scale

Variable	Factor(s)	Definition
Creative Climate	Challenge/involvement	Affective involvement towards organization's vision
	Freedom	Independency of employees at working
	Trust/openness	Secure interpersonal relationship between employees
	Idea-time	Time that spend to elaborate some new ideas
	Playfulness/humor	Spontaneity in social interaction in work environment
	Lack of conflict	A minimal tension between employees
	Idea support	Presence of support towards new idea from employee
	Debate	A different point of view while brainstorming is still considered
	Risk taking	Taking risks in uncertain situations in working
Dynamism/liveliness	The atmosphere of the organization is dynamic and a lot of fun things happen	

Participants

We operated a purposive sampling technique to determine the participant in this study. The participants needed were employees of government institution X that works at least six months. Employees who work at least six months tend to craft the job Lin, Law, & Zhou (2017) and tenure was also related to employability (Van Dam, 2004). Moreover, according to Undang Undang Republik Indonesia Nomor 13 Tahun 2003 Tentang Ketenagakerjaan, employees of six months working had already passed the probation term in the organization. 135 employees were participating in this current research but only 129 were meeting the criteria.

Instrument and Data Collection

The names of the scales were Employability Scale (Heijde & Heijden, 2006), Job Crafting scale (Sari, 2018), and Creative Climate scale (Moultrie & Young, 2009). Two of the three scales which were employability scale and creative climate scale were modified in order to obtain the fit scale for Indonesian. The content validity test was also needed. Eleven subjects-matter experts contributed to analyze the scales within Aiken's V score. Employability scales consisted 0.5 – 0.925 score and concluded that two items cannot be included. Creative climate scales consisted 0.6 – 0.925 score and concluded that every item was included. Furthermore, the measurements had to be tested for its reliability. Along with 61 participants, it concluded that the employability scale (n=34 items, $\alpha = 0.937$), the

job crafting scale (n=18 items, $\alpha=0.922$), and the creative climate scale (n=29 items; $\alpha=0.950$) were met the criteria ($\alpha > 0.09$ (Anastasi & Urbina, 1997); $\text{rix} > 0.3$ Azwar, 2014). The data collected through an online site (Google Form) that could be accessed by employees of government institution X. The data collected on July 31 2019 to August 19 2019.

Analysis and Interpretation Procedure

The analysis procedure was initiated with assumption tests including normality, linearity, and multicollinearity. It followed a hierarchical regression technique to examine the contribution of each variable to the criteria variable. It was also beneficial to interpret the effect of moderator variables within model research.

Results

This study was aimed to explain the role of job crafting toward employability. Table 4 presented the demographic information of the 129 participants involved in this research. There was a slight difference between female and male employees involved. Most participants were 24-34 years old with more than three to five years of work experience. There was also a slight difference between temporary and permanent employees involved.

Table 4.
Participants' Demographic Information

	Data	
Sex	Female	48% (n=62)
	Male	52% (n=67)
Age (years old)	≤ 23	8% (n=10)
	24-34	87% (n=112)
	35-45	5% (n=7)
Tenure (years)	≤ 1	16% (n=21)
	> 1 – 3	63% (n=81)
	> 3 – 5	18% (n=23)
	> 5	3% (n=4)
Employee Type	Temporary	49% (n=63)
	Permanent	51% (n=66)

Table 5 presented the description of the data. The hypothetical and empiric scores were used to examine the difference between the hypothetical condition and the actual condition of the participant. As data shown, the actual score of the data was higher than the hypothetical score for each variable.

Table 5.

Data Description

Vari- abel	N	N of item	Hypothetical Score				Empiric Score			
			Min	Max	Mean	SD	Min	Max	Mean	SD
1	129	34	34	170	102	22.67	93	170	131.41	15.60
2	129	18	18	90	54	12	46	90	66.58	9.38
3	129	29	29	145	87	19.33	62	145	106.62	17.05

1: Employability; 2: Job Crafting; 3: Creative Climate

Assumption testing was prerequisite to hypothesis testing. The normality test showed that the data distributed normally ($p=0.200$; $p<0.05$) followed with linearity test that the data was also linear for both job crafting ($p=0.000$; $p<0.05$) and creative climate ($p=0.000$; $p<0.05$). The multicollinearity test showed that job crafting (tolerance=0.703; VIF=1.422) and creative climate (tolerance=0.696; VIF=1.438) passed the criteria (tolerance>0.1; VIF<10).

The hypothesis testing using hierarchical regression technique revealed that the contribution regression was increasing by each model. As data showed, the regression of job crafting toward employability was 56.7% ($p=0.000$; $p<0.05$). In model 2 when the creative climate also regressed the employability, the contribution was increasing by 9.6% to 66.3% ($p=0.000$; $p<0.05$). In model 3, the interaction between job crafting and creative climate to regress the employability was also increasing by 1.3% to 67.6% ($p=0.027$; $p<0.05$).

Table 6.

Hypothetical Testing Result

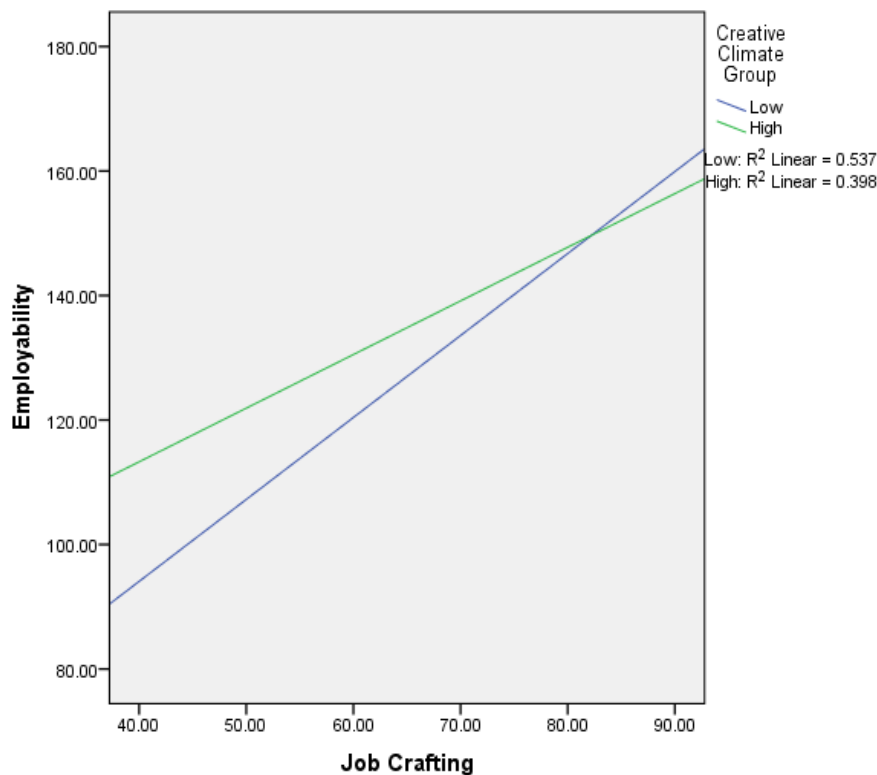
Model	Predictor	R	R ²	F	p
1	Job crafting	0.753	0.567	166.376	0.000
2	Job crafting, creative climate	0.814	0.663	123.881	0.000
3	JC, CC, JC*CC	0.822	0.676	86.917	0.027

Criteria variable: *Employability*

As data showed, the role of job crafting to predict the employability was significant. The interaction between job crafting and creative climate to regress the employability was also significant. It revealed that the moderating effect was conducted. Thus, the hypothesis was accepted. Furthermore, the moderating effect would be well-explained by scatter plot graphics. The creative climate was categorized into two conditions (Baron & Kenny, 1986) i.e high and low to examine its effect on job crafting regression toward employability.

Figure 1.

Scatter Plot Graphic of the Moderating Effect of Creative Climate



The green line ($R^2=0.398$) indicated the regression of job crafting toward employability when the creative climate was in the high level whereas the blue line ($R^2=0.537$) was the regression when the creative climate was in the low level. It was informed that the group who showed a high perception of the creative climate has a lower regression than the group who showed a low perception of the creative climate. It also could be seen that the lines were crossing and the position of the lines changed. It indicated that at the certain point of creative climates, the employability conditions of employees turn lower. As the $p = 0.027$ ($p < 0.05$), it informed that the moderating effect was occurred. Nevertheless, the effect was lessening the prediction of the job crafting to the employability, making it contradicted with the theory and the provided hypothesis. Hence, the hypothesis was rejected. The further explanation will be given on discussion below.

Discussion

This research was aimed to investigate the role of job crafting to predict the employability along with moderating effect of creative climate. This research had shown that job crafting could predict the employability (56.7%) of employees of government institution X. Job crafting behavior commonly proposed in order to master the work, to enhance the

competencies, self-development (Berg, Dutton, & Wrzesniewski, 2007; Wrzesniewski & Dutton, 2001). By doing so, one's ability in workplace included the skill, expertise, and competencies could increase (Heijde & Heijden, 2006). Hence, it led to the employability. From the past research, it also found that job crafting behavior such as increasing structural job resources and increasing social job resources affected the employability (Brenninkmeijer & Hekkert-Koning, 2015). The latest research also found that employees who craft their jobs, in which increasing the structural job resources, challenging job demands, were related to higher sustainable employability (Kaiser, 2021).

Furthermore, the research around creative climate and innovation flourished. The creative climate provided the opportunity to enhance ideas and skills i.e managerial support, flexibility, risk-analysis, innovation that were needed to accomplish the job (Friedrich et al., 2011). Creative climate was found to predict innovative behavior, innovative organization, and organizational entrepreneurship (Abdullah et al., 2014; Beheshtifar, 2012; Cekmecelioglu & Günsel, 2013; Purnama et al., 2020). The latest research implied that organizational innovative climate had a significant role to higher individual improvisation on work (Su et al., 2022), which contributed to job crafting behavior that led to employability.

While prior research has shown that organizational climate plays a significant role for employees' learning behavior, research on the moderating effect of creative climate towards relationship between job crafting and employability is in its early stages. The moderating effect of creative climate was found to reinforce the innovative activity to innovative performance (Cheng & Krumwiede, 2017). In this pandemic era, crafting the job was certainly important to do work, especially for working from home. At the beginning of the promotion of the working from home policy, employees faced "pandemic burnout" due to boundaryless work and life and were forced to adapt with these circumstances (Vyas & Butakhieo, 2021). The major shift between the way of work needs a massive calibration from employees: how to maintain productivity in a contrasting work environment. The employees were forced to be creative at home, making it sufficient enough to conduct the work. They probably need to brainstorm with colleagues on how to get the work done while at home, building up a supportive and creative climate of work (Johnson, 2020). As a result, employees prefer to work from home than attend to office, due to an effective time that is spent before going to office and the opportunity to arrange work and domestic tasks (Wigert et al., 2020; PwC, 2021; Apollo Technical, 2022). Hence, job crafting was meeting the demand to boost employability of employees .

Nevertheless, we found that the moderating effect of the creative climate lessened the prediction of job crafting toward employability, in which the contribution of this model was 1.3%. In contrast to previous research on the creative climate (Amabile et al., 1996; Cekmecelioglu & Günsel, 2013; Isaksen & Ekvall, 2010), this current research was conducted at a non-profit government institution X. The outcome of the organization was successfully

promoting the creative economy activities in Indonesia. It was worth noting that government institution X was not aimed to perform the creative economy activities. Therefore, competencies such as creativity and innovation were needed, but were limited to work processes, i.e designing programs or problem solving within the work. The stimulation of creative climate that could affect the employability externally (openness initiative and perceived mobility) was only effective at some certain point, particularly not too high.

Additionally, the size and structure of an organization could affect the climate of the organization. The more bureaucratic an organization was, the more the climate oriented to scientific and technical, intellectual, job challenge, task, and industriousness (Payne & Mansfield, 1973). The bureaucratic organization was commonly known as powerful, hierarchical, inefficient, incompetent, wasteful, inflexible, unaccountable, and to be extreme inhumane (Olsen, 2008). These practices were common to be found in the public sector or administrative organization (Meier & Krause, 2019). The innovation within the public sector was dominated by higher managerial and less involvement of employees (Wilson, 1989). In the public sector, employees had to face the political interest, the difficulty of finding the expertise-based human resource rather than position-based human resource, and the unclear performance-related and tenure-related compensation (Wirick, 2009). Thus, employees in the public sector had to be upright, trustworthy, and incorruptible. In contrast, the organization which had less bureaucratic practices had significantly higher on the climate of employee involvement, open-mindedness, orientation towards future, sociability, administrative efficiency, and readiness to innovate (Payne & Mansfield, 1973) which are also similar with creative climate factors. The private sector focused on profit, effectiveness, efficiency and innovation (Wal et al., 2008). When innovation was diminished, i.e Nokia, the organization would miss the opportunity to succeed (Medium, 2018).

In conclusion, the demand of employability was accorded to the organization, particularly the process within the organization to achieve its outcome. Consequently, the creative climate which was expected to be able to stimulate employees' employability i.e creativity and innovation was not applicable to organizations where creativity and innovation were not prerequisite to achieve its outcome.

Nevertheless, this research had some limitations. This research did not distinguish between participants who had dynamic work responsibilities (high mobility and were required to interact directly with creative economy actors) and participants who only had daily responsibilities (office routines and administration). The meaning of employability may be found to be different, but it was not revealed in this research.

Conclusion

This research informed that the job crafting had taken a role to predict the employability of employees in government institution X. It is worth noting that being able to be a competent employee is necessary in order to endure the fast-paced situation in the disruptive era. One's behavior of crafting the job to accomplish the work led to one's enhancement of employability. In addition, the employability has its type of demand that refers to the organization's outcome and its process of work. Therefore, the suitable organizational climate to improve an employee's optimal process of work can be beneficial for the organization in order to accomplish its outcome. It can lead organizations to success, particularly in a disruptive era, not to mention the pandemic situation.

Recommendation

The role of job crafting that could predict the employability of employees can be examined in different organizational settings in diverse sectors, such as fintech, FMCG, manufacturing, and others. The lessening effect of creative climate toward prediction of job crafting to employability implies that organizational climate can give an effect to its employee and its outcome. As many studies implied, the organization's values cascade towards leader/managerial influence which affects the work environment, hence the climate of organization (Cummings & Worley, 2014; Judge & Robbins, 2017; Kinicki & Fugate, 2016). Therefore, it is important for managers to express its value to make a conducive work environment in order to boost employees' tendency to craft the job. It also allowed employees to find their rhythm, making it effective to finish their job by their own advantages.

This pandemic was already making most of the people hit their rock bottom. For organization, by allowing employee to be creative in their job, facilitate them to get the work done by their own competencies significantly helped to increase their employability. In this covid-19 pandemic era, the adaptive skill, the agility, which is part of employability that can be boosted by job crafting behavior is not only important, but also necessary.

Declaration

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Author's Contribution

EA and FH conceptualized this research. The instrument writing was done by EA and validated by FH. The data was collected and analyzed by EA with the guidance of FH and SM.

Competing interests

There is no potential conflict of interest in this research.

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