

***ANALYSIS OF THE EFFECT OF JOB CRAFTING AND WORKPLACE ON
EMPLOYEE WELLBEING*****Lilis Febrianti¹⁾, Robby Sandhi Dessyarti²⁾.**¹Fakultas Ekonomi dan Bisnis, Universitas PGRI Madiun
email: lilis.febriyanti.09@gmail.com² Fakultas Ekonomi dan Bisnis, Universitas PGRI Madiun
email: robbeyvan@unipma.ac.id**Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh *job crafting* dan *workplace* terhadap *employee wellbeing* pada driver Gojek di Kota Madiun. Metode yang digunakan adalah kuantitatif dengan survei kuesioner yang diisi oleh 384 responden. Hasil analisis menunjukkan bahwa tingkat *employee wellbeing* para driver relatif tinggi, khususnya aspek emosional dan psikologis seperti perasaan dihargai dan makna pekerjaan. *Job crafting* yang mencakup penyesuaian strategi kerja dan waktu kerja juga memiliki skor tinggi, namun aspek kontribusi sosial dan kolaborasi antar driver kurang menonjol. Lingkungan kerja (*workplace*) yang mencakup dukungan komunitas, hubungan sosial, dan penerimaan masyarakat dinilai positif, meskipun pemahaman terhadap aturan aplikasi masih perlu ditingkatkan. Uji regresi linier berganda menunjukkan bahwa *workplace* berpengaruh positif dan signifikan terhadap *employee wellbeing* ($p < 0,001$), sedangkan *job crafting* tidak berpengaruh signifikan ($p > 0,05$). Koefisien determinasi (R^2) sebesar 29,2% mengindikasikan bahwa kedua variabel tersebut menjelaskan sebagian variasi kesejahteraan kerja, sementara sisanya dipengaruhi oleh faktor lain. Temuan ini menegaskan bahwa meskipun driver melakukan penyesuaian pekerjaan secara mandiri, keterbatasan otonomi dan dukungan struktural pada *platform digital* membatasi dampak *job crafting* terhadap kesejahteraan kerja. Sebaliknya, kualitas lingkungan kerja yang suportif dan inklusif sangat menentukan peningkatan kesejahteraan para driver.

Kata kunci: *Job crafting, Workplace, Employee wellbeing.*

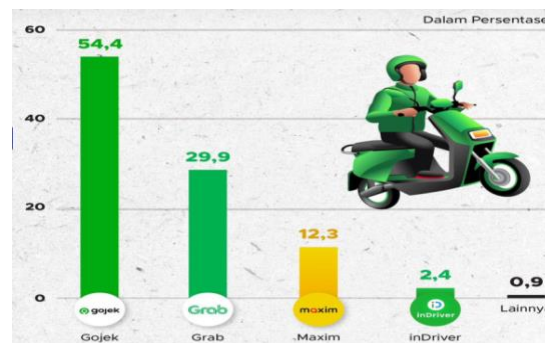
Abstract

This study aims to analyze the influence of job crafting and workplace on employee wellbeing among Gojek drivers in Madiun City. The method used is quantitative with a questionnaire survey completed by 384 respondents. The analysis results show that the drivers' employee wellbeing level is relatively high, especially in emotional and psychological aspects such as feeling valued and the meaningfulness of work. Job crafting, which includes adjustments in work strategies and working time, also scored high; however, aspects of social contribution and collaboration among drivers were less prominent. The workplace, which includes community support, social relationships, and societal acceptance, was positively perceived, although understanding of the application's rules still needs improvement. Multiple linear regression test shows that the workplace has a positive and significant effect on employee wellbeing ($p < 0.001$), while job crafting does not have a significant effect ($p > 0.05$). The coefficient of determination (R^2) of 29.2% indicates that these two variables explain part of the variation in employee wellbeing, while the remainder is influenced by other factors. These findings confirm that although drivers make independent job adjustments, limitations in autonomy and structural support within the digital platform restrict the impact of job crafting on wellbeing. Conversely, the quality of a supportive and inclusive workplace strongly determines the improvement of drivers' wellbeing.

Keywords: *Job crafting, Workplace, Employee wellbeing*

A. INTRODUCTION

In the era of globalization and rapidly advancing technology, the world of work has undergone significant transformation. One of the major changes has occurred in the transportation sector, where the emergence of digital platforms such as Gojek has created new forms of employment that are more flexible but also challenging. The gig economy, or freelance work economy, has become a growing trend in modern society. Gojek, as one of the pioneering app-based services in Indonesia, provides employment opportunities to millions of people, including online motorcycle taxi drivers (Mauludin et al., 2022). This work system allows workers to determine their own working hours and methods.



Sumber: Goodstats. com (2025)

Figure 1 Layanan Ojol di Indonesia

Online motorcycle taxi (ojol) services in Indonesia in 2024 are dominated by several major platforms, with Gojek being the most popular. As shown in Figure 1.1, 54.4% of ojol users choose Gojek because it offers comprehensive services such as transportation, food delivery, parcel delivery, and a digital wallet through GoPay. In second place, 29.9% of users opt for Grab, which provides similar integrated services widely available in major cities. Meanwhile, Maxim ranks third with 12.3% of users, known for offering lower fares and reaching smaller cities. inDriver captures 2.4% of the market with a negotiable fare model directly between drivers and passengers, appealing to price-sensitive consumers. The remaining 0.9% use other ojol services with limited

coverage and user base. This data shows that although the ojol market is competitive, Gojek and Grab continue to maintain a strong dominance in Indonesia.

Gojek drivers work on a freelance basis, meaning they have the freedom to set their own schedules and design their tasks independently. They are not bound by fixed working hours or direct supervisor pressure, allowing them to decide when and how long they want to work. This freedom enables drivers to align work with personal needs, such as family time or other activities outside work. However, this flexibility also impacts their well-being. Without guaranteed income or social protections such as insurance or benefits, drivers' well-being largely depends on the number of orders they receive and daily market conditions. Thus, even though they have control over how they work, Gojek drivers' welfare remains a crucial issue, influenced by platform policies, incentives, and service demand stability.

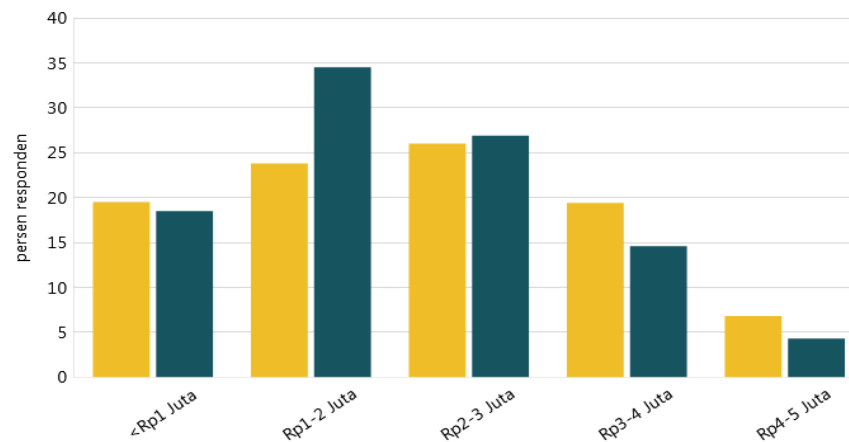
Online motorcycle taxi drivers operate flexibly, meaning they can determine their own working hours and duration according to personal needs and comfort (Santoso et al., 2023). This flexibility is one of the main reasons why the ojol profession is attractive, especially for those seeking additional income or not tied to permanent jobs (Yunus, 2020). According to Reisyah et al. (2024), although this flexibility provides freedom, many workers still experience stress due to income uncertainty, irregular working hours, and challenges in maintaining work-life balance. In this context, psychological well-being, or employee wellbeing, becomes an important issue to address. Employee wellbeing reflects a condition where individuals are happy, healthy, and able to live productively and meaningfully (Amatullah, 2025).

Madiun, as a developing city, shows a significant increase in the use of online transportation services. With the growth of app-based transportation services like Gojek, many drivers in Madiun rely on this job as their main source of income. However, Gojek drivers often face challenges related to work-life imbalance, frequently working until midnight or early morning, which can negatively affect their physical and psychological employee wellbeing.

According to Ruggeri et al. (2020), employee wellbeing is a combination of feeling good and functioning well, experiencing positive emotions such as happiness and satisfaction, personal

development, having control over life, a sense of meaning or purpose, and positive social relationships. Employee wellbeing reflects the welfare achieved at work, connected to personal fulfillment in physical and mental health, and has a positive impact on the organization (Zamralita & Wilis, 2023). One factor that can influence employee wellbeing is an individual’s ability to engage in job crafting and the workplace environment (Firdauz & Sawitri, 2021).

Nissinen et al. (2022) define job crafting as employees’ efforts to actively modify aspects of their job to better fit their needs, desires, and capabilities. Job crafting aims to enhance person-job fit, work motivation, and overall employee wellbeing (Yulianti, 2021). Many drivers practice job crafting by adjusting their working hours and the types of services they accept to better suit personal preferences or family conditions (Aditya, 2024). They may choose to work at certain times, avoid crowded areas, or prioritize food delivery orders over transportation. However, it is not yet fully understood how these practices affect their wellbeing, whether they help create a better work-life balance or instead increase stress and fatigue (Setianto et al., 2024).



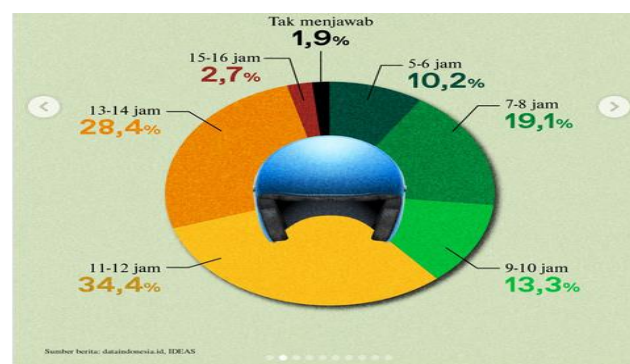
Sumber: Litbang Kompas
Figure 2 Pendapatan Ojol

Figure 2, based on data from Litbang Kompas, shows a significant decrease in online motorcycle taxi drivers’ income compared to previous periods. Most ojol partners previously earned around IDR 2–3 million per month. Currently, the majority of respondents earn between IDR 1–2 million, making this the largest income group. This decline indicates that more ojol

partners are falling into the low-income category amid rising living costs and daily operational expenses.

This income reduction phenomenon is closely related to job crafting practices by ojol drivers. Facing decreasing income, drivers tend to adjust their work methods to survive. For instance, they may extend working hours, target operational areas deemed more profitable, and actively offer additional services such as food delivery or shopping errands. These strategies represent forms of task crafting and relational crafting, demonstrating adaptive efforts by ojol partners to maintain their earnings amid economic challenges.

Besides using job crafting as an adaptive response to declining income, another crucial concern for online motorcycle taxi drivers is maintaining work-life balance. According to Kardas (2023), the workplace is the physical and social environment where individuals perform professional tasks, evaluated objectively by the organization based on work efficiency and subjectively by individuals based on comfort, flexibility, and support received during work. Furthermore, workplace quality significantly impacts employee wellbeing. A supportive, safe, and flexible work environment can reduce stress levels and enhance individual happiness and job satisfaction (Lili, 2025). Supportive workplace conditions such as accessible rest areas, clear application systems, and positive social interactions with customers and fellow drivers can foster a sense of safety, comfort, and appreciation, ultimately promoting drivers' overall work-related wellbeing.



Sumber: Databoks

Figure 3 Jam Kerja Ojol

Based on the displayed figure, the majority of online motorcycle taxi (ojol) drivers in Indonesia work extremely long hours each day. About 34.4% work 11–12 hours per day, followed by 28.4% working 13–14 hours, while only a small portion works less than 8 hours. This phenomenon indicates that although the ojol job offers flexibility in choosing working hours, many drivers actually opt to work longer to meet daily income targets. It reflects how the non-formal, platform-based work environment of ojol imposes its own pressures on workers, particularly because earnings depend directly on the number of orders received.

The mobile nature of the work, minimal social protections, and the demand to remain active on the road for extended periods make this job prone to physical fatigue and stress. In the context of the workplace, this suggests that time flexibility does not always equate to work comfort and can even negatively affect employee wellbeing. Therefore, special attention is needed regarding ojol working conditions, which, despite being modern and digital, still pose significant challenges in terms of worker protection and the quality of the work environment.

THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT

Employee wellbeing

Employee wellbeing is a crucial aspect reflecting the physical, mental, and emotional condition of individuals in the workplace (Afrianti et al., 2023). According to the World Health Organization (WHO), employee wellbeing is defined as a state in which individuals recognize their potential, can manage daily life stress, work productively, and contribute positively to their community. In this study, employee wellbeing refers to the overall condition experienced by employees, encompassing physical, psychological, and social dimensions, which directly influence engagement and work productivity (Putri & Suharto, 2023)

Job crafting

Job crafting is a concept that explains how individuals actively shape and manage their work to better align with their interests, values, and strengths (Kardas, 2023). According to Setiati

Nugraha et al. (2023), job crafting is the process in which employees voluntarily modify task boundaries, work relationships, and perceptions about their work to create greater meaning and satisfaction. In this study, job crafting refers to proactive efforts by individuals—particularly in flexible work contexts like online motorcycle taxi (ojol) drivers—to adjust to job demands while maintaining productivity and workplace wellbeing.

Workplace

The workplace is the environment—both physical and non-physical—where employees carry out their tasks and responsibilities. It includes facilities, organizational climate, interpersonal relationships, and prevailing work systems and culture. A supportive workplace can enhance comfort, motivation, productivity, and employee wellbeing (Zamralita & Wilis, 2023). In the modern context, the workplace is no longer limited to conventional offices but also includes flexible workspaces typical of digital platform-based jobs. According to Greenhaus and Allen (2011), workplace conditions significantly influence the balance between professional responsibilities and personal life.

Hypothesis Development

Based on the theoretical review, the research hypotheses are proposed as follows:

H1: Job crafting is hypothesized to have a significant effect on employee wellbeing among employees in Kota Madiun.

H2: Workplace is hypothesized to have a significant effect on employee wellbeing among employees in Kota Madiun.

B. Research Method

This study uses a quantitative approach with primary data collected through Google Forms. The sample was selected using purposive sampling, totaling 384 respondents. The research instrument is a questionnaire using a Likert scale. Data processing and analysis were conducted using SPSS version 21.

C. Results and Discussion

Normalitas Test

Table 1 Normalitas Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		384
Normal Parameters ^{a,b}	Mean	,000000
	Std. Deviation	6,92632973
Most Extreme Differences	Absolute	,034
	Positive	,028
	Negative	-,034
Kolmogorov-Smirnov Z		,674
Asymp. Sig. (2-tailed)		,754
a. Test distribution is Normal.		
b. Calculated from data.		
Sumber: SPSS21, 2025		

Based on the results of the Kolmogorov-Smirnov test, it is found that the residuals of the regression model are normally distributed. This is indicated by a significance value of $0.754 > 0.05$, which means that the normality assumption is fulfilled and the regression model is suitable for further analysis.

Multikolinieritas Test

Table 2 Multikolinieritas Test

Model	Coefficients ^a					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF	
	B	Std. Error	Beta					
	(Constant)	24,810	3,358		7,388	,000		
1	X1	,018	,035	,023	,521	,603	,976	1,024
	X2	,607	,049	,537	12,303	,000	,976	1,024

a. Dependent Variable: Y
Sumber: SPSS21, 2025

Based on Table 2, the calculation results show that the Variance Inflation Factor (VIF) values for both variables are less than 10. The variables Job Crafting (X1) and Workplace (X2) have VIF values < 10. This indicates that there is no strong correlation between any independent variable with the others. In other words, multicollinearity among all independent variables is still tolerable. Meanwhile, the tolerance values for Job Crafting (X1) and Workplace (X2) are greater than 0.1, meaning that multicollinearity does not occur among the independent variables. Therefore, regression testing can be conducted with significant results expected.

Heteroskedastistas Test

Table 3 Heteroskedastistas Test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	11,146	2,033		5,483
1 X1	-,011	,021	-,026	-,503	,616
X2	-,096	,030	-,164	-3,216	,100

a. Dependent Variable: ABS
Sumber: SPSS21, 2025

Based on Table 3, it is observed that the probability values for each variable are greater than 0.05 (alpha). Therefore, the decision is to accept H0, meaning that there are no indications of heteroscedasticity.

Parsial t Test

Tabel 4 Parsial t Test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

	(Constant)	8,513	1,200	7,093	,000
1	X1	,131	,047	,146	2,788 ,006
	X2	,196	,053	,194	3,710 ,000
	X3	,136	,050	,142	2,727 ,007

a. Dependent Variable: Y

Sumber: Output SPSS

The t-test criteria are as follows: H_0 is accepted if $t_{\text{calculated}} < t_{\text{table}}$ and H_0 is rejected if $t_{\text{calculated}} \geq t_{\text{table}}$. The critical value is determined at a significance level of 5% ($\alpha = 0.05$). To obtain t_{table} , a two-tailed test is used with degrees of freedom $df = n - k - 1 = 384 - 3 - 1 = 380$, resulting in a t_{table} value of 1.966.

DISCUSSION

- 1) The Effect of Job Crafting on Employee Wellbeing Among Gojek Drivers in Madiun City. The test results showed a $t_{\text{calculated}}$ value of 0.521, which is smaller than t_{table} 1.966, and a significance value of $0.603 > 0.05$. Therefore, H_0 is accepted, and H_1 is rejected. This indicates that the hypothesis is not supported. In other words, job crafting does not have a significant effect on employee wellbeing among Gojek drivers in Madiun City.
- 2) The Effect of Workplace on Employee Wellbeing Among Gojek Drivers in Madiun City. The test results showed a $t_{\text{calculated}}$ value of 12.303, which is greater than t_{table} 1.966, and a significance value of $0.000 < 0.05$. Therefore, H_0 is rejected, and H_2 is accepted. This indicates that the hypothesis is supported. In other words, the workplace has a positive and significant effect on employee wellbeing among Gojek drivers in Madiun City.

D. CONCLUSION

job crafting does not have a significant effect on employee wellbeing among Gojek drivers in Madiun City. In other words, employees' efforts to adjust or customize their work (job crafting) do not directly enhance their work wellbeing. On the other hand, the workplace has a positive and significant effect on employee wellbeing among Gojek drivers. This means that the better the perceived work environment, the higher the level of work wellbeing experienced by the drivers.

E. RECOMMENDATIONS

This study opens opportunities for further research, especially in exploring other factors that may mediate or moderate the relationship between job crafting and wellbeing, such as supervisor support, work autonomy, or intrinsic motivation. Future research can also be extended to other regions or digital transportation platforms, such as Grab or Maxim, to examine the consistency of results in different contexts. Additionally, qualitative or mixed-method approaches are recommended to gain deeper insights into the subjective experiences of drivers in customizing their work.

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