BIEJ Business Innovation and Entrepreneurship Journal

Volume 8 No. 3 2026

The Effect Of Personality Traits And Inclusive Leadership On Work Engagement: The Role Of Job Crafting As Mediation And Mindfulness As Moderation

Marwah Nuraeni[1*], Minto Yuwono[2], Aceng Ulumudin[3]
[1,2,3]Universitas Garut, Indonesia
*Email Correspondence: marwahnuraeni6@gmail.com

Abstract-This study aims to analyze the influence of personality traits and inclusive leadership on work engagement in Generation Z with job crafting as a mediating variable and mindfulness as a moderation variable. The study used a quantitative approach with a survey method of 205 Generation Z respondents who work in various companies in Indonesia. The sampling technique used purposive sampling and data analysis was carried out using Structural Equation Modeling–Partial Least Square (SEM-PLS). The results of the study show that personality traits and inclusive leadership have a significant positive effect on job crafting, and job crafting has a significant positive effect on work engagement. In addition, job crafting has been proven to be able to mediate the influence of personality traits and inclusive leadership on work engagement. However, personality traits and inclusive leadership do not have a direct effect on work engagement, while mindfulness is not able to moderate the relationship between job crafting and work engagement. This study concludes that work engagement in Generation Z is more influenced by proactive behavior in shaping jobs through job crafting than internal psychological factors.

Keywords: Personality Traits, Inclusive Leadership, Job Crafting, Mindfulness, Work Engagement, Generation Z.

I. INTRODUCTION

Changes in the world of work due to technological developments, globalization, and demographic transformation encourage organizations to be more adaptive in managing human resources.



Figure 1. Results of the 2020 Population Census

Source : Central Statistics Agency (2020)

Generation Z is the dominant group in Indonesia's workforce structure with a proportion of 27.94% of the total population. The characteristics of Generation Z that prioritize work flexibility, work-life balance, self-development, and work meaning present challenges for organizations in increasing work engagement or work attachmen.

Work engagement is a positive psychological condition characterized by enthusiasm, dedication, and full involvement of individuals in their work [1]. High work engagement affects employee productivity, loyalty, and psychological well-being . However, Generation Z tends to have higher turnover intentions than previous generations. The Deloitte Global 2025 survey shows that around 31% of Generation Z plans to leave their jobs in the next two years due to a lack of flexibility, work-life balance, and job meaning. This condition shows the importance of understanding the factors that affect work engagement in Generation Z.

One of the factors that affect work engagement is personality traits. In the perspective of Big Five Personality Traits, characteristics such as openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism influence how

Business Innovation and Entrepreneurship Journal (BIEJ) is published under licensed of a CC BY-SA Creative Commons Attribution-ShareAlike 4.0 International License.

e-ISSN : 2684-8945
DOI: https://doi.org/10.35899/biej.v8i3.1229

individuals respond to the work environment [2]. Individuals with high conscientiousness tend to be more disciplined and have a strong achievement orientation, while individuals with high openness prefer new challenges and experiences [3]. In addition to individual factors, inclusive leadership also plays an important role in increasing work engagement through a supportive, open, and participatory work environment [4], [5].

The relationship between personality traits and inclusive leadership to work engagement is not expected to occur directly, but through job crafting as a mediating variable. Job crafting is an individual's proactive behavior in adapting work to personal interests, abilities, and values. Previous research has shown that job crafting is able to increase intrinsic motivation and work engagement [6]. In addition, mindfulness is thought to strengthen the relationship between job crafting and work engagement because individuals with high mindfulness are better able to manage stress and maintain work focus [7],[8].

Although research on personality traits, inclusive leadership, job crafting, mindfulness, and work engagement has been extensive, research that integrates all of these variables in the context of Generation Z is still limited. Therefore, this study aims to analyze the influence of personality traits and inclusive leadership on work engagement with job crafting as a mediating variable and mindfulness as a moderation variable in Generation Z. This research is expected to make a theoretical contribution to the development of Job Demands-Resources (JD-R) Theory and become a practical reference for organizations in improving the work engagement of Generation Z employees.

II. LITERATURE REVIEW

2.1 Job Demands–Resources (JD-R) Theory

This study uses the Job Demands–Resources (JD-R) Theory developed by Bakker and Demerouti as a grand theory in explaining the factors that affect work engagement [9]. JD-R Theory explains that every job has two main characteristics, namely job demands and job resources. Job demands are aspects of work that require continuous physical and psychological effort so that they can cause work pressure, while job resources are resources that help individuals achieve work goals, reduce work pressure, and support personal and professional development .

In the JD-R model, work engagement is formed through a motivational process, which is a process when individuals obtain work resources and personal resources that are able to increase intrinsic motivation, work morale, and engagement with work. In this study, personality traits and mindfulness are positioned as personal resources, while inclusive leadership is seen as job resources that can increase work engagement through job crafting as an individual's proactive behavior in adjusting their work.

2.2 Personality Traits

Personality traits are characteristic patterns of individuals in thinking, feeling, and behaving relatively stable over time [10]. The concept of personality traits that is most widely used in organizational research is the Big Five Personality Traits which consist of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism [10]. Individuals with high levels of openness tend to like new challenges and experiences, while conscientiousness is related to discipline, responsibility, and achievement orientation [11].

In an organizational context, personality traits affect how individuals respond to the work environment and build work engagement. Previous research has shown that individuals with high characteristics of conscientiousness and extraversion tend to have better work engagement because they are more active, optimistic, and have high work motivation [12]. In addition, personality traits also play a role in encouraging job crafting behavior because individuals with proactive characteristics are more likely to make adjustments to their work [13].

2.3 Inclusive Leadership

Inclusive leadership is a leadership style that emphasizes openness, accessibility, support, and appreciation for the diversity of employee contributions [4]. Inclusive leaders create a psychologically safe work environment so that employees feel accepted, valued, and have the opportunity to participate in organizational processes [5].

Business Innovation and Entrepreneurship Journal (BIEJ) is published under licensed of a CC BY-SA Creative Commons Attribution-ShareAlike 4.0 International License.
e-ISSN : 2684-8945
DOI: https://doi.org/10.35899/biej.v8i3.1229

Inclusive leadership is becoming increasingly relevant in a modern work environment that involves generational diversity and characteristics of the workforce. Generation Z tends to want leaders who are communicative, supportive, and respect employees' opinions [14]. Previous research has shown that inclusive leadership is able to increase work engagement, innovative work behavior, and adaptive employee performance [15]. In addition, inclusive leadership can also encourage the emergence of job crafting because employees feel more secure and confident to make changes to their work [16].

2.4 Work Engagement

Work engagement reflects a positive psychological state in which employees demonstrate enthusiasm, dedication, and strong involvement in their work activities[17]. Vigor describes an individual's level of energy and mental resilience at work, dedication reflects a sense of pride and enthusiasm for work, while absorption indicates the individual's full involvement in work activities [18].

Work engagement is one of the important indicators in organizational success because it is related to productivity, loyalty, job satisfaction, and employee psychological well-being [19]. In Generation Z, work engagement is influenced by various factors such as the meaning of work, work flexibility, social relationships, and organizational support. Low work engagement in Generation Z can increase turnover intention and decrease commitment to the organization [18].

2.5 Job Crafting

Job crafting is an individual's proactive behavior in modifying tasks, work relationships, and perceptions of work to better suit their abilities, interests, and personal values [20]. The concept of job crafting emphasizes that employees are not only passively accepting the work design from the organization, but also actively shaping their work to be more meaningful and motivating [21].

In the perspective of JD-R Theory, job crafting is seen as an individual strategy to increase job resources and reduce job demands so that it can increase work engagement. Previous studies indacate that job crafting can strengthen instrinsic motivation and encourge higher work engagemen [16]. Individuals who do job crafting tend to have a higher sense of ownership of their work so that they are more emotionally and psychologically involved in the work.

2.6 Mindfulness

Mindfulness is a condition of an individual's full awareness of the current experience consciously and without giving a negative judgment. Individuals with higher mindfulness tend to regulate stress more effevtively and maintain better focus at work.

In the context of organizations, mindfulness plays an important role in improving the psychological well-being and work engagement of employees. Previous research has found that mindfulness can strengthen the relationship between proactive behavior and work engagement because individuals are better able to interpret their work positively [22]. In Generation Z who tend to multitask and are easily distracted by digital technology, mindfulness is an important factor in maintaining focus, emotional stability, and work engagement.

2.7 Previous Research and Research Gap

Several previous studies have shown that personality traits, inclusive leadership, job crafting, and mindfulness are related to work engagement. [12] shows that personality traits have an effect on work engagement, but the results of the study still show inconsistencies in some personality dimensions. [16] found that inclusive leadership is able to improve job crafting and work engagement through a supportive work environment. Meanwhile, that mindfulness strengthens the relationship between proactive behavior and work engagement.

However, there is still a research gap in previous research. Most of the research has been done on the general population and has not specifically examined Generation Z as the dominant group in the modern workforce. In addition, research that integrates personality traits and inclusive leadership into work engagement through simultaneous job crafting and mindfulness is still limited. Therefore, this study was conducted to fill the research gap by examining the influence of personality traits and inclusive leadership on work engagement

Business Innovation and Entrepreneurship Journal (BIEJ) is published under licensed of a CC BY-SA Creative Commons Attribution-ShareAlike 4.0 International License.
e-ISSN : 2684-8945
DOI: https://doi.org/10.35899/biej.v8i3.1229

through job crafting as mediation and mindfulness as moderation in Generation Z.

III. RESEARCH METHODS

This research applied a quantitative survey approach to examine the influence of personality traits and inclusive leadership on work engagement through job crafting and mindfulness variables among Generation Z employees. Quantitative approach was chosen because this study aims to objectively test the relationship between variables through numerical measurement and statistical analysis [23]. The research was conducted using an explanatory research design to explain the causal relationship between variables based on the conceptual model that has been developed.

The research population is Generation Z individuals who have worked in various companies and organizations in Indonesia. Generation Z in this study is defined as individuals born in the range of 1997–2012. The selection of Generation Z is based on the consideration that this group is starting to dominate the Indonesian workforce and has different work characteristics compared to previous generations, especially related to work flexibility, self-development needs, and preferences for an inclusive work environment. The sampling technique used purposive sampling with the criteria of respondents: (1) included in the Generation Z category, (2) having worked for at least six months, and (3) willing to fill out the research questionnaire voluntarily. The number of respondents used in this study was 205 people. This number is considered adequate for the Structural Equation Modeling–Partial Least Square (SEM-PLS) analysis, because it meets the minimum sample requirements in multivariate analysis [24].

Data collection was carried out through the distribution of questionnaires. The online survey method was chosen because it facilitates the distribution of questionnaires to respondents spread across various regions of Indonesia and is more in line with the characteristics of Generation Z who are familiar with digital technology. Before the distribution of the main questionnaire, instrument trials were carried out on a number of respondents to ensure the clarity of the questions and the initial validity of the research instrument. The questionnaire uses a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

Variable personality traits were measured using the Big Five Personality Traits approach which consisted of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Inclusive leadership is measured based on the dimensions of openness, accessibility, and the availability of leaders in supporting employees [4]. Work engagement is measured using the dimensions of vigor, dedication, and absorption developed in the Utrecht Work Engagement Scale (UWES). Meanwhile, job crafting is measured based on the individual's proactive behavior in modifying tasks and work relationships, while mindfulness is measured based on an individual's ability to maintain full awareness of the current state consciously and without negative judgment.

This research applied a quantitative survey approach to examine the influence of personality traits and inclusive leadership on work engagement through job crafting and mindfulness variables among Generation Z employees.The SEM-PLS method was chosen because it is able to test the complex relationships between variables simultaneously, including the influence of mediation and moderation, and is suitable for use in studies with predictive models and intermediate sample sizes [24]. The analysis was carried out through two stages, namely the outer model and the inner model. The outer model test aims to evaluate the validity and reliability of the construct through convergent validity, discriminant validity, composite reliability, and Cronbach's alpha tests. Furthermore, the inner model is used to test the structural relationships between variables through the values of the path coefficient, R-square, effect size (f-square), and predictive relevance.

This research applied a quantitative survey approach to examine the influence of personality traits and inclusive leadership on work engagement through job crafting and mindfulness variables among Generation Z employees. or a t-statistical value of > 1.96 and a p-value of < 0.05. Mediation testing was

Business Innovation and Entrepreneurship Journal (BIEJ) is published under licensed of a CC BY-SA Creative Commons Attribution-ShareAlike 4.0 International License.
e-ISSN : 2684-8945
DOI: https://doi.org/10.35899/biej.v8i3.1229

carried out to determine the role of job crafting in bridging the relationship between personality traits and inclusive leadership to work engagement. Meanwhile, moderation testing was carried out to analyze the ability of mindfulness in strengthening the relationship between job crafting and work engagement. All research procedures are carried out systematically, starting from the preparation of instruments, data collection, data processing, to the interpretation of results so that the research can be replicated and developed in the next research.

IV. RESULTS AND DISCUSSION

Results

This study involved 205 Generation Z respondents who work in various job sectors in Indonesia. Based on the results of data processing, the majority of respondents are dominated by women, with a productive age range of 20-29 years. Most of the respondents have between 1-3 years of work experience and work in the service, education, technology, and creative industries sectors. These characteristics show that respondents represent Generation Z who have actively entered the modern world of work with a high level of technological adaptation.

4.1 Evaluation of the Outer Model

External model testing is carried out to ensure the validity and reliability of the research instrument.

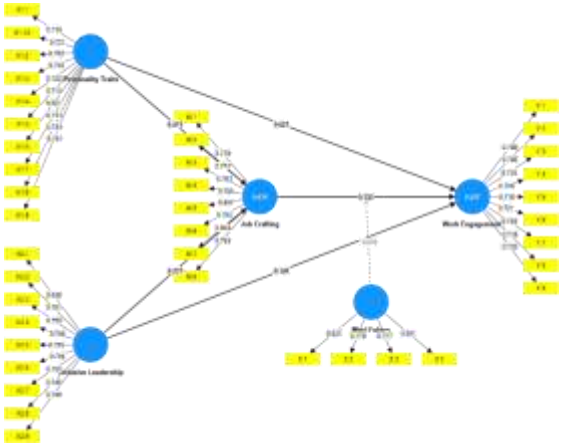


Figure 2. Outer Model

The test results showed that all indicators had an outer loading value above 0.70 so that they met the convergent validity requirements [24].

Table 1. Reliability Test

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
Inclusive Leadership	0.914	0.917	0.929	0.592
Job Crafting	0.913	0.914	0.930	0.623
Mindfulness	0.805	0.806	0.873	0.632
Personality Traits	0.910	0.911	0.925	0.554
Work Engagement	0.899	0.901	0.917	0.552

Source : Data Processing, 2026

In addition, the Average Variance Extracted (AVE) value in the entire construct was above 0.50 which indicates that the variable is able to adequately explain the variance of the indicator.

Discriminant validity testing using the Fornell-Larcker method shows that the square root value of AVE of each construct is higher than the correlation between other variables. This indicates that each construct has good discriminating capabilities. Furthermore, the results of composite reliability and Cronbach's alpha of all variables showed values above 0.70 so that the research instrument was declared reliable and consistent in measuring the research variables [24].

4.2 Evaluation of the Inner Model

Internal model testing was carried out to evaluate the structural relationships between variables in the research model. The test results showed that the R-square value of work engagement was in the moderate category, which means that the variables of personality traits, inclusive leadership, job crafting, and mindfulness were able to explain the variation in work engagement quite well. Meanwhile, the R-square value of job crafting shows that personality traits and inclusive leadership have a significant contribution in explaining respondents' job crafting behavior.

A positive predictive relevance (Q-square) value indicates that the research model has good predictive capabilities. In addition, the effect size (f-square) results showed that job crafting had the greatest influence on work engagement compared to other variables.

Business Innovation and Entrepreneurship Journal (BIEJ) is published under licensed of a CC BY-SA Creative Commons Attribution-ShareAlike 4.0 International License.
e-ISSN : 2684-8945
DOI: https://doi.org/10.35899/biej.v8i3.1229

These findings suggest that individuals' proactive behavior in shaping their work is a major factor that increases Generation Z's work engagement

4.3 Pengujian Hypothesis

Table 2. Direct impact test

Variabel	Original sample (O)	Sample mean (M)	T statistics (|O/STDEV|)	P values
Personality Traits -> Work Engagement	0.027	0.028	0.344	0.731
Inclusive Leadership -> Work Engagement	0.120	0.117	1.624	0.104
Personality Traits -> Job Crafting	0.471	0.474	6.881	0.000
Inclusive Leadership -> Job Crafting	0.237	0.238	3.263	0.001
Job Crafting -> Work Engagement	0.323	0.324	4.792	0.000
Mind Fulnes -> Work Engagement	0.384	0.389	5.551	0.000

Source : Data Processing, 2026

H1: Personality Traits Affect Work Engagement

The test results showed a path coefficient value of 0.027 with a T-statistic of 0.344 and a p-value of 0.731. The T-statistical value < 1.96 and the p-values > 0.05 indicate that Personality Traits do not have a significant effect on Work Engagement, so H1 is rejected. These findings suggest that Generation Z's personality characteristics have not been able to increase work engagement directly.

H2: Inclusive Leadership has an effect on Work Engagement

Inclusive Leadership has a path coefficient value of 0.120 with a T-statistic of 1.624 and p-values of 0.104. These results show that Inclusive Leadership does not have a significant effect on Work Engagement because the p-values > 0.05, so H2 is rejected. This shows that inclusive leadership has not been able to increase engagement directly.

H3: Personality Traits Affect Job Crafting

The test results showed a path coefficient value of 0.471 with a T-statistic of 6.881 and a p-value of 0.000. This value shows that Personality Traits have a positive and significant effect on Job Crafting, so H3 is accepted. These findings suggest that individuals with proactive and open characteristics tend to be more active in adjusting their work.

H4: Inclusive Leadership has an effect on Job Crafting

Inclusive Leadership has a path coefficient value of 0.237 with T-statistics of 3.263 and p-values of 0.001. The T-statistics value > 1.96 and the p-values < 0.05 show that Inclusive Leadership has a significant positive effect on Job Crafting, so H4 is accepted. A supportive and open leader is able to encourage employees' proactive work behavior.

H5: Job Crafting has an effect on Work Engagement

Job Crafting has a path coefficient value of 0.323 with a T-statistic of 4.792 and a p-value of 0.000. These results show that Job Crafting has a significant positive effect on Work Engagement, so H5 is accepted. The higher the job crafting that is done, the higher the level of work involvement of Generation Z.

Table 3. Mediation influence test

Variabel	Original sample (O)	Sample mean (M)	T statistics (|O/STDEV|)	P values
Inclusive Leadership -> Job Crafting -> Work Engagement	0.077	0.077	2.610	0.009
Personality Traits -> Job Crafting -> Work Engagement	0.152	0.153	3.918	0.000

Source : Data Processing, 2026

H6: Job Crafting mediates the influence of Personality Traits on Work Engagement

The results of the mediation test showed an Original Sample value of 0.152 with T-statistics of 3.918 and p-values of 0.000. This value shows that Job Crafting is able to mediate the influence of Personality Traits on Work Engagement, so H6 is accepted. This means that the influence of personality on engagement occurs through proactive work behavior in the form of job crafting.

H7: Job Crafting mediates the influence of Inclusive Leadership on Work Engagement

The test results showed an Original Sample value of 0.077 with a T-statistic of 2.610 and a p-value of 0.009. These results show that Job Crafting significantly mediates the influence of Inclusive Leadership on Work Engagement,

Business Innovation and Entrepreneurship Journal (BIEJ) is published under licensed of a CC BY-SA Creative Commons Attribution-ShareAlike 4.0 International License.
e-ISSN : 2684-8945
DOI: https://doi.org/10.35899/biej.v8i3.1229

so H7 is accepted. Inclusive leadership is able to increase work engagement through improving job crafting practices.

Table 4. moderation effect test

Variabel	Original sample (O)	Sample mean (M)	T statistics (|O/STDEV|)	P values
Mind Fulnes x Job Crafting -> Work Engagement	-0.016	-0.013	0.343	0.732

Source : Data Processing, 2026

H8: Mindfulness moderates the relationship between Job Crafting and Work Engagement

The results of the moderation test showed an Original Sample value of -0.016 with T-statistics of 0.343 and p-values of 0.732. This value shows that Mindfulness does not moderate the relationship between Job Crafting and Work Engagement because p-values > 0.05, so H8 is rejected. This shows that the level of mindfulness of Generation Z has not been able to strengthen the influence of job crafting on work engagement.

Discussion

The results of this study strengthen the Job Demands Resources (JD-R) Theory which explains that work engagement is influenced by a combination of personal resources and job resources [23]. In this study, personality traits and mindfulness play a role as personal resources, while inclusive leadership is a job resource that encourages the formation of job crafting as a mechanism to increase work engagement.

The finding that personality traits do not have a direct effect on work engagement shows that individual characteristics alone are not enough to increase Generation Z's work attachment. This explains the importance of job crafting as a form of proactive behavior in the modern world of work.

In addition, inclusive leadership has proven to be an important factor in creating a supportive work environment for Generation Z. This generation tends to value open communication, respect for opinions, and collaborative working relationships. Therefore, organizations need to develop an inclusive leadership style to improve psychological comfort and active participation of employees.

Practically, this study implies that organizations need to encourage a work culture that supports job crafting through work flexibility, autonomy, and inclusive leadership development. Organizations also need to pay attention to the characteristics of Generation Z in designing retention strategies and human resource management in order to be able to increase work engagement in a sustainable manner.

This research has several limitations. First, the study only uses a quantitative approach with a survey method so that it has not been able to explore the respondents' experiences in depth. Second, the research was conducted on Generation Z in Indonesia in general without distinguishing certain industrial sectors so that the results of the study did not fully describe the specific conditions in each job sector. Third, the use of cross-sectional data causes research to not be able to explain changes in work engagement in the long term.

Further research is suggested using a longitudinal approach to see changes in Generation Z's work engagement over time. In addition, future research can add other variables such as psychological safety, organizational support, or digital work environment to expand the research model. Qualitative research is also needed to delve deeper into Generation Z's experience in building work engagement in the modern work environment.

V. CONCLUSION AND SUGGESTIONS

This study shows that work engagement in Generation Z is influenced by a combination of individual factors and organizational factors through proactive work behavior mechanisms. Personality traits and inclusive leadership have been proven to have a positive influence on job crafting, which then plays an important role in increasing work engagement. These findings confirm that Generation Z tends to build work attachment not only through personal characteristics or leadership support alone, but through their ability to shape and tailor work to be more meaningful, flexible, and in line with personal values and needs.

On the other hand, mindfulness has not been able to strengthen the relationship between job crafting and work engagement, thus showing

Business Innovation and Entrepreneurship Journal (BIEJ) is published under licensed of a CC BY-SA Creative Commons Attribution-ShareAlike 4.0 International License.
e-ISSN : 2684-8945
DOI: https://doi.org/10.35899/biej.v8i3.1229

that self-awareness has not been a dominant factor in increasing Generation Z's work involvement in the context of this study.

Theoretically, this research contributes to the development of Job Demands–Resources (JD-R) Theory by expanding understanding of the role of personality traits, inclusive leadership, job crafting, and mindfulness in shaping work engagement in Generation Z.

This research also enriches the literature on human resource management and organizational behavior, especially in the context of the younger generation workforce in the modern work era. Practically, the results of the study imply that organizations need to develop inclusive leadership, provide flexible workspaces, and encourage job crafting behavior to increase the work engagement of Generation Z employees. dynamic.

VI. REFRENCE

[1] A. B. Schaufeli, Wilmar B.; Salanova, Marisa; González-Romá, Vicente; Bakker, "The measurement of engagement and burnout: A two sample confirmatory factor analytic approach," *J. Happiness Stud.*, vol. 3, no. 1, pp. 71–92, 2002, doi: 10.1023/A:1015630930326.

[2] G. Angelini, "Big five model personality traits and job burnout: a systematic literature review," *BMC Psychol.*, vol. 11, no. 1, Dec. 2023, doi: 10.1186/s40359-023-01056-y.

[3] M. Bäckström, F. Björklund, R. Persson, and A. Costa, "Five-Factor Personality Inventories Have a Competence-Related Higher-Order Factor Due to Item Phrasing," *Front. Psychol.*, vol. 11, Nov. 2020, doi: 10.3389/fpsyg.2020.557544.

[4] A. Carmeli, R. Reiter-Palmon, and E. Ziv, "Inclusive Leadership and Employee Involvement in Creative Tasks in the Workplace: The Mediating Role of Psychological Safety," 2010. [Online]. Available: https://unomaha.az1.qualtrics.com/jfe/form/https://digitalcommons.unomaha.edu/psychfacpub/30

[5] A. Rogozińska-Pawełczyk, "Inclusive Leadership and Psychological Contract Fulfilment: A Source of Proactivity and Well-Being for Knowledge Workers," *Sustain.*, vol. 15, no. 14, Jul. 2023, doi: 10.3390/su151411059.

[6] K. N. Kim and S. W. Yoon, "Plotting the Blank Space Among Leadership, Job Crafting, and Career Development: An Integrative Review and Future Agendas for HRD," Mar. 01, 2024, *SAGE Publications Ltd*. doi:10.1177/15344843241280999.

[7] R. A. Baer, G. T. Smith, J. Hopkins, J. Krietemeyer, and L. Toney, "Using self-report assessment methods to explore facets of mindfulness," *Assessment*, vol. 13, no. 1, pp. 27–45, Mar. 2006, doi: 10.1177/1073191105283504.

[8] N. Levit-Binnun, K. Arbel, and D. Dorjee, "The Mindfulness Map: A Practical Classification Framework of Mindfulness Practices, Associated Intentions, and Experiential Understandings," *Front. Psychol.*, vol. 12, Oct. 2021, doi: 10.3389/fpsyg.2021.727857.

[9] A. B. Bakker and E. Demerouti, "The Job Demands-Resources model: State of the art," 2007. doi: 10.1108/02683940710733115.

[10] P. T. Costa, R. R. Mccrae, and C. E. L. ¨ Ockenhoff, "Personality Across the Life Span," *Downloaded from www.annualreviews.org. Guest (guest*, vol. 46, p. 55, 2019, doi: 10.1146/annurev-psych-010418.

[11] C. J. Soto and J. J. Jackson, "Five-Factor Model of Personality," in *Psychology*, Oxford University Press, 2020. doi: 10.1093/obo/9780199828340-0120.

[12] A. Laguía, G. Topa, R. F. D. S. Pocinho, and J. J. Fernández Muñoz, "Direct effect of personality traits and work engagement on job crafting: A structural model," *Pers. Individual. Dif.*, vol. 220, Apr. 2024, doi: 10.1016/j.paid.2023.112518.

[13] M. Yasin Ghadi, "Linking job crafting to work engagement: the mediating role of organizational happiness," *Manag. Res. Rev.*, vol. 47, no. 6, pp. 943–963,

Business Innovation and Entrepreneurship Journal (BIEJ) is published under licensed of a CC BY-SA Creative Commons Attribution-ShareAlike 4.0 International License.

e-ISSN : 2684-8945
DOI: https://doi.org/10.35899/biej.v8i3.1229

Apr. 2024, doi: 10.1108/MRR-01-2023-0042.
[14] K. K. Katsaros, "Gen Z Employee Adaptive Performance: The Role of Inclusive Leadership and Workplace Happiness," *Adm. Sci.*, vol. 14, no. 8, Aug. 2024, doi: 10.3390/admsci14080163.
[15] R. Khusanova, S. W. Kang, and S. B. Choi, "Work Engagement Among Public Employees: Antecedents and Consequences," *Front. Psychol.*, vol. 12, Oct. 2021, doi: 10.3389/fpsyg.2021.684495.
[16] J. Oh, D. H. Kim, and D. Kim, "The Impact of Inclusive Leadership and Autocratic Leadership on Employees' Job Satisfaction and Commitment in Sport Organizations: The Mediating Role of Organizational Trust and The Moderating Role of Sport Involvement," *Sustain.*, vol. 15, no. 4, Feb. 2023, doi: 10.3390/su15043367.
[17] W. B. Schaufeli, M. Salanova, V. González-Romá, and A. B. Bakker, "The measurement of engagement and burnout: A two sample confirmatory factor analytic approach," *J. Happiness Stud.*, vol. 3, no. 1, pp. 71–92, 2002, doi: 10.1023/A:1015630930326.
[18] W. Schaufeli and A. Bakker, "UTRECHT," pp. 1–60, 2004.
[19] S. Gürbüz, A. B. Bakker, E. Demerouti, and E. P. M. Brouwers, "Sustainable employability and work engagement: a three-wave study," *Front. Psychol.*, vol. 14, 2023, doi: 10.3389/fpsyg.2023.1188728.
[20] S. Sukirno *et al.*, "The Effect of Job Crafting, Proactive Personality and Work Engagement Matter on Employee's Intention to Stay in Indonesia," vol. 21, no. S1, pp. 1–13, 2024, [Online]. Available: www.migrationletters.com
[21] R. Guciano, N. Merdiaty, F. Psikologi, U. Bhayangkara, and J. Raya, "JOB CRAFTING AND ENGAGEMENT: Literature Review," *J. Psycho. and Guidance. Counseling*, vol. 4, no. 2, 2024, doi: 10.6734/LIBEROSIS.. V2I2.3027.
[22] N. Aldrin and N. Merdiaty, "Effect of job crafting on work engagement with mindfulness as a mediator," *Cogent Psychol.*, vol. 6, no. 1, Jan. 2019, doi: 10.1080/23311908.2019.1684421.
[23] Creswell J. W. and C. J. D., *Research Design: Qualitative, quantitative and mixed methods approaches*. 2023. [Online]. Available: https://medium.com/@arifwicaksanaa/pengertian-use-case-a7e576e1b6bf
[24] J. F. Hair, G. T. M. Hult, and C. M. Ringle, *Partial Least Squares Structural Equation Modeling*. 2023. doi:10.1007/978-3-319-57413-4_15.

Business Innovation and Entrepreneurship Journal (BIEJ) is published under licensed of a CC BY-SA Creative Commons Attribution-ShareAlike 4.0 International License.
e-ISSN : 2684-8945
DOI: https://doi.org/10.35899/biej.v8i3.1229