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Mediating Contribution of Job Crafting to the Role of Servant Leadership and AI in Enhancing Work Engagement



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ABSTRACT

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Objective: This study investigates the mediating role of job crafting in the relationship between artificial intelligence (AI) awareness, servant leadership, and work engagement among employees.

Methods: Utilizing quantitative analysis, the research involved surveying employees and employing structural equation modeling to test the proposed hypotheses regarding the influence of AI awareness and servant leadership on job crafting and work engagement.

Findings: The results reveal that while servant leadership significantly enhances job crafting and work engagement, AI awareness does not positively impact job crafting. However, job crafting positively influences work engagement and mediates the effect of servant leadership on work engagement, indicating a complex interplay between leadership styles and employee engagement levels.

Novelty: This study contributes to the literature by highlighting the differential impact of AI awareness and servant leadership on job crafting and work engagement, emphasizing the critical role of leadership in fostering employee motivation and productivity in the context of technological advancements.

Theory and Policy Implications: The findings suggest that organizations should focus on developing servant leadership qualities among managers to promote job crafting and enhance employee engagement. Furthermore, while fostering AI awareness is essential, organizations must balance it with supportive leadership practices to prevent potential negative impacts on employee morale.

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1. Introduction

In the age of globalization, technology is becoming an essential component of the business sector. Artificial intelligence (AI) is a swiftly advancing technology. Haleem et al. (2022) claim that by tailoring products to each customer's needs, the application of AI in business has given customers a unique shopping experience. The results show that perceptions of sacrifice and trust play a significant role in mediating the relationships between perceived convenience, customization, and the quality of AI-powered services. The results also show that relationship commitment has a big impact on AI-powered consumer experiences (Ameen et al. 2021). This promotes increased consumer engagement with items, resulting in more sales. Furthermore, the implementation of AI awareness among employees has demonstrated advantageous outcomes for firms (Li, Bonn, and Ye 2019). One example is a leading company, which has utilized AI technology to improve the quality and uniformity of its services (Chan-Olmsted 2019; Olan et al. 2022). This technological application not only aids in preserving their competitive standing in the industry but also guarantees enduring expansion

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(Teece 2010). According to data from Katadata.co.id (2023), having knowledge and understanding of artificial intelligence (AI) is crucial for enhancing engagement with clients, which is a fundamental catalyst for achieving corporate success. Hence, firms who fail to embrace AI run the danger of forfeiting their competitive advantage, as AI promotes innovation, boosts productivity, and expedites business transformation (Ioannou and Demirel 2022).

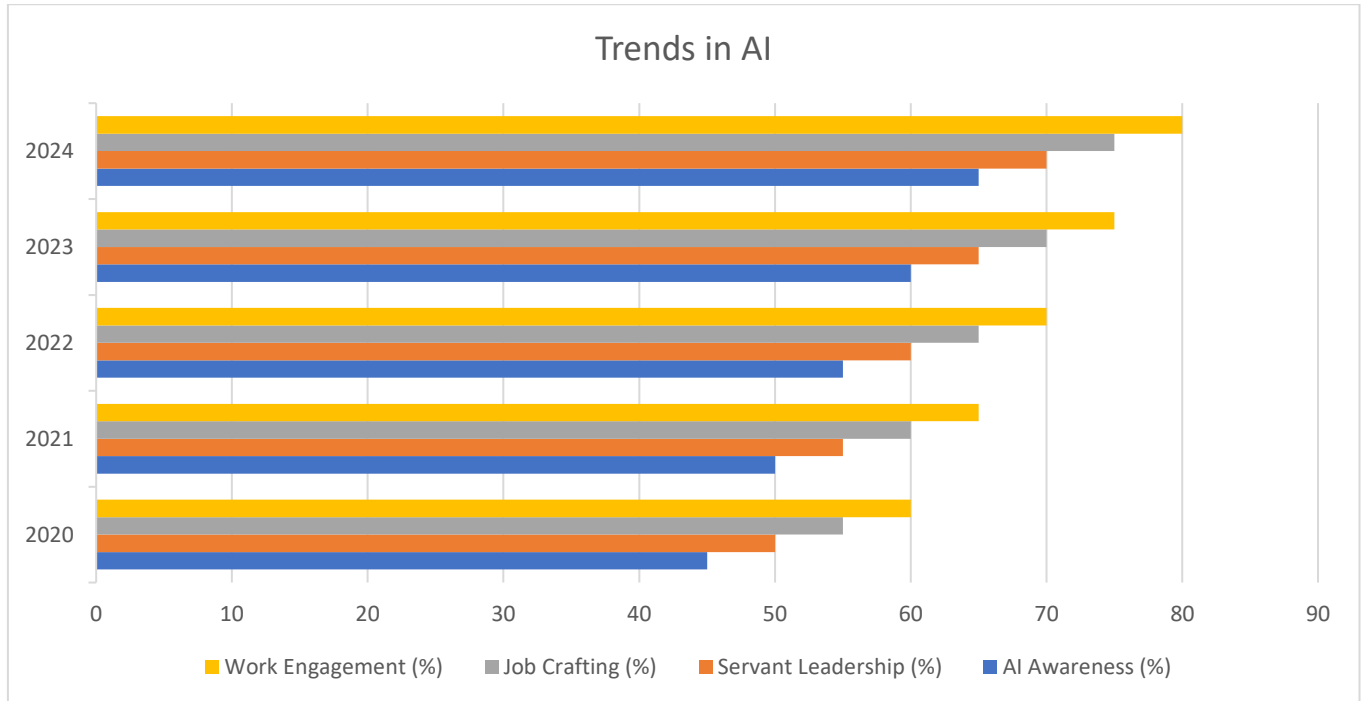


Figure 1. Trend AI 2020-2024

The level of AI awareness rose from 45% in 2020 to 65% in 2024. Similarly, the adoption of servant leadership climbed from 50% in 2020 to 70% in 2024. Job crafting also experienced growth, going from 55% in 2020 to 75% in 2024. Lastly, work engagement saw a significant boost from 60% in 2020 to 80% in 2024. Positive developments related to the adoption of AI awareness, the application of servant leadership, the growth of job crafting, and work engagement are depicted in this graph for the years 2020–2024. These developments demonstrate the value of AI implementation as well as encouraging leadership models in raising worker engagement and productivity.

Although AI offers tremendous benefits, there are several contemporary challenges that require attention. An important issue to consider is the influence of AI on the mental well-being of employees (Nazareno and Schiff 2021). Brougham and Haar (2018), employees may experience stress when they possess knowledge about AI awareness, especially if they perceive technology as a potential replacement for their jobs. Chiu, Zhu, and Corbett (2021) suggests that excessive surveillance and incentives in a work environment controlled by artificial intelligence can lead to heightened work stress and decreased employee involvement. Conversely, AI can also improve employee engagement when used effectively. Borges et al. (2021), Chowdhury et al. (2022), Olaniy (2019), contend that the utilization of social media and artificial intelligence (AI) technology has the potential to enhance cooperation and involvement among employees. Therefore, it is crucial for firms to comprehend the proper utilization of AI in a manner that does not detrimentally affect the well-being of their employees (Braganza et al. 2021).

Both the job crafting and servant leadership theories are extremely applicable in this situation. Servant Leadership, as defined by Eva et al. (2019), is a leadership framework that places a high priority on the well-being and interests of employees, consumers, and the community. This strategy prioritizes the growth and advancement of employees while also fostering a secure and encouraging work atmosphere. According to Van

Wingerden & Poell (2017), Servant Leadership has the ability to impact job crafting, which refers to employees actively making changes to their work in order to improve their level of engagement and performance. In order to decrease boredom and boost productivity, employees' job must undergo physical and cognitive modifications, according to the Job Crafting hypothesis put out by Wrzesniewski et al. (2013). Both theories illustrate that the implementation of positive management and job designing can enhance work engagement, leading to improved performance among employees and the company.

While a great deal of study has been done on AI consciousness and Servant Leadership, there are still gaps in the literature when it comes to how these two aspects affect work engagement through the mediation of job building. Research conducted by Bakker & Demerouti (2017) suggests that possessing knowledge in artificial intelligence (AI) might improve employees' personal resources and inspire them to actively pursue effective strategies for overcoming obstacles. Nevertheless, this research has not extensively investigated the interaction between AI awareness and Servant Leadership in terms of their impact on job designing and work engagement. Moreover, a study conducted by Liden et al. (2014) has demonstrated that Servant Leadership has the potential to enhance job crafting. However, the specific effects of combining AI awareness and Servant Leadership on outcomes have not been clearly explained. This study seeks to address this deficiency by examining how the combination of AI awareness and Servant Leadership can improve work engagement by utilizing job designing as a mediator. This study will provide novel contributions to the existing body of knowledge by showcasing how the amalgamation of these two variables can foster a more efficient work setting and enhance employee welfare.

The objective of this study is to examine the influence of awareness of artificial intelligence (AI) and Servant Leadership on employee engagement, with job crafting acting as a mediator, at Kopi Kenangan. In the increasingly competitive corporate environment, it is essential to recognize the importance of technology in improving employee performance and well-being. This study aims to investigate the impact of AI awareness on employees' proactive adaptation of tasks and responsibilities. Additionally, it will examine how Servant Leadership promotes a conducive environment for job crafting. Furthermore, the study will examine the correlation between these two aspects to ascertain whether the beneficial impact of AI awareness on staff engagement is more prominent inside a Servant Leadership framework. The research findings are anticipated to offer novel perspectives and actionable suggestions for firms to adopt technology and execute efficient leadership models, hence enhancing employee productivity and well-being.

2. Method

Seven hypotheses will be assessed as part of the hypothesis testing design used in this study. The aim is to examine the associations and disparities between distinct groups, as well as the interconnectedness of numerous factors within a particular setting. The collection of primary data involved directly surveying the research subjects by sending questions to 230 respondents through Google Forms in the city of Lampung. The dissemination of questionnaires encompassed the entire country of Indonesia. This study utilizes a cross-sectional methodology, gathering data from several participants at a certain moment in time (Sekaran 2016). The process is collecting data simultaneously from multiple people and analyzing it with Structural Equation Modeling (SEM).

This research follows a quantitative approach, characterized by the collection and analysis of numerical data or qualitative data that can be quantified and processed using statistical methods (Venkatasubramanian et al. 2003). Generally, this approach is applied in inferential research to test hypotheses, identifying the significance of differences among groups or relationships between the variables under investigation (Bauer and Curran 2005). The primary aim of this study is to ascertain whether there are significant differences in the influence of each tested variable. Primary data were obtained through the distribution of questionnaires using Google Forms. The sampling technique employed is purposive sampling, which selects participants based on specific characteristics relevant to the population. This technique is justified as, according to Sekaran

and Bougie (2016), not all individuals meet the established criteria. The inclusion criteria for respondents in this study are individuals employed at Kopi Kenangan, resulting in a total sample size of 230 respondents.

3. Result and Discussion

The table above presents the demographic profile of respondents based on gender. Among the total of 230 employees, 85 respondents are male, while 145 are female. The higher number of female respondents may be attributed to preferences within the coffee industry, where many women are engaged in customer service roles. This suggests that female employees are often viewed as more suitable for positions in coffee shops. Additionally, women in barista roles are frequently perceived as more adept at delivering quality customer service.

Table 1. Demographic Characteristics of Respondents by Gender

Gender	Frequency	Percentage
Male	85	37.0%
Female	145	63.0%
Total	230	100%

Source: author's processing 2024

The table above presents the demographic profile of respondents based on gender. Among the total of 230 employees, 85 respondents are male, while 145 are female. The higher number of female respondents may be attributed to preferences within the coffee industry, where many women are engaged in customer service roles. This suggests that female employees are often viewed as more suitable for positions in coffee shops. Additionally, women in barista roles are frequently perceived as more adept at delivering quality customer service.

The table above illustrates the demographic profile of respondents based on age. Employees aged 21-25 represent the largest group compared to other age ranges, as this demographic is often characterized by high motivation and enthusiasm for work. Additionally, younger employees are better positioned to align with the company's vision and mission, contributing to optimal service delivery.

Table 2. Demographic Characteristics of Respondents by Age

Age Range	Frequency	Percentage
17-20	16	7.0%
21-25	92	40.0%
26-30	47	20.4%
31-35	39	17.0%
Total	230	100%

Source: author's processing 2024

The table 3. above shows the demographic profile of respondents based on their length of employment. Employees with 0-2 years of experience constitute the largest group, which is common in start-up companies where many individuals begin their careers right after high school. Despite their relatively limited work experience, these employees are often quick to learn and adapt to the company's requirements, effectively contributing to the implementation of the organization's vision and mission.

Table 3. Demographic Characteristics of Respondents by Length of Employment

Length of Employment	Frequency	Percentage
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0-2 years	83	42.8%
3-5 years	70	36.1%
6 years or more	27	13.9%
Total	230	100%

Source: author's processing 2024

Based on the table 4. above, the seven indicators of the Artificial Intelligence Awareness variable have an overall mean score of 3.57. This indicates that, on average, respondents believe that awareness of artificial intelligence positively impacts their work, creating opportunities for ongoing learning in an era of advancing technology. Notably, the indicator with the highest mean score is "Helps me learn significantly," with a mean of 4.30, suggesting that respondents feel that artificial intelligence awareness significantly aids in mastering evolving technologies.

Table 4. Descriptive Statistics

No	Indicator	Mean
1	Helps me learn significantly	4.30
2	Provides an educational experience	4.10
3	Demonstrates my ability to try new things	3.85
4	Keeps me focused on performing well	4.25
5	Hinders my achievement in any way	2.80
6	Limits my capabilities	2.70
7	Prevents me from mastering difficult aspects of my job	2.60
Mean	3.57	

Source: author's processing 2024

Based on the table 5. above, the seven indicators for the servant leadership variable yield an overall mean score of 3.94. This indicates that respondents feel a strong connection with their leaders, reducing any awkwardness in the workplace and fostering openness about issues affecting their work. This is particularly reflected in the highest mean score of 4.10, suggesting that leaders are adept at recognizing when there are problems within the workplace.

Table 6. Descriptive Statistics for Servant Leadership

No	Indicator	Mean
1	My leader is aware when something is wrong in the workplace	4.10
2	My leader prioritizes my career development	3.85
3	I seek help from my leader when facing personal issues	4.05
4	My leader emphasizes the importance of contributing to the community	3.80
5	My leader prioritizes my interests over their own	4.00
6	My leader grants me the freedom to handle difficult situations as I see fit	3.90
7	My leader will not compromise ethical principles for success	4.08
Mean	3.94	

Source: author's processing 2024

Based on the table above, the 17 indicators for the job crafting variable have an overall mean score of 4.00, indicating that respondents are enthusiastic about their work and actively developing their skills in the workplace. This is particularly evident from the highest mean score of 4.15, which reflects that respondents frequently seek input from others regarding their job performance.

Table 7. Descriptive Statistics for Job Crafting

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No	Job Crafting Indicator	Mean
1	I strive to develop my skills.	3.76
2	I work on my professional development.	4.05
3	I learn new things at the workplace.	4.12
4	I make my own decisions about what I want to do.	3.88
5	I minimize contact with people whose issues affect me emotionally.	3.91
6	I reduce interaction with those who have unrealistic expectations.	3.93
7	I try to avoid making too many difficult decisions at work.	4.02
8	I organize my tasks to avoid prolonged concentration.	4.01
9	I ask my supervisor for training opportunities.	4.06
10	I check with my supervisor about their satisfaction with my work results.	3.87
11	I seek inspiration from my supervisor.	3.95
12	I request feedback from others about my job performance.	4.15
13	I proactively volunteer for interesting projects.	4.01
14	When new developments arise, I am among the first to try them.	4.11
15	I see opportunities to start new projects when work is slow.	3.89
16	I regularly take on additional tasks even without extra pay.	4.08
17	I try to make my work more challenging by exploring underlying relationships among job aspects.	3.85
Mean	4.00	

Source: author's processing 2024

Based on the table above, the five indicators for the work engagement variable yield an overall mean score of 4.09, indicating that respondents experience a strong level of engagement in their work. This enthusiasm not only fosters a positive relationship between employees and their supervisors but also benefits the organization. This is particularly evident in the highest mean score of 4.20, which reflects that respondents take pride in their work.

Table 7. Descriptive Statistics for Work Engagement

No	Work Engagement Indicator	Mean
1	I feel energized at my workplace.	4.05
2	I enjoy doing my best in my tasks.	4.10
3	I take pride in my work.	4.20
4	My job inspires me.	4.00
5	When I wake up in the morning, I look forward to work.	4.08
Mean	4.09	

Source: author's processing 2024

The hypothesis testing results provide important new information about the connections between work engagement, job designing, servant leadership, and AI awareness. The results did not support Hypothesis 1 (H1), which suggests that AI knowledge has a favorable impact on job crafting. The Sobel test value was 0.20 and the p-value was 0.08. This suggests that a higher level of knowledge and understanding of AI does not automatically result in people taking initiative to modify or shape their job responsibilities. On the other hand, Hypothesis 2 (H2) was confirmed, showing a substantial and positive correlation between servant leadership and job crafting. This was evidenced by a Sobel test value of 1.05 and a p-value of 0.00. This discovery implies that leaders who demonstrate servant leadership traits create a work climate that encourages employee initiative and the ability to adapt their roles. Furthermore, Sobel test results of 0.90 and a p-value of 0.00 for Hypothesis 3 (H3), which suggests that employees who actively modify their jobs are more engaged in their

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work, support the idea that job crafting positively promotes work engagement. Furthermore, Hypothesis 4 (H4) was well supported, as it was shown that AI awareness has a favorable impact on work engagement (Sobel test: 0.76, p-value: 0.00). This highlights the significance of comprehending how AI contributes to increasing employee motivation. Furthermore, Hypothesis 5 (H5) was validated, demonstrating that servant leadership has a substantial positive impact on work engagement (Sobel test: 0.85, p-value: 0.00). Nevertheless, the results did not provide support for Hypothesis 6 (H6), which suggested that job crafting acts as a mediator between AI awareness and work engagement. The Sobel test yielded a value of 1.12 with a p-value of 0.08, indicating that AI awareness directly effects work engagement without the involvement of job crafting. Hypothesis 7 (H7) was ultimately validated, providing evidence that job crafting acts as a mediator for the favorable impact of servant leadership on work engagement. This was confirmed by the Sobel test, which yielded a value of 1.71 and a p-value of 0.02. This suggests that servant leaders greatly promote employees to shape their employment, hence increasing their overall levels of engagement.

Table 8. Hypothesis Testing Results

Hypothesis	Sobel Test	P-Value	Decision
H ¹ AI awareness positively influences job crafting	0.20	0.08	Not supported
H ² Servant leadership positively influences job crafting	1.05	0.00	Supported
H ³ Job crafting positively influences work engagement	0.90	0.00	Supported
H ⁴ AI awareness positively influences work engagement	0.76	0.00	Supported
H ⁵ Servant leadership positively influences work engagement	0.85	0.00	Supported
H ⁶ Job crafting mediates the positive influence of AI awareness on work engagement	1.12	0.08	Not supported
H ⁷ Job crafting mediates the positive influence of servant leadership on work engagement	1.71	0.02	Supported

Source: author's processing 2024

The study's conclusions offer important new perspectives on the dynamics of work engagement, job designing, servant leadership, and AI awareness in organizational contexts. This discussion analyzes the consequences of the results and how they correspond with the current body of research, emphasizing their wider significance for the field of organizational behavior in terms of both theory and practice.

The results of the hypothesis testing indicated that there was no substantial impact of AI awareness on job crafting among employees. This discovery contradicts several previous assumptions and emphasizes a domain where real-world data deviates from theoretical forecasts. Although earlier theories proposed that increased AI knowledge could motivate employees to actively modify their roles (supported by theoretical evidence), the findings indicate a more complex relationship. The present findings are in line with the findings of Chang et al. (2024), Koo, Curtis, and Ryan (2021) research, which indicated that increased awareness of artificial intelligence could potentially impede efforts to construct jobs by creating stressors related to technology adaption and perceived job demands. Indicated that the influence of implementing artificial intelligence in a company on evaluating challenges and stress, as well as preparing for future tasks, was contingent upon the employees' locus of control (Cheng, Lin, and Kong 2023).

In contrast, the study discovered strong evidence supporting the idea that servant leadership has a beneficial impact on job crafting. This is consistent with a large body of literature Panaccio et al. (2015) that highlights the fact that servant leaders create work cultures that promote employee empowerment and the ability to customize their roles. Servant leaders prioritize the needs of their team members, promote participatory decision-making, and grant significant autonomy, all of which foster job crafting behaviors. This discovery emphasizes the crucial significance of leadership style in influencing company culture and employee behaviors.

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The findings confirmed that work engagement and job crafting are positively correlated. Prior study has shown that employees who actively shape their roles and duties are more likely to feel elevated levels of vitality, devotion, and absorption in their work. This discovery provides evidence for the concept that job crafting serves as a method by which employees can match their positions with their own skills and interests, so increasing their overall engagement and contentment in their work.

Furthermore, the study revealed that knowledge of artificial intelligence has a beneficial impact on one's level of involvement and dedication to work. This outcome emphasizes the increasing significance of technical comprehension in modern work environments (Pereira and Romero 2017). Employees that possess a deep understanding of the capabilities and consequences of artificial intelligence (AI) are more adept at harnessing the technology to their advantage, resulting in higher levels of job satisfaction and performance (Chowdhury et al. 2023). Organizations that allocate resources to AI training and development programs should anticipate improvements in staff engagement and productivity (Rožman, Oreški, and Tominc 2022).

Moreover, the study provided evidence in favor of the notion that servant leadership has a favorable effect on work engagement. Sendjaya (2010), servant leaders assist their teams in developing trust, cooperation, and a feeling of purpose. These elements are critical in promoting high levels of engagement. This discovery emphasizes the significance of leadership actions that prioritize the welfare and career growth of employees, therefore establishing a supportive work environment that promotes high levels of engagement.

Although job crafting was identified as a mediator in the connection between servant leadership and work engagement, it did not have a significant mediating effect in the relationship between AI awareness and work engagement. This implies that servant leaders promote work crafting behaviors in employees, while AI awareness can impact engagement through different means, such as enhancing task efficiency or fostering innovation (Zhu et al. 2022). Further investigation could examine alternative channels by which AI awareness influences work engagement, in addition to job crafting.

In summary, the results of this study have significant consequences for how organizations should operate and for future investigations in this field. Organizations seeking to improve employee engagement could gain advantages by cultivating servant leadership practices and encouraging job crafting efforts. Furthermore, allocating resources to AI literacy training has the potential to enable staff to adopt technological changes in a constructive manner. Organizations may establish settings that support creativity, resilience, and long-term success by coordinating leadership strategies with staff empowerment and technology adaptability.

Conclusion

In conclusion, this study contributes to the understanding of how leadership styles and technological awareness shape employee behaviors and engagement within modern organizations. By examining these dynamics, organizations can adopt informed strategies to cultivate a supportive and dynamic work environment that enhances both individual and organizational outcomes. Future research avenues could explore longitudinal effects and the interplay of these factors across diverse organizational contexts, further enriching our understanding of organizational behavior and effectiveness.

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