

# Job Crafting on Job Performance: The Mediating Role of Organizational Citizenship Behavior at Perum Perhutani KPH Nganjuk

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## ABSTRACT

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**Keywords:** *Job Crafting; Job Performance; Organizational Citizenship Behavior.*

This research aims to analyze the influence of Job Crafting on Job Performance through Organizational Citizenship Behavior at Perum Perhutani KPH Nganjuk. This research uses a quantitative approach. The population of this study were employees of Perum Perhutani KPH Nganjuk and the sample size collected was 45 respondents. The data in this study were analyzed using SEM-PLS which was processed with SmartPLS 3.9.2 software. The analysis results obtained from this research show that job crafting has a positive and significant effect on job performance. Job crafting has a positive and significant effect on organizational citizenship behavior. Organizational citizenship behavior has a positive and significant effect on job performance. Job crafting has a positive and significant effect on job performance through organizational citizenship behavior.

## INTRODUCTION

In the current era of globalization, companies are required to work more efficiently and effectively in facing changes in an increasingly diverse work environment. To face these changes, companies must be able to increase their competitiveness so that the company's survival is maintained. One factor that has a big impact on the development of a company or organization is human resources. According to Rahman (2020) Human Resources, also known as personnel, workforce, workers, or employees, are individuals who work within an organization. Human resources always play an active and dominant role in every organization because they are the people who plan, carry out and determine how organizational goals can be achieved.

Human resource management involves the important role of employees, where it is hoped that they have the ability to effectively manage these resources to ensure the survival and progress of the company. The success of a company really depends on

the job performance of its individual employees. Every company always strives to get the best work results from employee performance, with the hope of achieving the company's goals, vision and mission (Syampurna et al., 2021). There are several factors that can influence job performance in a company, including job crafting and Organizational Citizenship Behavior. Most company work cultures require employees to think positively, creatively, and innovatively, and the concept of job crafting is a way to achieve these things. This can be seen from how employees work together with each other and across departments to complete tasks or solve problems (Yulivianto, 2019).

Job Crafting plays an important role in influencing the achievement of job performance. An organizational leader should encourage employees to take the initiative to learn new knowledge and skills in their daily management and provide them with appropriate opportunities to increase their work autonomy and encourage initiative and creativity in

their work, so that they can make proactive changes in their work (Shang, 2022). Yulivianto (2019) in his research stated that job crafting influences job performance significantly positively. Hooff (2016) also stated that job crafting has a significant effect on job performance. Research conducted by Shang (2022) states that job crafting has a positive effect on job performance. Ariani (2023) also stated that job crafting is an opportunity for employees to be actively involved in company activities. These opportunities continually encourage employees to improve their performance. It is important for companies to provide procedures that enable job crafting so that employee and organizational goals can be well aligned. However, Albana (2019) expressed a different opinion: job crafting has no effect on employee job performance. Nguyen et al. (2019) in their research also stated that job crafting has no influence on job performance.

Job crafting can also have an influence on Organizational Citizenship Behavior in a company. Employees who have work skills are more likely to show OCB towards the company and their co-workers (Malik, 2023). Therefore, companies must be able to provide flexibility to their employees to change the way they work and reduce pressure in the workplace to create a pleasant work environment so that employees have OCB behavior that can have a positive effect on company performance (Aminudin et al., 2022). Sabrina et al. (2023) in the results of research conducted indicate that job crafting positively and significantly influences Organizational Citizenship Behavior. Other research, namely Srivastava & Pathak (2020), states that there is a positive influence that arises from job crafting on Organizational Citizenship Behavior. Malik (2023) also proves that there is a positive influence that appears in job crafting on Organizational Citizenship Behavior. However, Tims et al. (2015) in their research provided a different statement, namely, job crafting has no influence on Organizational Citizenship Behavior. Research conducted by (Gong et al. (2018) also proves that job crafting has no influence on Organizational Citizenship Behavior.

Employees who have high OCB behavior will try to voluntarily provide work efforts that exceed targets in the hope that the company's performance will also increase, but on the other hand, employees who have low OCB behavior will only consider their work to be limited to their work so that productivity in the

company will be hampered (Susanto et al., 2023). A similar opinion was also expressed by Setyowati et al. (2021) stated that employees who have OCB will automatically complete the work assigned to them on time, even before the specified time, thus their performance will be good. There is other research regarding the influence of OCB on job performance conducted by Hanafi et al. (2018) provide the opinion that OCB has no influence on job performance.

This research was conducted at Perum Perhutani KPH Nganjuk, a State-Owned Enterprise which operates in the forestry sector with a focus on sustainable forest management. Employees at KPH Nganjuk are not only required to carry out routine tasks, but also adapt quickly to changes in the work environment. They are given the freedom to set work priorities according to preferences, which reflects the application of the job crafting concept in daily operations.

KPH Nganjuk employees made various adjustments, such as changing the reporting method from manual to digital to increase efficiency. Apart from that, they make daily and weekly priority lists and regularly evaluate work results. Employees also often ask for input from colleagues to improve the quality of work and ensure all tasks are completed on time according to company targets. At KPH Nganjuk, collaboration between employees is very important, especially when there is work that has not been completed. Employees often help their colleagues who need it without being asked and when the work is completed more quickly they take part in self-development activities such as seminars and workshops held by the directors. This not only helps improve skills, but also strengthens relationships between colleagues. The aim of this research is to analyze the effect of job crafting on job performance through organizational citizenship behavior.

## **LITERATURE REVIEW**

### ***Job Crafting and Job Performance***

Job crafting is defined as the way employees take the initiative to use their strengths and opportunities to change their tasks and responsibilities (Nguyen et al., 2019). Furthermore, according to (Tian et al., 2021), job crafting is defined as the process of redesigning jobs from the ground up, where resources and job demands are adjusted proactively to ensure a balance between employees and their work environment, so that performance can be improved.

According to Ramawickrama et al. (2017) job performance is defined as the level of success achieved by someone in carrying out the tasks assigned to them in the workplace. Job performance is defined as the results achieved by an employee in their workplace based on certain criteria that apply to their position (Reza et al., 2024).

Saryono et al. (2022) stated that the better the job crafting made by employees in a company, the better their performance in achieving company goals. Wingerden et al. (2017) prove that job crafting has a significant positive impact on job performance, implying that through the job crafting process, employees can actively and flexibly change the way they work to become more effective and efficient in achieving the expected targets. Job crafting is not just a routine change in work, but rather a strategy that can increase employee engagement and make a positive contribution to the quality of their performance.

H1: Job crafting has a significant positive effect on job performance

### ***Job Crafting and Organizational Citizenship Behavior***

According to Kim et al. (2018) explained that job crafting is employee behavior to change support or challenges to suit their abilities in the workplace. These changes include their relationships with other employees at work and their views on work with the aim of creating a comfortable work environment for them to work in.

Organizational Citizenship Behavior is extra behavior that can increase organizational effectiveness but is not formally regulated in the work system. Helping coworkers, taking part in organizational events, and showing a positive attitude towards work and the work environment are examples of what is required (Nurcholila et al., 2022).

Sabrina et al. (2023) shows that job crafting has a positive effect on OCB. Job crafting behavior that functions to balance demands and human resources for job development or, in another sense, independent initiative, will further improve the citizenship behavior of an organization. Srivastava & Pathak (2020) also found a positive influence between job crafting and OCB, job crafting plays an important role in the emergence of OCB behavior. When employees play an active role in job crafting, this will give meaning to their work, thereby increasing suitability

for the job which ultimately improves positive organizational outcomes.

H2: Job crafting has a significant positive effect on organizational citizenship behavior

### ***Organizational Citizenship Behavior and Job Performance***

According to Baihaqi et al. (2018), Organizational Citizenship Behavior (OCB) includes voluntary actions that can save organizational resources and increase employee and manager productivity. Employees who show OCB can improve the work environment for the better and support organizational goals.

Widiyanti et al. (2017) stated that job performance is the level of success achieved by employees in carrying out their tasks which is based on the knowledge, attitudes and skills needed to achieve organizational goals.

Mandiyasa et al. (2022) revealed that organizational citizenship behavior (OCB) has a positive impact on job performance. The act of helping a coworker not only speeds up the completion of their tasks, but also directly contributes to increasing their productivity. Lestari & Ghaby (2018) also revealed that organizational citizenship behavior (OCB) has a positive impact on job performance, through their research they found that if organizational citizenship behavior is better, then employees will do their best work.

H3: Organizational citizenship behavior has a significant positive effect on job performance

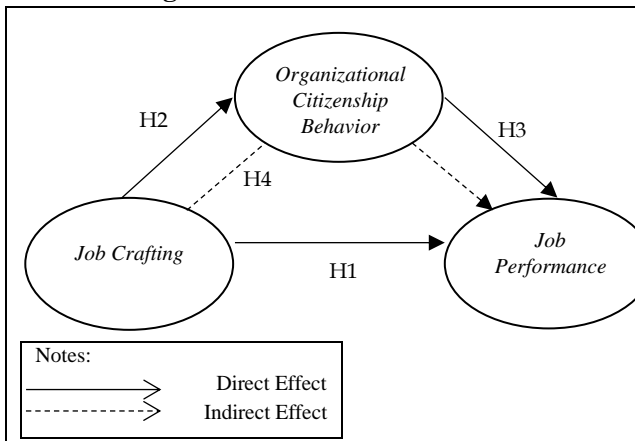
### ***The Role of Organizational Citizenship Behavior Mediating***

Job crafting, which involves proactive adjustments by employees to their duties and responsibilities, can improve organizational citizenship behavior. When employees engage in job crafting, they feel more involved and committed to their work, which encourages voluntary behavior such as helping coworkers and participating in organizational activities (Ihsan & Zona, 2024). A study at a medical center in Egypt conducted by Shusha (2014) found that employees who were involved in job crafting were more likely to exhibit organizational citizenship behavior, which in turn contributed to increasing their performance. Apart from that, other research from Baskoro & Rozaq (2021) shows that organizational citizenship behavior not only improves the work

environment but also directly improves individual performance. In other words, organizational citizenship behavior acts as a link between job crafting and job performance, so that organizations that support job crafting practices can expect increased employee performance through increased organizational citizenship behavior.

H4: Organizational citizenship behavior mediates the influence between job crafting and job performance

**Figure 1. Research Framework**



**METHOD**

**Data Analysis**

This research uses explanatory quantitative research methods. The object of research carried out by researchers is Perum Perhutani KPH Nganjuk. The data collection technique in this research was to use a questionnaire which was distributed directly to employees with a total of 45 employees. The sampling technique uses nonprobability sampling with a saturated sampling technique. The data analysis technique used is partial least squares (PLS) with structural equation models (SEM) used as hypothesis testing in this research.

**Measurement**

In this research, the total statement items submitted were 35 items. Job creation is measured using 3 indicators according to shang including Increase in Structural Job Resources, Decrease in Inhibitory Job Demand, and Increase in Social Job Resources. Organizational citizenship behavior is measured using 5 indicators according to Budur including altruism, consciencefulness, civic virtue, courtesy, and sportsmanship. Work performance is measured using

4 indicators according to Edison including target, quality, time and conformity to SOP.

**RESULT**

**Responden Description**

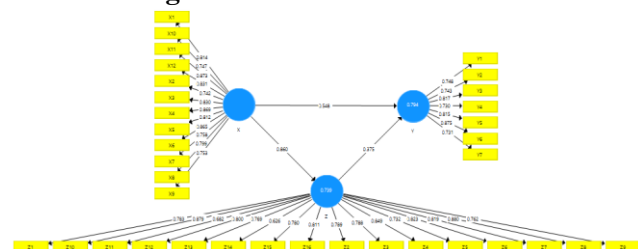
In this research, respondent characteristics include gender, education level, and age. Based on gender, respondents with male gender were 41 employees (91%) and female respondents were 4 employees (9%). Based on education level, respondents with a high school education or equivalent were 37 employees (82%), respondents with a D3 education level were 1 employee (2%), and respondents with a Bachelor's education level were 7 employees (16%). Based on employee age, respondents aged 21-26 years were 4 employees (9%), respondents aged 27-32 were 4 employees (9%), respondents aged 33-42 were 4 employees (9%), and respondents with 33 employees (73%) are over 42 years old.

This research uses explanatory quantitative research methods. The object of research carried out by researchers is Perum Perhutani KPH Nganjuk. The data collection technique in this research was to use a questionnaire which was distributed directly to employees with a total of 45 employees. The sampling technique uses nonprobability sampling with a saturated sampling technique. The data analysis technique used is partial least squares (PLS) with structural equation models (SEM) used as hypothesis testing in this research.

**Measurement Model**

All indicators can be considered valid if they meet a correlation value greater than 0.70. However, if the indicator loading value ranges from 0.50 to 0.60, it can be considered quite valid (Ghozali & Latan, 2015). Figure 2 below is the result of the measurement model test.

**Figure 2. Measurement Model**



The outer loading value of the job crafting indicator is >0.60. The outer loading value of the job

performance indicator is greater than 0.60. The outer loading value of the organizational citizenship behavior indicator is greater than 0.60. These results prove that the indicators used are valid and reliable.

Based on the table below, it shows that Cronbach's alpha for all constructs has a value of >0.70. Therefore it can be concluded that all variables have strong Cronbach's alpha. Apart from that, the value produced by each variable shows a strong level of reliability.

**Table 1.** Specified Measurement Model

Variable and scale item	Composite Reliability	Cronbach's Alpha
Job crafting	0.958	0.952
job performance	0.916	0.893
organizational citizenship behavior	0.963	0.959

### Causality Test Results

The causality test is used to determine whether there is an influence between the existing variables. A variable is said to be influential if the test results show a t-statistics value greater than 1.96 (Ghozali & Latan, 2015). The t-statistics value on the influence of the job crafting variable on job performance has a t-statistics value obtained of 3.158 which is greater than ( $\geq 1.96$ ). This shows that job crafting has a significant influence on job performance. The t-statistics value between the influence of job crafting on organizational citizenship behavior is  $17.63 \geq 1.96$ . This shows that the job crafting variable has a significant influence on organizational citizenship behavior. The organizational citizenship behavior variable on job performance shows that there is an influence between these two variables. This is supported by a t-statistics value of  $2.22 \geq 1.96$  which indicates a significant influence on the organizational citizenship behavior variable on job performance. Table 3 also shows that there is an influence of job crafting on job performance through organizational citizenship behavior. The results of this calculation show that the path coefficient is 0.32. Apart from that, it can be seen from the t-statistics that it is 2.07 which is greater than (1.96) and the p-value is 0.04 which is less than 0.05. This analysis shows that organizational citizenship behavior can mediate the influence of job crafting on job performance. It can be concluded that job crafting has a significant positive effect on job performance through organizational citizenship behavior.

**Table 2.** Hypothesis Testing for Direct Effect and Indirect Effec

Relationship	Original Sampel	TStatistics	P-Values
$JC > JP$	0.55	3.16	0.002
$JC > OCB$	0.86	17.63	0.000
$OCB > JP$	0.37	2.22	0.027
$JC > OCB > JP$	0.32	2.07	0.039

## DISCUSSION

The overall aim of this research is to analyze the effect of job crafting on job performance through OCB at Perum Perhutani KPH Nganjuk. We found that there is a significant positive relationship between job crafting and job performance through OCB.

Based on the analysis results obtained regarding the job crafting variable on job performance, it shows that job crafting has a positive and significant effect on job performance. So the first hypothesis regarding the influence of job crafting on job performance is accepted. These findings are in line with research conducted by Ariani (2023) and Shang (2022) where the research states that job crafting has a positive and significant effect on job performance. The influence between the two variables, namely job crafting and performance, has been implemented quite well at Perum Perhutani KPH Nganjuk. With good job crafting in the company, employees can change the type of work, change interactions with other people in the workplace, and can also change views regarding their work. Job crafting is an opportunity for employees to be actively involved in company activities. These opportunities continually encourage employees to improve their performance. It is important for companies to provide procedures that enable job crafting so that employee and organizational goals can be well aligned.

Based on the analysis results obtained regarding the job crafting variable on organizational citizenship behavior, it shows that job crafting has a positive and significant effect on organizational citizenship behavior. So the second hypothesis regarding the influence of job crafting on organizational citizenship behavior is accepted. These findings are in line with research conducted by Srivastava & Pathak (2020), Sabrina et al. (2023), and Malik (2023) found a positive influence between job crafting and OCB, job crafting plays an important role in the emergence of OCB behavior. When employees play an active role in job crafting, this will give meaning to their work,

thereby increasing suitability for the job which ultimately improves positive organizational outcomes. An employee who has job crafting behavior will show OCB towards the company and his co-workers. Therefore, companies must be able to give their employees the freedom to engineer work methods and reduce work pressure in order to create a conducive work environment so that employees have OCB behavior that can have a positive effect on their performance. Job crafting behavior functions to balance demands and human resources for job development or, in another sense, initiatives carried out by employees independently will further improve organizational citizenship behavior. This is demonstrated by employees who have high enthusiasm, energy, creativity and loyalty, as well as a great sense of pride in the company.

Based on the analysis results obtained regarding the variable organizational citizenship behavior on job performance, it shows that organizational citizenship behavior has a positive and significant effect on job performance. So the third hypothesis regarding the influence of organizational citizenship behavior on job performance is accepted. This research supports previous research conducted by Mandiyasa et al. (2022), Susanto et al. (2023), Setyowati et al. (2021), and (Arifin & Narmaditya, 2024). The act of helping coworkers not only speeds up the completion of their tasks, but also directly contributes to increasing their productivity, thereby improving job performance. The better the Organizational Citizenship Behavior, the employees will show their best performance. Employees who have high OCB will have the awareness to carry out work outside their job description for reasons of smoothing production and company performance. It is not enough to carry out work according to their duties to run smoothly, but they also voluntarily take on extra roles as a form of employee loyalty to the company. Positive contributions from employees to increase company productivity will have an impact on increasing employee performance.

The results of the indirect effect show that job crafting has a positive and significant effect on job performance through organizational citizenship behavior. So the fourth hypothesis regarding the influence of job crafting on job performance through organizational citizenship behavior is accepted. The results of the descriptive analysis obtained from respondents' answers show a high average value,

namely 3.74 on the job crafting variable, 3.94 on the job performance variable, and 3.88 on the organizational citizenship behavior variable. Where these results are included in the high category so that the three of them are interconnected and influence each other. If you look at these values, the job crafting variable has the lowest value among the three variables. Based on the findings from the study referred to previously, it can be concluded that job crafting has a beneficial effect on organizational citizenship behavior, which then increases job performance. Employees who are involved in changing their job responsibilities tend to demonstrate superior organizational citizenship behavior and show increased performance that is profitable for the company. Ultimately, job crafting can function as an effective approach to improving job performance by encouraging increased organizational citizenship behavior.

## CONCLUSION

Job crating is very important for employee and organizational performance, especially at Perum Perhutani KPH Nganjuk. This research examines the effect of job crafting on job performance through OCB. The results of the research show that job crafting has a significant positive effect on job performance through OCB for employees of Perum Perhutani KPH Nganjuk.

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