



## Healthcare personel's performance: The role of job crafting and work engagement

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### ABSTRAK

Organisasi dan sumber daya manusia, saat ini dihadapkan pada perubahan yang cepat dan tantangan yang tinggi termasuk karyawan Balai Kesehatan Masyarakat Semarang dan Ambarawa sehingga menuntut mereka untuk dapat beradaptasi dan menemukan cara baru yang efektif untuk menghadapi perubahan dan tantangan tersebut. Data kunjungan pasien dan pelayanan kesehatan dievaluasi dan dinilai untuk mengukur seberapa baik tingkat pelayanan kesehatan. Tujuan dari penelitian ini adalah untuk menguji peran job crafting dan keterikatan kerja terhadap kinerja pegawai Balai Kesehatan Masyarakat Semarang dan Ambarawa. Populasi dalam penelitian ini adalah seluruh pegawai Balai Kesehatan Masyarakat Semarang dan Ambarawa yang berjumlah 109 pegawai, dan sampel yang diperoleh sebanyak 86 orang. Metode pengumpulan data menggunakan observasi dan kuesioner. Metode analisis data menggunakan metode SEMPLS dengan analisis SmartPLS 3.0. Hasil penelitian menunjukkan bahwa semua hipotesis dalam penelitian ini diterima dan menunjukkan pengaruh yang positif dan signifikan. Saran untuk penelitian selanjutnya dapat melibatkan seluruh UPT Balai Kesehatan Masyarakat Provinsi Jawa Tengah.

### ABSTRACT

Organizations and human resources face rapid changes and significant challenges, including employees of Balai Kesehatan Masyarakat Semarang and Ambarawa to require them to adapt and find new effective ways to deal with these changes and challenges. Patient visits and health services data are evaluated and assessed to measure how good the health level service is. This research aims to determine that job crafting and work engagement can improve the performance of employees at Balai Kesehatan Masyarakat Semarang and Ambarawa. The population of this research is all

employees of Balai Kesehatan Masyarakat Semarang and Ambarawa, totaling 109 employees, and the sample obtained was 86 people. The data collection method used observation and questionnaires, and the data analysis method used the SEM PLS method with the SmartPLS 3.0 analysis. The results showed that all hypotheses in this research were accepted and showed a positive and significant effect. Suggestions for further research can involve the entire UPT Balai Kesehatan Masyarakat Central Java Province.

## INTRODUCTION

The global competition era requires organizations or companies to pay more attention to their human resources' quantity and quality. Globalization impacts changing ways of thinking to be more open and flexible. As a result, human resources have to be innovative, creative, and proactive in doing a job. Farchan (2016) states that the human resources needed today are capable of mastering technology, being adaptive, and being responsive to change.

Performance is how individuals can complete their duties and responsibilities qualitatively and quantitatively (Nuraini et al., 2015). An individual or group achieves performance in an organization, following their respective authorities and responsibilities to achieve organizational goals legally, not violate the law, and follow morals or ethics (Damayanti et al., 2018). Performance is the extent to which the expected performance of an employee as a whole (Afzali et al., 2014).

According to Bakker et al. (2014); Tims et al. (2012), increased work engagement and performance are typical of job crafting. Job crafting is employee behavior that can stimulate their performance and engagement. Job crafting seems like a specific form of an employee's proactive behavior to initiate changes in the level of job demands and job resources to make their work more meaningful, enjoyable, and satisfying. Bakker et al. (2016) state, a method to improve employee performance and engagement is job crafting, a relatively new approach to proactive employee behavior. Job crafting is a change by an employee related to their duties physically, cognitively, and relatively (Tims et al., 2016; Wrzesniewski & Dutton, 2001).

Job crafting is a new construct that is developed and expanded in various fields. Job crafting is often interpreted as a form of creative work that can only be implemented in areas of work that require creativity and personal interest. Even job crafting has a broader meaning than just working with creativity. Thus, it is necessary to know whether it is true that employee who applies job crafting in their career will perform better and be more engaged.

In this approach, job crafting refers to three forms of change (physical, cognitive, and relational). Physical changes are changes in the scope or number of work duties, and cognitive change refers to changes in how people perceive work. Changes in one's relational boundaries refer to changes in interactions and

relationships with other people at work (Bakker et al., 2016). Job crafting follows Kulik's et al. (1987) concept of job design. Job design describes changes in job design with interference from company managerial parties. In contrast, job crafting describes employee initiatives to redesign their work specifically within particular duties (Wrzesniewski & Dutton, 2001).

Bakker et al. (2012) used the Job Demands-Resources Theory or JD-R theory paradigm to research job crafting. The JD-R model presents two general class assumptions in every job and organization: job demands and job resources. Tims et al. (2015) argue that job crafting is the employee's proactive efforts to balance job demands and job resources with their abilities and needs. Some implementations of job crafting are the efforts of employees to maximize structural job resources, strengthen relationships and gain advantages, reduce things that can be difficult to work, and lead employee openness to accept new job challenges. Job crafting is intended to complete duties effectively and efficiently so that it has an impact on improving employee performance and engagement.

Bakker et al. (2012); Guan & Frenkel (2018); Tims et al. (2015); Wingerden & Poell (2017) show that job crafting has a positive and significant effect on performance. In contrast, Albana (2019); Setyawati & Nugrohoseno (2019) find that job crafting has an insignificant effect on employee performance because they have not fully implemented job crafting. Employees have not actively formed the scope of work by adjusting their backgrounds, strengths, and values, and they are only limited to carrying out work under their job description, so they do not have control and meaning over their work.

The research job crafting is not only related to performance. Previous research has supported the assumptions that JD-R Model has a linkage with work engagement (Bakker et al., 2014; Bakker & Oerlemans, 2019; Tims et al., 2012). Work engagement is precious for workers and organizations because it relates to how employees complete their duties and responsibilities, including job crafting (Yulivianto, 2019). Work engagement is positive emotions and energized motivation related to work and employee integrity in contributing to work roles and organizational success (Harju et al., 2016). Engaging employees will have high energy levels and are enthusiastic about their work (Yulivianto, 2019).

However, the results found have significantly varied between studies. Empirical studies show inconsistent or conflicting results on this interrelation, especially on the long-term relationship between job crafting, work engagement, and performance. Increasing social job resources is theorized to positively impact work engagement (Brenninkmeijer & Hekkert-Koning, 2015; De Beer et al., 2016), while others do not (Harju et al., 2016; Petrou et al., 2015). Increasing structural job resources positively or significantly affect work engagement (Bakker et al., 2016; Tims et al., 2012). In addition, increasing challenging job demands significantly affect

work engagement (Bakker et al., 2016; Harju et al., 2016) have not existed longitudinally (Brenninkmeijer & Hekkert-Koning, 2015; Demerouti et al., 2015).

The contradictory result has also been reported on “increase social job resources” as a measure of job crafting. Some find significant associations (Brenninkmeijer & Hekkert-Koning, 2015; De Beer et al., 2016), while others do not (Bakker et al., 2016; Harju et al., 2016). In addition, a decrease in hindering job demands has been either negative or insignificant on work engagement (Demerouti et al., 2015; Petrou et al., 2012; Tims et al., 2012). Based on the explanation above, the direction of job crafting and work engagement is unclear and complicated.

According to Albana (2019); Azizah & Ratnaningsih (2018); Bakker & Oerlemans (2019); Putra & Pratama (2019); Stephani & Kurniawan (2018); Yulivianto (2019) find in their research that job crafting behavior has a positive and significant effect on work engagement. On the other hand, the study conducted by Fazriati (2017); Setyawati & Nugrohoseno (2019) found that job crafting has an insignificant effect on work engagement because employees do not feel comfortable, so they do not have control over their work.

For example, job crafting's application is related to work engagement and performance. Health workers have a physical duty to provide health services to patients. They find new approaches to make patients less worried when injected or improve administrative services to reduce patient queues. Cognitively, health workers change their perspective regarding work that provides health services and devotes themselves to public health. Relationally, they change their relationship at work by modifying to interact with other people. When health workers are present in health services, they are not present to provide health services but to reduce the burden. Based on this example, health workers who perform job crafting effectively complete their duties. As a result, their performance will also increase, and they are more engaged to work.

*Balai Kesehatan Masyarakat* is a *Unit Pelaksana Teknis* (UPT) that carries out secondary health services or top-level healthcare facilities. It employs specialist health science and technology to deal with certain public health problems in an integrated and comprehensive manner in a working area covering one district/city, province, or under the authorities determined by the legal organization or institution. The health office in province or district/city established *Balai Kesehatan Masyarakat* based on the applicable legal provisions, the complexity of the public health problem, the regional capacity (availability of resources and regional potential), and its position. Thus, *Balai Kesehatan Masyarakat* is not always available in every City/Regency. There are five working areas of the *Balai Kesehatan Masyarakat* Central Java Province including Semarang, Ambarawa, Pati, Klaten, and Magelang (Central Java Provincial Health Office, 2019).

Based on data published on Central Java Provincial Health Office (2019),

Central Java Province received an award for best implementing the health life community movement as known as *Gerakan Masyarakat Hidup Sehat (Germas)* from Bappenas. Therefore, the Central Java Provincial Health Office always tries to improve health services at *Puskesmas* and *Balai Kesehatan Masyarakat* by training healthcare personnel to provide the best service for patients.

Moreover, the Central Java Provincial Health Office annually compiles the performance achievements of *Balai Kesehatan Masyarakat* using patient visit data and health service data as an indicator of performance achievement in a performance book. Then, the data will be assessed and evaluated for decision and policymaking. Below, Table 1 presented patient visit and health service data of *Balai Kesehatan Masyarakat* (Pati, Semarang, Ambarawa, Klaten, and Magelang working areas).

**Table 1**  
**Patient Visits Data and Health Service Data of *Balikesmas* Semarang and Ambarawa**

<i>Balai Kesehatan Masyarakat Pati (Working Areas)</i>						
Years	Patient Visits	Fluctuation	Percentage	Health Service	Fluctuation	Percentage
2015	21.245	-	-	20.419	-	-
2016	20.053	-1.192	-5.9%	18.465	-1.954	-10.6%
2017	16.438	-3.615	-22%	15.296	-3.169	-20.7%
2018	12.044	-4.394	-36.5%	11.535	-3.761	-32.6%
2019	11.508	-5.36	-4.7%	8.684	-2.851	-32.8%
<b>Average</b>			<b>-17.27%</b>			<b>-24.18%</b>
<b>Community Satisfaction Index Value</b>						<b>79</b>
<i>Balai Kesehatan Masyarakat Semarang (Working Areas)</i>						
Years	Patient Visits	Fluctuation	Percentage	Health Service	Fluctuation	Percentage
2015	40.153	-	-	42.788	-	-
2016	43.393	3.248	8,09%	50.040	7.252	16,94%
2017	39.748	-3.645	-8,4%	43.031	-7.009	-14%
2018	26.099	-13.649	-34,3%	23.604	-19.427	-45,1%
2019	25.444	-655	-2,5%	31.897	8.297	-35,15%
<b>Average</b>			<b>-9,27%</b>			<b>-1,75%</b>
<b>Community Satisfaction Index Value</b>						<b>83,26</b>
<i>Balai Kesehatan Masyarakat Ambarawa (Working Areas)</i>						
Years	Patient Visits	Fluctuation	Percentage	Health Service	Fluctuation	Percentage
2015	15.795	-	-	36.817	-	-
2016	18.116	2.321	14,7%	45.995	9.178	24,92%
2017	17.213	-903	-4,98%	25.803	-20.192	-43,9%
2018	15.857	-1.956	-11,36%	24.604	-1.199	-4,64%
2019	17.378	1.521	-9,6%	28.595	3.992	16,22%
<b>Average</b>			<b>-2,81%</b>			<b>-1,85%</b>
<b>Community Satisfaction Index Value</b>						<b>83</b>
<i>Balai Kesehatan Masyarakat Klaten (Working Areas)</i>						
Years	Patient Visits	Fluctuation	Percentage	Health Service	Fluctuation	Percentage
2015	23.995	-	-	34.361	-	-
2016	23.709	-286	-1.21%	30.394	-3.967	-5.523
2017	26.590	2.881	10.83%	27.982	-2.412	13.019
2018	20.145	-6.445	-32%	25.289	-2.693	25.089
2019	20.809	664	3.19%	29.574	4.285	-57.464
<b>Average</b>			<b>-4.79%</b>			<b>-4.46%</b>

<b>Community Satisfaction Index Value</b>						<b>79</b>
<b>Balai Kesehatan Masyarakat Magelang (Working Areas)</b>						
<b>Years</b>	<b>Patient Visits</b>	<b>Fluctuation</b>	<b>Percentage</b>	<b>Health Service</b>	<b>Fluctuation</b>	<b>Percentage</b>
2015	24.644	-	-	33.183	-	-
2016	25.024	380	1.5%	27.660	-13.1%	20%
2017	25.128	104	0.4%	40.679	-8.6%	32%
2018	20.782	-4.346	-20.9%	65.768	-10.6%	38.1%
2019	21.540	758	3.5%	8.304	14.5%	-87.4%
<b>Average</b>	-	-	<b>-3.87%</b>	-	-	<b>-9.30%</b>
<b>Community Satisfaction Index Value</b>						<b>79</b>

Source: Central Java Provincial Health Office (2019)

Based on Table 1, overall working areas of Balai Kesehatan Masyarakat Central Java Province have decreased in the average of patient visits and health services in 2015-2019, expressed in percentage. Two factors cause the decrease in the average of patient visits and health services. External factors reduce the level of community pain or public dissatisfaction with the health services provided. Meanwhile, internal factors such as infrastructure, completeness of health service facilities, and other internal factors are directly related to healthcare personnel and organizations as executors and health services providers.

Moreover, the phenomenon is unique in this case: the public satisfaction index was high (min. 70), but patient visits and health service levels decreased. Based on the research and the phenomenon gap, it is necessary to observe and conduct further investigation on job crafting, work engagement, and performance among healthcare personnels (internal factors), either direct or indirect effect. This research contributes to previous research, supporting the assumptions of job crafting in the JD-R Model perspective that connects work engagement and performance. Furthermore, this research examines the direct and indirect effects of job crafting, work engagement, and performance.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Job crafting is a change made by an employee initiative intended to adjust work with employee preferences, skills, and abilities. Job crafting is a way for employees to maximize their work resources to face job demands to improve performance (Bakker et al., 2012). According to Wrzesniewski & Dutton (2001), job crafting should positively influence raising standards and sensitivity and helping employees to achieve their goals or better work performance. Awadh & Ismail (2012) defined performance as an attempt to implement a productive role to achieve goals.

Wingerden & Poell's (2017) research shows that job crafting influences performance at the individual or organizational level. An employee who is often involved in job crafting behavior will more easily adjust to the environment and be more confident, resulting in their performance improvement. Therefore, it is assumed

that job crafting influences performance. Based on the explanation above, the following hypothesis is stated as follows:

**H1:** Job crafting has a significant effect on performance.

Job crafting is a form of employee involvement in building a work environment based on their skills and abilities. According to Bakker et al. (2016), when an employee proactively succeeds in creating a work environment by making changes in their work, which is noticed by the availability of job resources to challenging work demands, the level of work engagement will also increase. Work engagement is an attitude shown by employees to involve themselves entirely in work. The aspects involved by employees are physical, cognitive, and emotional (Kahn, 1990).

Work engagement is a positive and satisfying feeling related to work (Schaufeli et al., 2002). Work engagement is a consequence of employees' changes in their work. Azizah & Ratnaningsih (2018) mentioned that employees who have high job crafting would have a high level of prosperity and be more engaged in their work. Employees who make changes in their jobs are indicated to complete more challenging work than those who don't make any changes in the work. Therefore, job crafting influences work engagement. Based on these explanations, the following hypothesis can be formulated:

**H2:** Job crafting has a significant effect on work engagement.

One of the organization's goals is to achieve better employee performance; however, seeing the tougher global competition indicates that excellent performance is not enough to win the competition. The organization needs employees who have better performance and engage in their work. Employees may perform better but cannot stay at the workplace because they don't feel engaged. As a result of this, work engagement becomes the factor that supports performance improvement.

Employees who have strong engagement will improve their work performance for the organization's interests. Besides, work engagement can encourage organization success by enhancing employees' performance (Ramadhan & Sembiring, 2017). Employees who own a high work engagement will give their best effort and have a sense of belonging, care, and dedication to the organization (Lewiuci & Mustami, 2016). High work engagement will lead to organizational effectiveness as solid support for the achievement of better performance. Based on the explanation, the following hypothesis is as follows:

**H3:** Work engagement has a significant effect on performance.

Work engagement is valuable for employees and the organization because it influences how they complete their work and achieve organizational goals. Job crafting

is how employees use to complete their work by making a change based on their preferences, abilities, and skills. The changes are intended to create suitable working conditions, enjoy work, and feel light even in difficult or depressing circumstances. Since employees understand their duties, they will feel engaged in the work, and as a consequence, it improves better performance.

Research conducted by Albana (2019) states that job crafting has a more substantial influence on employee performance than work engagement. When employees are often involved in job crafting behavior and feel engaged in their work, they will have a higher level of performance than those who are not engaged in job crafting behavior and do not engage with the work or organization. Besides, the research conducted by Tims et al. (2015) shows that job crafting influences and relates to work engagement that will later affect employee's performance. Therefore, when employees are involved in job crafting and work engagement, their performance will be increased. Based on the explanation above, the following proposed hypothesis is as follows:

**H4:** Work engagement can mediate the relationship between job crafting and performance.

## RESEARCH METHOD

This quantitative research contains research data in numbers and is analyzed using statistics (Sugiyono, 2016). The data collection method in this research used the observation and questionnaire methods. The population in this research was all Balai Kesehatan Masyarakat Semarang and Ambarawa working areas total of 109 employees. Moreover, the sample obtained was 86 people carried out in two stages. The first stage is to determine the sample using purposive sampling with consideration. Balai Kesehatan Masyarakat is recorded to have the highest community satisfaction index value for health services in Central Java province levels, 83.26 for Semarang working area and 83 for Ambarawa working area. The next stage is to determine the people in the sample object using random sampling.

The data analysis method used Structural Equation Model-Partial Least Square (SEM-PLS) approach with the SmartPLS 3.0 program. Table 2 below shows operational definitions of variables and measurements used for this research.

**Table 2**  
**Operational Definition Variables and Measurement**

Variables	Definition	Indicator	Measurement
<b>Job Crafting</b>	Employee's behavior initiates change in their work by maximizing job resources to face challenging job demands, according to their abilities and needs. These changes	Increasing	Tims <i>et al.</i> (2012) 5 item statement (likert scale 1-5)
		Structural Job	
		Resources	
		Decreasing	
		Hindering Job	
		Demands	
		Increasing Social	



Variables	Definition	Indicator	Measurement
	are intended to make work more meaningful and satisfying.	Job Resources Increasing Challenging Job Demands	
<b>Work Engagement</b>	Positive employee attitudes that connect themselves give their best and focus on the goals and objectives of the organization physically, cognitively, and emotionally, characterized by enthusiasm (vigor), dedication, and absorption.	Vigor Dedication Absorption	Schaufeli <i>et al.</i> (2002) 7 item statement (likert scale 1-5)
<b>Performance</b>	An employee's work using physical and psychological abilities to perform a predetermined duty applies certain methods and can be evaluated.	Quantity of Work Quality of Work Punctuality Presence Teamwork ability	Mathis <i>et al.</i> (2006) 7 item statement (likert scale 1-5)

## RESULT AND DISCUSSION

### Respondents Characteristic

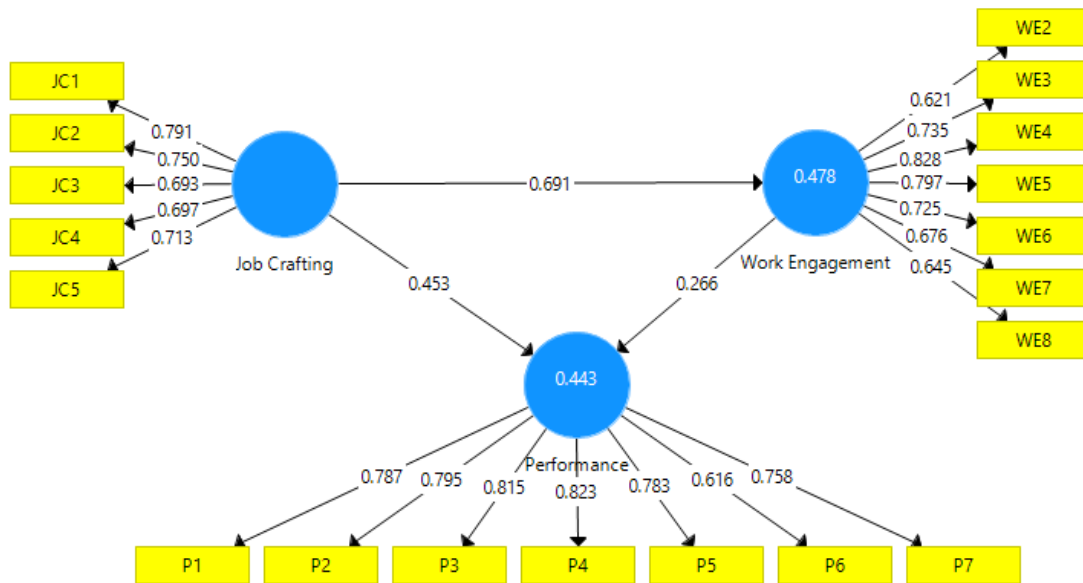
There were 86 respondents consisting of 53 females (61.6%) and 33 males (38.4%). Respondents dominated it with 53-57 years old (21%) based on age. Thirty-nine respondents with S1/D4 dominated the education level (45.4%). Eighty of respondents from civil servant status dominated employment status (93%). Meanwhile, based on tenure was dominated by respondents with 23 respondents (26.8%) who have been working for 11-15 years.

### Descriptive Analysis

The average index of values job crafting variable was 84.64% (high category), the average index of work engagement variable was 75.48% (high category), and the average index of performance variable was 80.2% (high category).

### Validity

The validity test in this research was divided into two tests: convergent validity and discriminant validity test. The convergent validity test was measured using a loading factor value with a rule of thumb  $> 0.60$  (Santosa, 2018). The discriminant validity test was measured by constructing AVE values ( $> 0.5$ ) or comparing the square root of AVE  $> AVE$ .



Source: Output SmartPLS

**Figure 1**  
Loading Factor

**Table 3**  
AVE Values and Square Root AVE ( $\sqrt{AVE}$ )

Variable	AVE Value	Square Root AVE
Job Crafting	0.532	0.729
Work Engagement	0.594	0.770
Performance	0.521	0.721

Source: Primary data, processed (2020)

Based on the analysis using the algorithm procedure with SmartPLS 3.0 Program, all indicators in this research are convergently valid because the indicators have a loading factor value > 0.60 (WE1 and WE 9 were excluded from the research model because they have a loading factor value < 0.60). All indicators in this research also have discriminant validity because this research has AVE value (> 0.50) and a comparison of the square root AVE > AVE values.

**Reliability**

The reliability test in PLS used two methods: Cronbach's alpha and composite reliability. Cronbach's alpha was used to measure the limits of the reliability value of a construct, while composite reliability was used to measure the actual value of the construct (Solimun *et al.*, 2017). The questionnaire can be reliable if it has an internal consistency value between 0.6 - 0.7, and a value between 0.7 - 0.9 is satisfactory.

**Table 4**  
Cronbach Alpha's and Composite Reliability

Variable	Composite Reliability	Cronbach Alpha's
Job Crafting	0.850	0.780
Work Engagement	0.911	0.885
Performance	0.883	0.846

Source: primary data, processed (2020)

Based on Table 2, all constructs in this research have composite reliability and Cronbach Alpha's values > 0.7 and do not exceed the maximum limit of 0.95 (Hair *et al.*, 2017).

**Effect Size**

Effect size indicates whether endogenous variables influence exogenous variables. A latent variable is said to have an effect size if the  $f^2$  value > 0 (zero) if the  $f^2$  value < 0 (zero) the latent variable does not have effect size. Categories for the value of  $f^2$  are 0.02, 0.15, 0.35 showing small, medium, and large effects (Santosa, 2018).

**Table 5**  
**Effect Size**

Variable	Effect Size	Category
Job crafting – performance	0.193	Medium
Job crafting – work engagement	0.914	Large
Work engagement - performance	0.066	Small

Source: Primary data, processed (2020)

Based on the effect size result in Table 4, it can be concluded that the model has an average effect size of 0.319. These results indicate that the model has a significant effect size.

**Predictive Relevance**

The assessment of the Q-square ( $Q^2$ ) value used the stipulation that if the Q-square ( $Q^2$ ) value is greater than 0 (zero), then the endogenous construct has predictive relevance. If the Q-square value ( $Q^2$ ) is equal to or smaller than 0 (zero), it indicates the model does not have predictive relevance (Santosa, 2018).

**Table 6**  
**Predictive Relevance**

Variable	SSE	SSO	Predictive Relevance
Work Engagement	602.000	459.004	0.238
Performance	602.000	466.258	0.225
<b>Average</b>			<b>0.232</b>

Source: Primary data, processed (2020)

Based on the Q-square value ( $Q^2$ ) calculation, work engagement (endogenous construct) has a  $Q^2$  value of 0.238, and performance has a  $Q^2$  value of 0.225. The endogenous construct in this research has predictive relevance (more than 0) and can accurately predict data that is not used in evaluating the model.

**Coefficient Determination ( $R^2$ )**

The coefficient determination was measured by evaluating structural models (inner models). The value indicates the predictive power of the path model and is a clue as to how well the model matches with the data obtained (Santosa, 2018).

**Table 7**  
**R-Square (R<sup>2</sup>)**

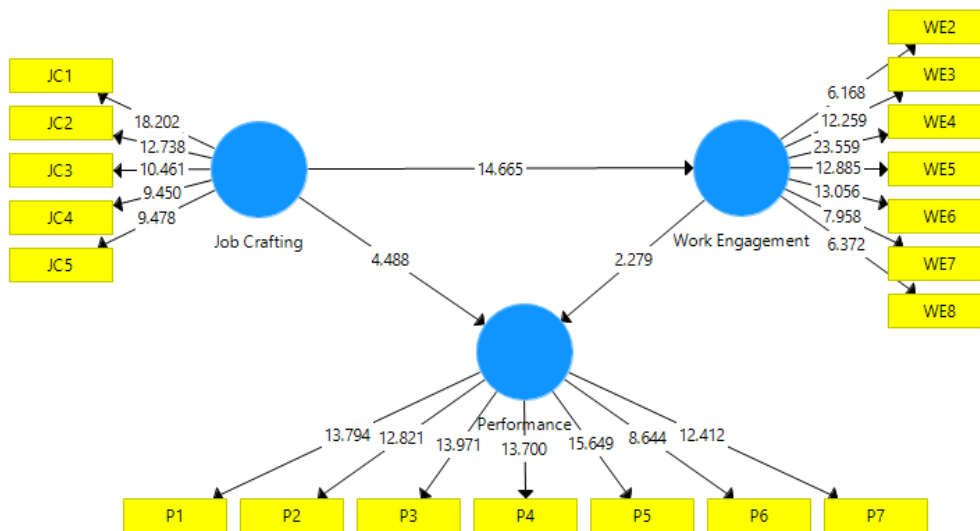
Variable	R-Square
Work Engagement	0.443
Performance	0.478

Source: Primary data, processed (2020)

Based on the R-Squared calculation results, work engagement has an R-Square value of 0.44. It means that 44% of the variation in work engagement value can be explained by job crafting, while other variables excluding the analysis model explain the percentage. Performance has an R-Square value of 0.48, meaning that 48% of the variation in performance values can be explained by job crafting. Other variables outside the analysis model explain the remaining 52%.

**Hypothesis Testing**

The hypothesis test in this research used the Structural Equation Model (SEM) method with the SmartPLS Program version 3.0. Hypothesis testing was evaluated based on the original sample value, t-statistic, and p-value. The original sample value is used to see the direction of the positive or negative influence of the independent variables on the dependent variable and the estimated value that illustrates the relationship between latent variables using the bootstrapping procedure (Ghozali, 2014). The measurement items are said to be significant if the t-statistic value is > 1.662 (one-tailed) with a significance level of 5% (< 0.05). The hypothesis results of this research are represented in Figure 1 and Table 7.



**Figure 2**  
**Measurement Model**

**Table 8**  
**Path Coefficient (Direct and Indirect)**

	Original Sample	T-Statistic	P-Value	Description
Job Crafting – Performance	0.453	4.488	0.000	Significant
Job Crafting – Work Engagement	0.691	14.665	0.000	Significant
Work Engagement – Performance	0.266	2.279	0.012	Significant
Job Crafting – Work Engagement – Performance	0.184	2.189	0.025	Significant

Source: Output SmartPLS 3.0

**Effect Job Crafting on Performance**

According to the hypothesis testing result with the bootstrapping procedure on the SmartPLS 3.0 program, job crafting can improve performance positively, with an original sample value of 0.466 and t-statistic  $4.488 > 1.662$  ( $\alpha 0,00 < 0.05$ ). Job crafting facilitates increased performance by optimizing available job resources based on employee initiative. The availability of job resources will help employees face job demands and job challenges. Thus, employees develop their abilities and skills.

According to Wingerden & Poell (2017), employees who are often involved in job crafting behavior will be easier to adapt to their work environment and be more self-confident, so their work results or performance has also increased. These results indicate that employees with job crafting behavior in their work would encourage employees' high performance.

Based on these results, hypothesis one (H1), which states job crafting significantly affects performance, is acceptable. Moreover, this research is consistent with previous research conducted by Bakker *et al.* (2012); Guan & Frenkel (2018); Tims *et al.* (2015); Wingerden & Poell (2017) shows job crafting has a positive and significant effect on performance.

**Effect of Job Crafting on Work Engagement**

Job crafting can improve work engagement positively, with an original sample value 0.485 and t-statistic  $14.665 > 1.662$  ( $\alpha 0.00 < 0.05$ ). Job crafting is a form of change made by the employee's initiative. A changed employee is intended to fit their preference, skills, and abilities. Employees applying for job crafting will have a high level of meaning of work and engage with their job because they are indicated to complete their duties, which will be more challenging.

Employees who are doing work to be simple, meaning that work is no longer challenging, will be less engaged. On the other hand, employees who perceive high job challenges (according to their abilities and expertise) will be highly involved. Work engagement is a consequence of changes in what employees do to create a good environment on their job. These results mean that the more the employee applies job crafting, the higher the employee will feel bound to their work.

Based on the result of hypothesis testing, it can be concluded that hypothesis

two (H2), which states job crafting has a significant effect on work engagement, is acceptable. Furthermore, this research is consistent with previous research conducted by Albana (2019); Azizah & Ratnaningsih (2018); Stephani & Kurniawan (2018), showing that job crafting has a positive and significant effect on work engagement.

### **Effect of Work Engagement on Performance**

Work engagement has a positive effect on performance with the original sample value 0.203 and t-statistic  $2.279 > 1.662$  ( $0.012 < 0.05$ ). It means that employees who feel more engaged in their work will perform better. According to Ramadhan & Sembiring (2017), employee work engagement will lead to organizational effectiveness as strong support for achieving the best performance. Work engagement help employees to focus on achieving organizational goals, including giving their best performance, having a sense of belonging, caring for, and being devoted to the organization to be more advanced.

Employees who have high engagement with their organization will also have high performance. Work engagement is precious for employees and organizations to face job demands and challenges. Based on the result of hypothesis testing, it can be concluded that hypothesis three (H3), which states work engagement has a significant effect on performance, is acceptable. Furthermore, this research is consistent with previous research conducted by Cesário & Chambel (2017); Gorgievski *et al.* (2014); Rahmasari & Wulansari (2020), showing that work engagement has a strong positive influence on performance improvement.

### **Work Engagement as a Mediating Variable**

Work engagement can mediate relationship between job crafting and performance with an original sample value 0.095 and t-statistic  $1.963 > 1.662$  ( $0.025 < 0.05$ ). Job crafting has a strong influence on performance with work engagement. Work engagement can be a bridge to connect between job crafting and performance. According to Albana (2019), an employee who applies job crafting, including making changes according to their skill and abilities, will be more suitable, and their performance will increase.

An employee who applies more job crafting behavior to make changes in work adjusted to the ability makes them more comfortable and enthusiastic. In the end, they will be able to increase performance both in quantity and quality. It means that when they apply more job crafting in their work and are encouraged to feel engaged in their job, their performance will be better.

Based on the results of hypothesis testing, it can be concluded that hypothesis four (H4) which states work engagement can mediate the relationship between job crafting and performance, is acceptable. In addition, this research is consistent with previous research conducted by Albana (2019) and Yulivianto (2019), showing that work engagement mediates job crafting and performance.

## CONCLUSIONS, LIMITATIONS, AND SUGGESTIONS

Based on the result and discussion of this research, it can be concluded that job crafting and work engagement have a significant effect on performance, and work engagement has successfully mediated the relationship between job crafting and performance. All the hypotheses formulated in this research are acceptable. This research has supported JD-R Model's assumptions as links with work engagement and performance (Bakker et al., 2014; Tims et al., 2012, 2015). The managerial implication in this research is that Balai Kesehatan Masyarakat Central Java Province knows the participation level of health personnel in job crafting behavior and work engagement that affects their performance.

Job crafting and work engagement are precious for employees and organizations. Job crafting and work engagement helped employees improve their performance through a personal and psychological approach (initiative, innovation skills, abilities, happiness, and comfort) (Bakker & Oerlemans, 2019). Employees feel free to change or modify with certain limits to complete their work duties (initiative and innovation) according to their skills and abilities. Therefore, they will be happy, comfortable, and enthusiastic about this work, and performance will automatically increase. Job crafting and work engagement positively impact performance improvement (Yulivianto, 2019).

The limitation of this research, the sample size is minimal. Further research can add more sample size by including all Balai Kesehatan Masyarakat Central Java Province working areas. Considering that the questionnaire used in this research is very general, it cannot capture the phenomenon. Researchers suggest using it in the specific questionnaire for further study. Moreover, the suggestion for further research is to develop variables that can mediate the effect of job crafting on performance, such as organizational self-based esteem (Arshadi & Hayavi, 2013). In addition, the variables can be developed on different objects, such as public services in transportation, banking, education, and other public services, to test the consistency of this research (Albana, 2019). A further recommendation is to explore new variables that can affect performance, such as training and career development, work environment, organizational policies, and well-being at workplace (Anitha, 2014).

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