



# Analysis of factors that influence adaptive performance at PT XYZ

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## ABSTRACT

Technological advancements have ushered in transformative changes in industrial competition and work methodologies, significantly impacting employees who must adapt to these shifts. This study investigates the dynamics of perceived organizational support, job crafting, and job burnout, exploring their collective influence on adaptive performance with work engagement as a mediating factor at PT XYZ. The quantitative research, encompassing 40 employees at PT XYZ, employs the SEM-PLS analysis technique. The findings affirm the acceptance of all hypotheses, underscoring the substantial impact of job crafting, job burnout, and work engagement on adaptive performance. Equally noteworthy is the confirmed significant influence of perceived organizational support on job crafting, job burnout, and work engagement. This intricate interplay of variables unravels essential insights into the organizational dynamics at PT XYZ, shedding light on strategies to enhance employee adaptability and overall performance. In conclusion, this research not only validates the interconnected influence of perceived organizational support, job crafting, and job burnout on adaptive performance but also underscores the mediating role of work engagement. These insights contribute to the understanding of organizational behavior, offering practical implications for cultivating a positive work culture that fosters adaptability and employee effectiveness, particularly in the ever-evolving landscape of technological advancements at PT XYZ.

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## INTRODUCTION

Indonesia's e-commerce landscape is a whirlwind of opportunity and challenge. With a projected economic value of US\$59 billion by 2022, it stands poised to be one of the world's largest. However, navigating this dynamic terrain requires more than just ambition; it demands adaptive performance from its workforce. PT XYZ, a multinational giant established in Southeast Asia in 2013, has embraced a hybrid work model, a bold step towards flexibility and agility. Yet, this transformation also presents hurdles. Inter-divisional collaboration, client scheduling intricacies,

and technological advancements can all disrupt the smooth flow of operations. Even issues like tardiness and attendance, prevalent among both new and seasoned employees, highlight the need for enhanced adaptability. This is where the crucial concept of adaptive performance takes center stage (Annur, 2022; Mardiansyah, 2023).

Work engagement or work involvement is very important in an organization, because it attaches employees to their respective work roles (Zindove & Magaisa, 2020). When employees are involved with their organization, employees will tend to try as hard as possible to achieve organizational goals, one of which is trying to adapt to environmental changes by improving their work performance, and then this refers to adaptive performance (Abdul Hamid, 2022). Research conducted by Park et al. (2020), Kaltainen & Hakanen (2022) dan Nandini et al. (2022) shows that job crafting has a significant influence on work engagement. Naveed (2022) also shows that the higher employee work engagement, the higher adaptive performance will be.

Organizational support, like a compass amidst the e-commerce chaos, provides employees with a sense of security and trust. Research by Uçar & Kerse, (2022), Dahlan et al. (2023), and Ardita & Nugrohoseno, (2022) suggests that employees who feel supported by their organization are more likely to exhibit higher levels of engagement and, consequently, better adapt to change. This support acts as a bedrock, fostering a sense of belonging and encouraging employees to invest their energies in navigating the ever-evolving e-commerce landscape. Uçar & Kerse (2022), Dahlan et al. (2023) and Ardita & Nugrohoseno (2022) show that organizational support has a significant influence on work engagement. However, research conducted by Theodorus et al. (2021) shows that organizational support does not have a significant influence on work engagement. The difference in the results of this study is a gap that will also be tested in this research. Job crafting, the art of shaping one's work environment to suit individual preferences and skills, empowers employees to take ownership of their tasks and create a workstyle that fuels engagement. Others highlight the significant impact of job crafting on engagement. When employees have the autonomy to personalize their work, they feel more connected to their tasks, leading to increased motivation and a heightened ability to adapt to new challenges (Emilisa et al., 2019; Park et al., 2020; Thai et al., 2023).

However, the journey towards adaptability is not without its roadblocks. Job burnout, a state of chronic work-related stress, can significantly impede adaptive performance (Kaltainen & Hakanen, 2022; Naveed, 2022). Overwhelmed employees struggle to cope with change, leading to decreased engagement and a diminished ability to navigate the dynamic e-commerce environment. In recent years, work pressure at PT XYZ has increased due to the company's constant increase in work targets. This can cause stress and pressure on employees as it becomes difficult to achieve the expected work performance. Firdaus et al. (2023) suggest that decreased personal achievement can lead to feelings of inadequacy, lack of success, and reduced productivity at work, which are signs of job burnout. Employees who perceive themselves as underachieving may lack confidence in their ability to perform their jobs.

This study posits that work engagement acts as a mediator, connecting organizational support, job crafting, and job burnout to adaptive performance. This study aims to investigate the impact of organizational support, job crafting, and job burnout on adaptive performance, with work engagement as a mediator, at PT XYZ. We hypothesize that perceived organizational support and job crafting will positively influence work engagement, which in turn will enhance adaptive performance. Conversely, job burnout will negatively impact work engagement and, consequently, hinder adaptive performance. This research is expected to make a practical contribution to managerial parties in improving adaptive performance through organizational support, job crafting, and job burnout.

## RESEARCH METHOD

This study adopts a quantitative approach, analyzing the influence of independent variables (work engagement, organizational support, job crafting, and burnout) on the dependent variable (adaptive performance) through numerical data processing for structured information. Focusing on the 40 employees of PT XYZ, a saturated sampling technique selects the entire population as respondents (Raihan, 2019). Primary data is gathered via a Likert-scale questionnaire, followed by reliability and validity analysis, and finally, Structural Equation Modelling (SEM) analysis. Employing the SmartPLS program, SEM combines factor analysis and simultaneous equation modelling to statistically explore the hypothesized relationships (Ghozali, 2018). This comprehensive approach provides robust insights into the intricate interplay of these variables and their impact on adaptive performance within PT XYZ.

## RESULTS AND DISCUSSION

The study involved employees of PT XYZ Indonesia, with a total of 40 respondents participating in the online questionnaire distributed through Google Forms in November 2023. Table 1 presents the demographic profile of the participants.

**Table 1.** Participant Demographics

Criteria	N (%)
Gender	
Male	21 (52,5)
Female	19 (47,5)
Age (years)	
<20	-
20 - 30	26 (65)
31 - 40	14 (35)
>40	-
Education	
Junior/Senior High	1 (2,5)
D3	6 (15)
S1	33 (82,5)
Length of Employment (years)	
<2	11 (27,5)
2 - 5	13 (32,5)
>5	16 (40)

The sample (n=40) consisted of 52.5% females and 47.5% males, with a majority (60%) falling within the 20-30 age bracket (Generation Z). Interestingly, there was a higher proportion of females in this younger age group. Regarding seniority, 27.5% had less than 2 years of experience, 32.5% had 2-5 years, and 40% had over 5 years at PT XYZ. This diverse sample across gender, age, and experience provides valuable insights into the study's findings.

**Table 2.** Repeated Convergent Validity of the Variable

Variable	Indicator	Outer Loading	AVE	Result
Adaptive performance (AP)	AP.01	0.534	0.521	Valid
	AP.02	0.786		Valid
	AP.03	0.787		Valid
	AP.04	0.640		Valid
	AP.05	0.679		Valid
	AP.06	0.848		Valid
	AP.07	0.731		Valid
	AP.08	0.575		Valid
	AP.09	0.796		Valid
	AP.10	0.796		Out

	AP.11	0.507		Valid
	AP.12	0.837		Valid
	AP.13	0.843		Valid
	AP.14	0.672		Valid
	AP.15	0.708		Valid
	AP.16	0.669		Valid
	AP.17	0.841		Valid
	AP.18	0.686		Valid
	AP.19	Out		Out
Perceived Organizational Support (POS)	POS.01	0.783	0.511	Valid
	POS.02	0.702		Valid
	POS.03	0.868		Valid
	POS.04	0.728		Valid
	POS.05	0.634		Valid
	POS.06	0.703		Valid
	POS.07	0.538		Valid
	POS.08	Out		Out
Job Crafting (JC)	JC.01	0.921	0.545	Valid
	JC.02	0.592		Valid
	JC.03	0.671		Valid
	JC.04	Out		Out
	JC.05	0.819		Valid
	JC.06	0.663		Valid
	JC.07	0.583		Valid
	JC.08	0.626		Valid
	JC.09	0.470		Valid
	JC.10	0.904		Valid
	JC.11	0.912		Valid
	JC.12	0.870		Valid
	JC.13	0.647		Valid
	JC.14	Out		Out
	JC.15	Out		Out
Work Engagement (WE)	WE.01	0.722	0.547	Valid
	WE.02	0.751		Valid
	WE.03	0.771		Valid
	WE.04	0.741		Valid
	WE.05	0.725		Valid
	WE.06	0.750		Valid
	WE.07	0.810		Valid
	WE.08	0.635		Valid
	WE.09	Out		Out
Job Burnout (JB)	JB.01	0.580	0.616	Valid
	JB.02	0.890		Valid
	JB.03	0.803		Valid
	JB.04	Out		Out
	JB.05	0.703		Valid
	JB.06	0.813		Valid
	JB.07	0.875		Valid

The section on Outer Model, also known as outer relation or measurement model evaluation, specifies the relationship between the variables under study and their indicators. This includes validity and reliability tests. Two validity tests, convergent and discriminant validity, were conducted in this research. The aim of convergent validity is the measurement of the correlation between constructs and latent variables. Reflectance scores are considered high when the correlation with the measured construct exceeds 0.70 (Hair et al., 2017).

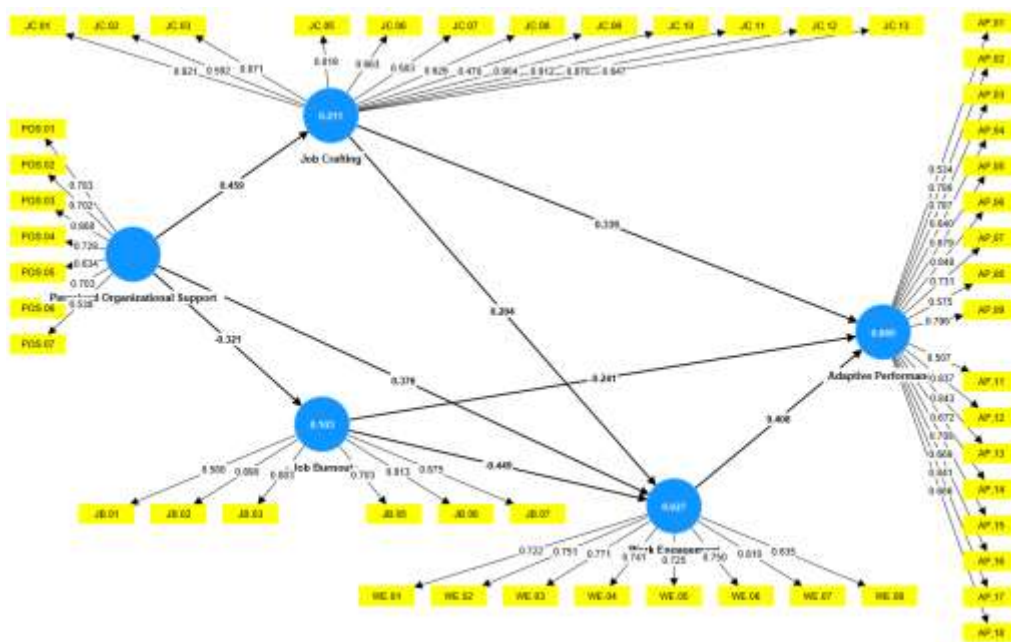


Figure 1 Outer Model of the Variable Studied

The results of the convergent validity test indicate that some indicators are invalid as they fall below the 0.700 threshold. Hair et al. (2017) suggest that indicators with an outer loading value between 0.400 and 0.700 can still be used in research, provided that the AVE value is above 0.500. Therefore, in this study, the following indicators were excluded: AP.10, AP.19, POS.08, JC.04, JC.14, JC.15, WE.09, and JB.04. A repeat validity check shows that all outer loading values were greater than 0.400 and the AVE values were greater than 0.500, indicating the convergent validity of the data analyzed.

Table 3. Discriminant Validity of the Tested Variables

Variable	Adaptive Performance	Job Burnout	Job Crafting	Perceived Organizational Support	Work Engagement
Adaptive Performance					
Job Burnout	0.666				
Job Crafting	0.684	0.383			
Perceived Organizational Support	0.498	0.358	0.507		
Work Engagement	0.807	0.703	0.577	0.696	

The study further investigates discriminant validity, evaluating the extent to which variables maintain distinctiveness within the research model. Discriminant validity is gauged using the Heterotrait-Heteromethod Correlation (HTMT) value, calculated as the average of all indicator correlations across constructs measuring different aspects relative to the geometric average of correlations among indicators measuring the same construct (Hair et al., 2017). As presented in Table 3, all values fall below the recommended threshold of 0.90, affirming that all variables satisfy the criteria for discriminant validity.

Table 4. Reliability Test of the Variable

Variabel	Composite Reliability	Result
Adaptive Performance	0.948	Reliable
Job Burnout	0.904	Reliable

Job Crafting	0.932	Reliable
Perceived Organizational Support	0.878	Reliable
Work Engagement	0.906	Reliable

The reliability test aimed to evaluate the accuracy and consistency of responses, a crucial step in assessing the reliability of the instrument. Composite reliability values were employed to gauge the reliability of each variable, with all values exceeding 0.600 in this study, signifying the reliability of all variables (Hair et al., 2017).

**Table 5.** R-test of the Variable

Variabel	R-square adjusted
Adaptive performance	0.642
Job burnout	0.080
Job crafting	0.190
Work engagement	0.596

After conducting an analysis of the outer model, attention is redirected towards the inner model, also known as the structural model. This model, grounded in the core theory, delineates the causal relationships between latent variables. Causality is determined by assessing T-test statistic parameters through the bootstrapping procedure. Furthermore, the analysis includes the examination of R-square values and the results of multicollinearity tests. Table 5 displays the R-squared values for the adaptability and work engagement variables. The adaptive performance variable has an R-squared value of 0.642, implying that 64.2% of the variance in adaptability is accounted for by the independent variables: job craft, work engagement, and job burnout. Similarly, the work engagement variable exhibits an R-squared value of 0.596, indicating that 59.6% of the variance in work engagement can be explained by the independent variables—perceived organizational support, job crafting, and job burnout. The predictive influence of the independent variables on work engagement falls within the moderate range, while the impact on the other two variables is comparatively weak.

**Table 6.** Multicollinearity Test Result

Variabel	AP	JB	JC	POS	WE
Adaptive Performance (AP)					
Job Burnout (JB)	1.696				1.181
Job Crafting (JC)	1.395				1.342
Perceived Organizational Support (POS)		1	1		1.317
Work Engagement (WE)	2.082				

The multicollinearity test seeks to ascertain whether there exists a correlation among the independent variables in the regression model, with an ideal model being one devoid of multicollinearity. To identify multicollinearity in the regression model, this study scrutinized the variance inflation factor (VIF) value (Samsu, 2017). The findings indicate that the VIF values for all research variables adhere to the recommended criterion of being less than 3. Consequently, it can be inferred that all variables within the research model meet the stipulated criteria, and there is no concern regarding multicollinearity.

**Table 7.** F Square Test Result

Effects	F Square	Level
Job burnout => Adaptive performance	0.103	Weak
Job crafting => Adaptive performance	0.249	Moderate

Work engagement => Adaptive performance	0.241	Moderate
Job burnout => Work engagement	0.458	Strong
Job crafting => Work engagement	0.083	Weak
Perceived organizational support => Work engagement	0.288	Moderate

Furthermore, an analysis was undertaken to assess the influence of variables on endogenous constructs upon their removal. As illustrated in Table 7, job crafting and work engagement emerge as the most influential factors on adaptive performance, boasting values of 0.249 and 0.241, respectively. These values classify within the moderate range, signifying their substantial impact on the studied outcome. Finally, hypothesis testing was performed to assess the causal relationship in the proposed conceptual model, as outlined in Table 8.

**Table 8.** Results of hypothesis testing

	Hypothesis	Original sample	T statistics	P values	Results
H1	Perceived organizational support -> Job crafting	0.459	2.723	0.003	Supported
H2	Perceived organizational support -> Work engagement	0.376	3.229	0.001	Supported
H3	Perceived organizational support -> Job burnout	-0.321	2.000	0.023	Supported
H4	Job crafting -> Work engagement	0.204	1.958	0.025	Supported
H5	Job burnout -> Work engagement	-0.449	4.011	0.000	Supported
H6	Work engagement -> Adaptive performance	0.408	2.908	0.002	Supported
H7	Job burnout -> Adaptive performance	-0.241	2.124	0.017	Supported
H8	Job crafting -> Adaptive performance	0.339	2.632	0.004	Supported

The study reveals a substantial and positive impact of perceived organizational support on job crafting ( $\beta = 0.459$ ). This implies that heightened levels of perceived organizational support correlate with increased job crafting behavior among employees. These findings resonate with prior research conducted by (Park et al., 2020), Thai et al. (2023), and Oubibi et al. (2022), underscoring the significant influence of organizational support on job crafting. When employees perceive robust organizational support, they are more inclined to proactively shape their work environment in harmony with their preferences, skills, and competencies, a phenomenon known as job crafting (Ardita & Nugrohoseno, 2022).

Perceived organizational support also has a significant effect on work engagement ( $p < 0.05$ ). The original sample value of 0.376 indicates a positive relationship between perceived organisational support and employees' work engagement. This suggests that higher perceived organisational support leads to higher work engagement. The study's findings align with previous research conducted by Uçar & Kerse (2022), Dahlan et al. (2023), and Ardita & Nugrohoseno (2022), which demonstrate that organizational support has a significant impact on work engagement. High perceived organizational support directly affects employees' attachment to the organization through the norm of reciprocity and trust they have received.

Furthermore, perceived organizational support has a significant negative effect on job burnout ( $p < 0.05$ ). The original sample value of -0.321 indicates that higher perceived organizational support leads to a decrease in employee job burnout. These results are consistent with previous research conducted by Xu & Yang (2021) and Chun et al. (2022) which also found a negative effect of organizational support on burnout. Organisations that do not fully support their employees may not prioritise employee welfare, which can lead to stress and ultimately burnout in their employees.

The analysis indicates that job crafting significantly influences work engagement ( $p < 0.05$ ). The original sample value of 0.204 demonstrates the positive nature of the effect, meaning that

higher job crafting leads to increased employee work engagement. These results align with previous research conducted by Y. Park et al. (2020), Thai et al. (2023), and Emilisa et al. (2019), which also found that job crafting has a significant impact on work engagement. This involvement with the organization can lead to a greater sense of belonging and commitment. Job crafting can increase employee engagement at work when employees proactively modify and shape their work environment to suit their needs.

In addition to job crafting, job burnout also significantly influences work engagement ( $p < 0.05$ ). The original sample value of  $-0.449$  indicates a negative effect, meaning that higher job burnout leads to decreased employee work engagement. These results align with previous research conducted by Talumepa & Panggabean (2022) and Maricuțoiu et al., (2017), which also found that burnout has a significant negative effect on work engagement. Employees who experience burnout may feel emotional exhaustion, depersonalisation, and decreased personal achievement. This can reduce their work engagement and hinder their ability to focus on achieving organisational goals.

According to the analysis, work engagement significantly influences adaptive performance ( $p < 0.05$ ). The original sample value of  $0.408$  indicates a positive effect, meaning that higher work engagement leads to increased adaptive performance in employees. The study's findings align with previous research conducted by Park et al. (2020), Kaltainen & Hakanen (2022), and Nandini et al. (2022), which demonstrate that job crafting significantly impacts work engagement. Additionally, Naveed (2022) found that higher levels of work engagement correspond to higher levels of adaptive performance. Furthermore, two additional variables that significantly impact ( $p < 0.05$ ) adaptive performance are job crafting and job burnout. However, they have opposite effects, with job crafting having a positive impact and job burnout having a negative impact. The original sample values for job crafting and job burnout are  $0.339$  and  $-0.241$ , respectively. These findings align with research conducted by Park et al. (2020), which demonstrates that job crafting significantly influences work engagement. When employees are able to proactively change or create a work environment that suits their abilities, they can better adapt to changes in the workplace, leading to increased engagement. However, studies by Kaltainen & Hakanen (2022) and Naveed (2022) have shown that burnout significantly impacts adaptive performance. Fatigued employees may struggle to maintain focus and adapt to changes in the work environment.

In summary, the results highlight the intricate interplay between perceived organizational support, job crafting, job burnout, work engagement, and adaptive performance in the context of PT XYZ. These findings provide valuable insights for organizations aiming to enhance employee engagement, well-being, and overall performance. The positive influence of perceived organizational support on job crafting and work engagement underscores the importance of fostering a supportive work environment. Conversely, the negative impact of job burnout on work engagement emphasizes the need for strategies to mitigate burnout and maintain a positive, engaged workforce. The significant effects of these variables on adaptive performance suggest that interventions targeting organizational support, job crafting, and burnout can have far-reaching implications for employee adaptability and effectiveness within the workplace.

## CONCLUSION

In conclusion, this study illuminates the intricate dynamics between perceived organizational support, job crafting, job burnout, work engagement, and adaptive performance within the context of PT XYZ. The positive impact of perceived organizational support on job crafting and work engagement underscores the pivotal role of a supportive work environment. As established by prior research, employees perceiving robust organizational support are more likely to proactively shape their work environment, fostering increased job crafting behaviors. Likewise, the study confirms the positive correlation between perceived organizational support and work engagement, emphasizing the significance of organizational backing in enhancing employee commitment and involvement. Furthermore, the study highlights the negative effect of job burnout on work

engagement, emphasizing the importance of mitigating burnout to maintain a positive and engaged workforce. These findings resonate with existing literature, illustrating that organizations neglecting employee welfare may inadvertently induce stress and burnout. Additionally, the research emphasizes the crucial influence of job crafting on work engagement, emphasizing the role of employees in shaping their work environment to align with their needs. Importantly, work engagement emerges as a significant predictor of adaptive performance, emphasizing its pivotal role in enhancing employees' ability to adapt to changes in the workplace. The nuanced interplay of these variables provides valuable insights for organizations seeking to bolster employee engagement, well-being, and overall performance. Strategies focusing on fostering a supportive work environment, mitigating burnout, and encouraging job crafting can have profound implications for employee adaptability and effectiveness within the workplace.

These findings contribute to the broader understanding of organizational dynamics and offer practical implications for fostering a positive and adaptive work culture at PT XYZ and similar organizations. However, this study has limitations as it only focuses on perceived organizational support, work engagement, job crafting, and job burnout as variables. Therefore, it does not reveal all factors that influence adaptive performance to change. Future studies should examine additional factors that affect adaptive performance to change.

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