



Job crafting and organizational support base on cooperative employee performance with work engagement mediation

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ARTICLE INFO

Article history:

Received Jun 04, 2025

Revised Jul 15, 2025

Accepted Jul 22, 2025

Keywords:

Employee Performance;
Job Crafting;
Organizational Support;
Work engagement.

ABSTRACT

This study started from the decline in performance shown by employees of one of the leading cooperatives in Kendal Regency. At the beginning of this year, they could not complete the marketing target which is basically easy for employees to complete. This study will discuss how employee performance is based on job crafting and organizational support with work engagement mediation. The results of this study are expected to be input for cooperative companies that are currently developing, especially in terms of human resources. This study has an explanatory research basis using a census technique which means using the population as a sample of this study which amounted to 57 respondents. The test in this study used the Smart-PLS application. This study shows that organizational support and work engagement have a positive and significant effect on employee performance, while job crafting does not affect employee performance. In this study, organizational support also has a positive and significant effect on work engagement, while job crafting does not affect work engagement. While the mediation effect of work engagement only affects the results of organizational support on employee performance, while the results of job crafting on employee performance have no effect.

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INTRODUCTION

Humans as the main driver of the company's progress in the competition that exists in the current era. Referring to this, a quality resource is needed that will shape the soul of a person who is responsible for his work. Based on Darmawan et al. (2020) dan Pratidina et al. (2024) quality human resources will certainly show maximum performance when working. Employee performance itself according to Tafese Keltu (2024) Employee Performance is the behavior of an employee that is real in the company as a presentation of work that has been produced by employees in accordance with their job roles in the company. Meanwhile, according to Susbiyantoro et al. (2022), employee performance is the result of work seen in terms of quality and quantity that has been achieved by employees in carrying out work in accordance with the

responsibilities given to them. Employee performance is one of the most important factors in a company that determines the success of a company's goals (Agus Triansyah et al., 2023).

Employee Performance has several factors that influence it, including psychological factors, individual factors and organizational factors (Darmawan et al., 2020). In a company, each employee definitely has different abilities, for this reason the company needs to pay attention and think about the interests of its employees, not only the company, because employees work not only for the company, but employees work to fulfill their needs as a responsibility and obligation of each employee (Putra Perdana et al., 2023). Therefore, to improve performance, both employees and companies must be able to work well together. In this case, it is supported by several factors that can influence employee performance, several factors including job crafting and organizational support which are supported by work engagement.

Job crafting is a change that employees make themselves to design their own jobs (Harju et al., 2021; Maden-Eyiusta & Alten, 2023). To increase efficient and good performance, employees need to apply job crafting in their work. Job crafting is also able to direct employees into the energy to change characteristics in their work in order to achieve results and goals within the company (Güçlü Nergiz & Unsal-Akbiyik, 2024; Moreira et al., 2022; Turek et al., 2024). Job crafting is an idea about how to design jobs that are initiated by employees themselves or redesigning jobs (Roczniewska et al., 2023). In research by (Güçlü Nergiz & Unsal-Akbiyik, 2024) it is stated that job crafting has a significant positive effect on employee performance. In the concept of job crafting, it refers to the process of how employees shape their own jobs. Apart from that, there is research from Mulyati et al. (2024) and Rizki & Prahawan (2024) which also states that job crafting influences employee performance.

In addition, when employees understand how important organizational support is, it strengthens employees' emotional and cognitive evaluations of their work in the company (Vieira dos Santos et al., 2023). In research Eisenberger et al. (2020) it is stated that employees can view a good organization, then employees will feel more comfortable at work and can be involved in their respective jobs. According to Kurniawan (2021) that organization is one of the main role factors in ensuring the wages of each employee safely and providing employees with working conditions appropriate to their field. In companies, there is a significant obligation when employees come to work to ensure employee performance and protect the employee's work environment (Putri & Dan Anggraini, 2020). In previous research there was a positive relationship between organizational support and employee performance (Diana, 2021; Fitriani et al., 2022; Khairunnisa, 2023)

This study will also use work engagement as one of the important factors influencing employee performance. Where work engagement will be part of the mediation of this research, because work engagement is one way to ensure the level of employee commitment to the company and direct employees to obtain better performance and if employees are involved in a job and will participate in making decisions, then employees will always do their best for their company (Ramadan Wardiansyah et al., 2024; Yuyun Mulyati et al., 2024).

The object of this research is one of the well-known cooperatives in Kendal Regency, where many people have borrowed funds from the cooperative, because borrowing from the cooperative is very easy, sometimes cooperative employees offer loans to people in need, therefore many people choose to borrow from the cooperative rather than the bank. However, in the 3 months at the beginning of 2025, many marketers did not achieve the targets set by the cooperative, in which case the cooperative has revealed that there was a decline in the performance of its employees at the beginning of this year. This role is also added to by a decrease in the number of visits from consumers, which is inversely proportional to competitors who have an increasing number of visits.

Thus, this study will discuss how employee performance is based on job crafting and organizational support with the mediation of work engagement. It is hoped that the results of this

research can provide input for cooperative companies which are currently developing, especially in the human resources department.

RESEARCH METHOD

This research has a study in the form of explanatory research by explaining the influence of variables (Hafni Sahir, 2021). The population of this research is all marketing employees who work in one of the well-known cooperatives in Kendal Regency, while the sample for this research was taken by census or as a whole from a population of 57 respondents. The census approach was used because the population size was very small and easily accessible, allowing for comprehensive analysis without the risk of sampling error. The data source for this study is primary data taken from distributing questionnaires directly to research respondents (Fadilla et al., 2021). The entire list of questions from the questionnaire must be filled in by respondents with a research scale from 1 to 5. Numbering 1 indicates that the respondent strongly disagrees with the statement of the research variable indicator, to numbering 5 which indicates that they strongly agree with the statement of the indicator (Sugiyono, 2022).

Indicators for each variable can be demonstrated by employee performance measured based on quality, quantity, adaptability and flexibility (Glorianismus et al., 2023). For work engagement, it can be measured through dedication, vigor and absorption (Winadi et al., 2021). Meanwhile, the job crafting variable is measured through increasing structural job resources, increasing social resources, increasing job demands, and decreasing job demands (Arlisa Indriawati, 2024). And for organizational support, there are indicators of support given by superiors, fairness to employees and rewards given to satisfy (Yovita Narwastu et al., 2023).

This study will be analytically measured using the Smart PLS application. In smart PLS, validity testing can be measured through the outer loading value which must be above 0.7 and the AVE value which must be above 0.5 (Wardhana, 2024). For reliability testing, it can be tested through the results of Cronbach alpha which must be above 0.7 and composite reliability must be above 0.6. Meanwhile, model measurement can be done through the value of R-square, and hypothesis testing (Memon et al., 2021).

RESULTS AND DISCUSSIONS

Validity and reliability testing

Following are the results of the validity and reliability tests produced in this study:

Table 1. Validity and Reliability Test Results

Variable	Indicator	Outer Loading	AVE	Composite Reliability	Cronbach's Alpha
Employee Performance (EMP)	EMP01	0,918	0,728	0,914	0,874
	EMP02	0,828			
	EMP03	0,881			
	EMP04	0,780			
Work Engagement (WOE)	WOE01	0,905	0,710	0,879	0,792
	WOE02	0,742			
	WOE03	0,872			
Job Crafting (JOC)	JOC01	0,907	0,783	0,935	0,907
	JOC02	0,861			
	JOC03	0,911			
	JOC04	0,858			
Organizational Support (ORS)	ORS01	0,932	0,814	0,929	0,886
	ORS02	0,892			

Variable	Indicator	Outer Loading	AVE	Composite Reliability	Cronbach's Alpha
	ORS03	0,882			

The results show that the validity test shown by the outer loading on each indicator variable employee performance, work engagement, job crafting and organizational support shows a value above 0.7 so in this case it is declared valid. The AVE values for the employee performance, work engagement, job crafting and organizational support variables also show figures above 0.5, so in this case they increase the validity of the variable data. Meanwhile, the reliability test shown by the results of composite reliability on the employee performance, work engagement, job crafting and organizational support variables showed values above 0.6 and Cronbach's alpha values showed above 0.7 for each variable. So this study shows that all the values of the research variables are reliable.

R-Square tests

In this test the results obtained were as follows:

Table 2. R-Square Test Results

Variable	R-square
Work Engagement (WOE)	0,752
Employee Performance (EMP)	0,677

The R-square results on the work engagement variable show a value of 0.752, which means job crafting and organizational support show a very strong influence on the work engagement variable, namely 75.2% and the R-square results on the employee performance variable show a value of 0.677, which means work engagement, job crafting and organizational support show a very strong influence on the employee performance variable, namely 67.7%.

Hypothesis test

The hypothesis test that can be generated in this research is as follows:

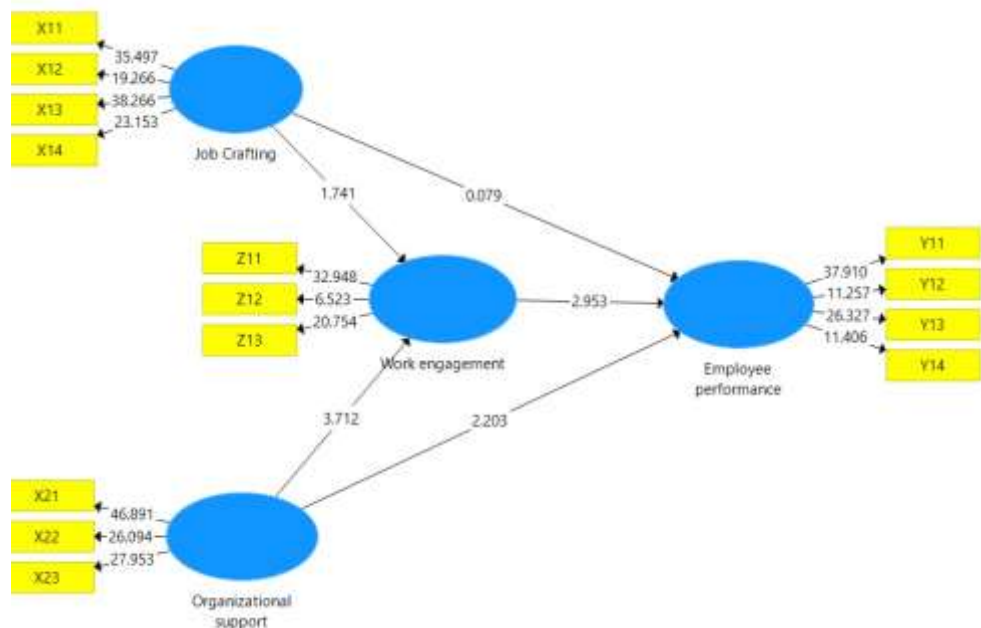


Figure 1. Hypothesis Test Results

Table 3. Hypothesis Test Results

Variable relationships	Original sample	T-statistic	P-values	Information
JOC→EMP	-0,013	0,079	0,937	Rejected
ORS→EMP	0,353	2,203	0,028	Acceptable
WOE→EMP	0,512	2,953	0,003	Acceptable
JOC→WOE	0,292	1,741	0,082	Rejected
ORS→WOE	0,609	3,712	0,000	Acceptable
JOC→WOE→EMP	0,149	1,427	0,154	Rejected
ORS→WOE→EMP	0,312	2,233	0,026	Acceptable

Information: JOC (Job crafting), ORS (Organizational support), WOE (Work engagement), EMP (Employee performance)

The results above show that the original sample on the relationship between job crafting and employee performance shows a negative value and the t-statistic value is below the expected value, namely 1.96, while in this case the p-value shows a figure above 0.05, so this relationship is declared rejected. For the original sample, the relationship between organizational support and employee performance shows a positive value and the t-statistic value is above the expected value, namely 1.96, whereas in this case the p-values show a figure below 0.05, so this relationship is declared acceptable. For the original sample, the relationship between work engagement and employee performance shows a positive value and the t-statistic value is above the expected value, namely 1.96, while in this case the p-value shows a figure below 0.05, so this relationship is declared acceptable. For the original sample on the relationship between job crafting and work engagement shows a positive value and the t-statistic value is below the expected value of 1.96, in this case the p-values show a number above 0.05, so this relationship is rejected. For the original sample, the relationship between organizational support and work engagement shows a positive value and the t-statistic value is above the expected value, namely 1.96, while in this case the p-values show a figure below 0.05, so this relationship is declared acceptable. In the mediating role of work engagement on the influence of job crafting on employee performance, the t-statistic value is below the expected value, namely 1.96, while in this case the p-values show a figure above 0.05, so this relationship is declared rejected. Meanwhile, the mediating role of work engagement on the influence of organizational support on employee performance shows that the t-statistic value is above the expected value, namely 1.96, whereas in this case the p-values show a number below 0.05, so this relationship is declared acceptable.

Discussion

a. Job crafting towards employee performance.

Job crafting does not have an influence on employee performance, which means that the better or worse the job crafting shown by employees does not affect their performance in any way. Basically, job crafting is really needed by employees because it is able to direct employees into the energy to change characteristics in their work in order to achieve results and goals within the company. However, in this cooperative, basically all crafting schemes must be adapted to the current situation of the cooperative so that in this case job crafting has no effect on employee performance in cooperative companies in Kendal Regency. This research is in accordance with previous research conducted by Mulyati et al. (2024)

b. Organizational support towards employee performance.

Organizational support produces a positive and significant influence on employee performance studies, this can be interpreted that the better the organizational support shown by cooperative companies in Kendal district, the greater the performance of its employees.

Organizational support is very important because employees can view an organization if employees feel comfortable at work and can be involved in their respective work, then this organization is considered alive. This research is in accordance with research conducted by Diana (2021); Khairunnisa (2023); Putri & Dan Anggraini (2020)

c. Work engagement towards employee performance.

Work engagement produces a positive and significant influence on employee performance studies, this can be interpreted that the better the work engagement shown by cooperative employees in Kendal district, the greater the performance of the employees. This study concerns employee commitment to the company. The company directs employees to obtain better performance and if employees are involved in a job and will participate in making decisions, then the employee will always do their best. This result is in accordance with research conducted by Noneng et al. (2020); Yovita Narwastu et al. (2023)

d. Job crafting towards work engagement.

Job crafting has no influence on work engagement, which means that the better or worse the job crafting demonstrated by employees does not affect the state of employee engagement. Job crafting should be very important for companies because basically ideas about how to design jobs are initiated by the employees themselves so that employee involvement is very visible. However, in this cooperative, basically all crafting schemes must be adapted to the current situation of the cooperative so that in this case job crafting has no effect on work engagement in cooperative companies in Kendal Regency. This research is in accordance with previous research conducted by Sakuraya et al. (2020); Seppälä et al. (2020)

e. Organizational support towards Work engagement.

Organizational support produces a positive and significant influence on work engagement studies, this can be interpreted as the better the organizational support shown by cooperative companies in Kendal district, the more work engagement shown by their employees will be. Remembering that employees support organizations also makes employees feel that they have to be involved in the conditions that occur in the company so that mutual support between the company and employees occurs. This research is in accordance with research conducted by Atika et al. (2024); Rahmawati et al. (2025)

f. Job crafting towards employee performance with the mediation of Work Engagement.

Work engagement as a mediation of the influence of job crafting on employee performance shows that the results have no effect, this can be interpreted that even though work engagement is involved, job crafting in good or bad conditions cannot influence the state of employee performance. Even though in this situation job crafting is very important for employees and the company, in this cooperative basically all crafting schemes must be adapted to the current conditions of the cooperative. These findings confirm that organizational support is a fundamental factor in improving cooperative employee performance. The role of organizational support has been proven not only to directly influence work performance but also indirectly through increased work engagement. This means that when employees feel they receive attention, recognition, and support from their organization, they become more emotionally and

cognitively engaged in their work, ultimately encouraging them to perform more optimally. Based on this, human resource (HR) management strategies in cooperatives need to focus on strengthening employee perceptions of organizational support. These results are in accordance with research demonstrated by Aini (2022); Aisyah (2022).

- g. Organizational support towards employee performance through work engagement mediation.

Work engagement as a mediation of the influence of organizational support on employee performance shows influential results. This can be interpreted as that work engagement increases organizational relationships with employee performance. It can be seen that organizational support is very important because employees can view an organization if employees feel comfortable at work and can be involved in their respective work then this organization is considered alive. These results are in accordance with research shown by Aditya Pradipta & Savitri Pusparini (2024); Mirza Prabowo & Muafi (2021)

CONCLUSION

This research shows that organizational support and work engagement have a positive and significant effect on employee performance, while job crafting has no effect on employee performance. For the study, organizational support also has a positive and significant influence on work engagement, while job crafting has no effect on work engagement. Meanwhile, the mediating effect of work engagement only influences the results of organizational support on employee performance, while the results of job crafting on employee performance have no effect. Implicitly it can be shown that cooperative employees in Kendal Regency expect support from their organization to be able to improve their performance, and this does not apply to job crafting. The limitation of the research in this study is that it only involves one cooperative company, where future studies are expected to expand the study object and add other variables related to improving employee performance studies of cooperative employees, especially those around Kendal Regency. Overall, the results of this study cannot be broadly generalized to all cooperatives in Indonesia due to the limitations of the object and local context. However, the findings on the importance of organizational support have limited generalizability, particularly to cooperatives with similar structures and work cultures. Stronger generalizability requires replication of the study with broader scope and comparative design across locations or cooperative types.

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