

The Influence of Organizational Commitment on Employee Performance Through Job Crafting as a Mediation Variable at Bank Jatim Trenggalek City

Adhinta Darusancia Anggani Putri¹, Nurul Asfiah², Sri Nastiti Andharini³

^{1,2,3}Management, Universitas Muhammadiyah Malang, Indonesia

Corresponding E-mail: adhintadarusancia13@gmail.com

Abstract

The purpose of this study was to determine the effect of organizational commitment, employee performance, job crafting and whether job crafting is able to mediate the effect of organizational commitment on employee performance. This research was conducted on bank employees with 113 employees as respondents. The sampling technique in this study uses a non-probability technique. The data collection technique was carried out by means of a questionnaire. The data analysis technique uses the statistical *t* test, Sobel test, and the SPSS 22 program. The results of this study show organizational commitment shows high results, employee performance shows high results, and job crafting shows high results. There is a significant influence between organizational commitment on employee performance, organizational commitment has a significant effect on job crafting, job crafting has a significant effect on employee performance, and job crafting mediates organizational commitment on employee performance. The higher the level of application of job crafting, the greater the effect of organizational commitment on employee performance.

Keywords : Organizational Commitment, Employee Performance, Job Crafting

Abstrak

Tujuan dari penelitian ini adalah mengetahui pengaruh komitmen organisasi, kinerja karyawan, *job crafting* dan apakah *job crafting* mampu memediasi pengaruh komitmen organisasi terhadap kinerja karyawan. Penelitian ini dilakukan pada karyawan bank dengan responden sebanyak 113 karyawan. Teknik pengambilan sampel pada penelitian menggunakan teknik *non-probability*. Teknik pengumpulan data dilakukan dengan kuesioner. Teknik analisis data menggunakan uji *t* statistik, uji sobel, dan program SPSS 22. Hasil penelitian ini komitmen organisasi menunjukkan hasil tinggi, kinerja karyawan menunjukkan hasil tinggi, dan *job crafting* menunjukkan hasil tinggi. Terdapat pengaruh signifikan antara komitmen organisasi terhadap kinerja karyawan, *job crafting* berpengaruh signifikan terhadap komitmen organisasi, *job crafting* berpengaruh signifikan terhadap kinerja karyawan, dan *job crafting* memediasi memediasi komitmen organisasi organisasi terhadap kinerja karyawan. Semakin tinggi tingkat penerapan *job crafting* maka dapat meningkatkan pengaruh komitmen organisasi terhadap kinerja karyawan.

Kata Kunci : Komitmen Organisasi, Kinerja Karyawan, *Job Crafting*

INTRODUCTION

Human resources are a fundamental aspect of an organization. The goals or any form of an organization has a correlation with employee contributions because employee performance has implications for increasing the performance of the organization and the development of the company itself. Human resources have implications in a large context regarding company performance. On this

Article info

Received (29/04/2024)

Revised (20/05/2024)

Accepted (19/06 /2024)

Corresponding author: adhintadarusancia13@gmail.com

basis, in terms of maintaining the quality of company performance, the company must be able to form synergy and good coordination with the employees themselves so that they can obtain a form of work capacity from employees that falls into the good category. The work power of employees who fall into this good category will later lead the company to become a quality company and be able to produce satisfactory output.

According to Hasibuan (2011) employee performance is a result of work achieved by a person in the context of carrying out tasks and obligations where the burden is given to him on the basis of time, seriousness, experience and skills. Employee performance can be measured through a combination of three crucial factors, namely the level of motivation of a worker, ability and acceptance of explanations of role and task delegation as well as interests and capabilities. If the three factors above become higher, it will be in line with the performance of the relevant employees. Apart from the three factors above which are benchmarks for individual employee performance, commitment to the organization also has a crucial contribution. This can be explained where employees can achieve good performance if the company has and implements commitment from the organization because with commitment to the organization, performance activities can be monitored well and optimally.

Organizational commitment is a condition in which an employee has partiality towards an organization and its goals, and has the intention to maintain his position as a member of the organization. Griffin (2008) is of the view that organizational commitment is a characteristic that reflects the extent to which individuals have a good attachment and recognition of their organization. Employees who feel more committed to the organization will have habits that can be categorized as reliable, have plans to stay with the organization for a long time and put in more effort or effort when working. Commitment is seen as a moral orientation related to the value of the organization, which shows that individuals tend to prioritize and also think about the organization and their work, where employees will try to give everything in the context of providing assistance so that the goals or intentions of the organization can be realized. However, commitment to each employee is not the same. Low and high levels of organizational commitment in each employee can result in differences in the resulting performance. This can be overcome by applying job crafting as an effort to optimize organizational commitment.

Job crafting is an effort to innovate a job so that it can be considered more effective. According to Berg et al., (2010) Job crafting is related to the employee's method of using opportunities and advantages in terms of modifying responsibilities and tasks efficiently, as well as making changes to interpersonal behavior and tasks with colleagues at the work location. Research results from the views of Hulshof et al., (2019) shows that job crafting with performance has

Good relationships mean that job crafting has a big opportunity to help improve employee performance. Not only that, it is also supported by the results of research from Wingerden et al., (2017) which states the same statement where job crafting has positive implications for work performance at work. For employees who have a high level of job crafting, this will influence job satisfaction, which is directly related to the employee's level of performance because the employee feels they have a greater sense of responsibility which makes them feel that they are making sacrifices from within themselves to be able to adapt to changes in the work system.

PT East Java Regional Development Bank Tbk. or known as Bank Jatim, one of the many banks in the region which is a partner for regional business actors, one of which is in Trenggalek City in terms of helping to develop businesses. The aim of Bank Jatim is to provide involvement in growing the economy in East Java, implementing sustainable financial principles and values as well

as accelerating performance and transformation in the realm of healthy business leading to a digital bank with human resources that have competitiveness and good value. is in the high category. Therefore, it is hoped that the performance of Bank Jatim employees at the Trenggalek City branch can provide satisfaction for customers by continuing to develop the mission of improving the quality of Bank Jatim services.

Based on an interview with one of the customers of Bank Jatim, Trenggalek City branch, there was a complaint regarding employee performance which was slow and considered not good. The customer said that Bank Jatim often experienced long service queues while all tellers were available for service. This made the researchers finally carry out interviews with the head of the personnel department at Bank Jatim, Trenggalek City branch to obtain other information about the causes of the problems that occurred and the answer was that most customers carried out many transactions during each visit so that teller service was hampered.

LITERATURE REVIEW

Performance is the result or resultant of the work of an individual employee in a certain period or time compared with various probabilities such as goals or targets, criteria that have been previously determined or certain standards. Performance is the result or resultant of work that can be achieved by a group or individual in an organization, in line with the responsibilities and rights of each, in the context of efforts to realize the goals of the organization in a legal manner, without violating the law and in line with with existing ethics and norms. Sunyoto (2011) is of the view that performance is the resultant or result of work in terms of quantity and quality achieved by individual employees in implementing their responsibilities in line with what has been assigned to them.

Griffin (2008) is of the view that organizational commitment is a characteristic that reflects the extent to which individual employees are attached to and familiar with the organization they are involved in. Employees who feel more committed to the organization have habits or routines that can be relied upon, have plans to stay in the organization for a long time, and invest more in their efforts while working.

Job crafting is a bottom-up job redesign stage in which proactively making adjustments to job demands and resources in order to restore harmony between the environment and employees Tian et al., (2021). Wrzesniewski & Dutton (2001) provide visualization and translation of job crafting as three behaviors that are thought to help simplify and improve employee performance, namely Cognitive Crafting (changing perceptions), Task Crafting (changing tasks) and also Relational Crafting (changing relationships). The framework of this research can be described as follows :

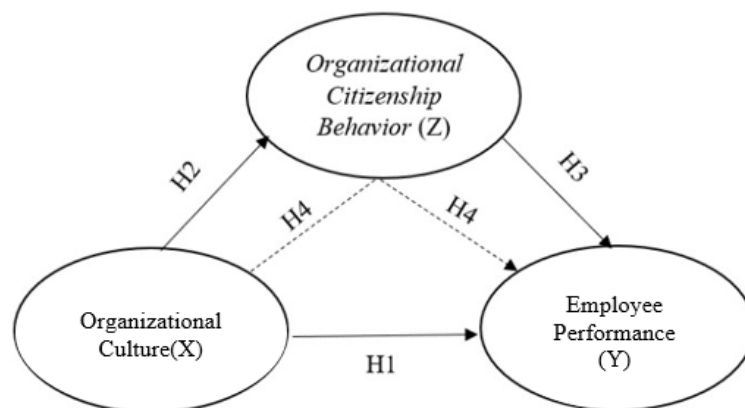


Figure 1. Framework of Research

Nadapdap research results (2017); Akbar et al., (2017) stated that commitment has a significant influence on employee performance. From the research results of Rahmawati et al., (2019); Dr Siddiq et al., (2022) stated that job crafting has positive implications for organizational commitment. According to research by Yulivianto (2019); Maulana (2022) stated that job crafting has a positive and significant effect on employee performance. Research results from Nadapdap (2017); Afifah (2020); Saryono et al., (2022) show that organizational commitment has good and significant implications for employee performance which is mediated by job crafting. Based on this discussion, conclusions can be drawn and the hypotheses formulated are:

H1: organizational commitment has a significant effect on employee performance.

H2: job crafting has a positive effect on organizational commitment

H3: job crafting has a positive effect on employee performance

H4: organizational commitment has a significant positive effect on employee performance through job crafting

RESEARCH METHODS

This research was conducted at the Bank Jatim Trenggalek City Branch Office. Bank Jatim itself was formed with the aim of carrying out business activities in the banking sector, including banking based on sharia principles as well as other banking activities. Apart from that, Bank Jatim was formed to help provide encouragement for the growth of economic potential in the region through its contribution to the development aspects of existing sectors. Bank Jatim has many branch offices, one of which is the Bank Jatim Trenggalek City Branch which has exactly the same important role in helping the surrounding community. The population used in this research was all worker employees at Bank Jatim, totaling 113 employees. Sampling in this study used a non-probability technique, namely total sampling, where sample determination was based on all members of the population. The sample used in this research are workers or employees of the Bank Jatim Trenggalek City Branch, a total of 113 people. The type of research used is "explanatory research" with quantitative methods. The type of data used is quantitative data where the data is obtained from the results of questionnaires distributed by employees of the Bank Jatim Trenggalek City Branch. The data source in this research uses primary data, where the data itself is obtained through distributing questionnaires to respondents via Google Form and secondary data is obtained intermediary through information from the office in the form of employee performance data, customer complaint data and agency profiles. The data collection technique in this research used observation and also questionnaires regarding the performance of employees at the Bank Jatim Trenggalek City Branch. The scale of measurement used is the Likert scale. The technique for analyzing the data used has several stages, namely scale range, t-statistic test, and Sobel test which is processed using IBM SPSS 22 Statistics software.

RESULTS AND DISCUSSION

Respondent characteristics describe all data obtained from the respondents' answers which then became the research sample of 113 PT employees. BPD East Java (Bank Jatim) Trenggalek City Branch. The characteristics of respondents in this study include length of service, highest level of education, age and gender. The following is an explanation regarding the characteristics of respondents which will be presented in table 1.

Table 1. Characteristics of Respondents

Criteria	Number of employees	Percentage
Gender		
Male	54 person	47,8%
Female	59 person	52,2%
Age		
25-35 year old	83 person	73,5%
36-45 year old	5 person	4,4%
46-55 year old	0	-
≥55 year old	0	-
Etc:	25 person	22,1%
20-24 year old		
Education		
SMA/SLTA/SMK/Equivalent	33 person	29,2%
Diploma (D3)	15 person	13,3%
Strata 1 (Sarjana)	63 person	55,8%
Strata 2 (Master)	2 person	1,8%
Etc:	-	-
Years of service		
1-3 year	79 person	69,9%
4-6 year	26 person	23%
7-10 year	4 person	3,5%
≥10 year	4 person	3,5%

Source: Data Processed, 2023

Based on table 1, it shows that the Bank Jatim Trenggalek City Branch Office has a higher number of female respondents when compared with male employees. And the most respondents were employees with an age range of 25-35 years, namely 73.5%. Where, the Bank Jatim Trenggalek City Branch Office has the highest number of Strata 1 (Bachelor's) graduates and employees whose average work is relatively new (1-3 years) is 79 or 69.9%. The results of validity testing using SPSS will be presented in table 2, using a significance level of 0.05 (5%).

Table 2. Validity test

Variable	Item	r count	r table	Information
Organizational Commitment (X)	X1	0.805	0.1848	Valid
	X2	0.828	0.1848	Valid
	X3	0.848	0.1848	Valid
	X4	0.762	0.1848	Valid
	X5	0.806	0.1848	Valid

Employee performance (Y)	Y1	0.704	0.184 8	Valid
	Y2	0.678	0.184 8	Valid
	Y3	0.752	0.184 8	Valid
	Y4	0.7	0.184 8	Valid
	Y5	0.71	0.184 8	Valid
	Y6	0.834	0.184 8	Valid
Job Crafting (Z)	Y7	0.778	0.184 8	Valid
	Z1	0.729	0.184 8	Valid
	Z2	0.783	0.184 8	Valid
	Z3	0.828	0.184 8	Valid
	Z4	0.79	0.184 8	Valid
	Z5	0.796	0.184 8	Valid

Source: Data Processed, 2023

Based on table 2, it shows that the calculated r value is or the number is greater when compared with the table r value (0.05,113), which is 0.1848, reinforced by the significance value of all items being less than α (0.05), meaning that the question instruments for each variable are good at Organizational commitment, employee performance or job crafting are valid.

Reliability Test is used to find out how consistent the questions asked to respondents are if done repeatedly. A variable is classified as reliable if the Cronbach's alpha value is >0.6 .

Table 3. Reliability test

Variable	Cronbach's Alpha	Information
Organizational Commitment	0.867	Reliable
Employee performance	0.856	Reliable
Job Crafting	0.843	Reliable

Source: Data Processed, 2023

Based on table 3, it shows that the Cronbach's alpha value for each variable has a value greater than 0.6, which means that the question instruments for each variable if carried out repeatedly with respondents are reliable or consistent.

The range of scales is implemented in order to have knowledge of whether the answers given by respondents are related to the conditions experienced. The results of the scale range show that employee performance is in the high category, which means that employees of the Bank Jatim Trenggalek City Branch are able to complete work and serve customers well. And the average score for the Organizational Commitment category is in the high category, meaning that employees who

work at the Bank Jatim Trenggalek City Branch are considered to have a high level of Organizational Commitment. Apart from that, the average overall score of respondents' items was 458.8, which is considered high. So it can be concluded that the employees of the Bank Jatim Trenggalek City Branch were helped in their work after implementing job crafting.

Tabel 4. T Test Conclusion Results

Variable	B	SE	T _{test}	P Value	Information
Organizational Commitment → Employee Performance	0.667	0.046	15.594	0	Sig.
Organizational Commitment → Job Crafting	0.785	0.056	13.942	0	Sig.
Job Crafting → Employee Performance	0.656	0.046	14.123	0	Sig.

Source: Data Processed, 2023

Hypothesis testing uses the T test with the aim of finding out whether organizational commitment and job crafting have implications for employee performance. The results of the T test on organizational commitment and job crafting are more than the T table, namely 15,594 and 14,123, more than 1.98, strengthened by a significance coefficient of 0 less than 0.05, which means that an organization's commitment has implications for employee performance as well as the job crafting variable as well. has implications for employee performance. Not only that, a Sobel test is carried out to find out whether a relationship that passes through a mediating variable with a significant context can become a mediator in that relationship.

The results of testing hypothesis I show that the calculated T coefficient is at 15,594 more than the T table which is at 1.98, reinforced by a significance coefficient of 0 less than α (0.05), meaning that a conclusion can be drawn that commitment from the organization has significant implications for employee performance. Based on the results of this study, it shows that there is a significant influence between organizational commitment and employee performance. This means that the higher the level of organizational commitment of employees of Bank Jatim Trenggalek branch, the higher the employee performance results. While in the variable coefficient, organizational commitment significantly affects the employee performance variable. This means that the higher the organizational commitment carried out by employees according to work standards, the employee performance will also increase. This study is strengthened by the research of Nadapdap (2017) and Akbar et al., (2017) which previously stated that there is a significant relationship between organizational commitment and employee performance and the desired results increase.

Hypothesis 2 shows the T test value between the variable commitment to the organization (X) and the variable Job Crafting (Z), where it is known that the calculated T coefficient is at 13,942 more than the T table with a magnitude of 1.98, reinforced by a significance coefficient of 0 less than α (0.05) means that a conclusion can be drawn that organizational commitment has significant implications for Job Crafting. Based on the results of the hypothesis testing, it is shown that there is a positive and significant influence on organizational commitment. Job crafting that is implemented and created properly and correctly can create better organizational commitment at the Bank Jatim Office, Trenggalek City Branch. Job crafting can have an influence on organizational commitment because by changing the characteristics of the job, employees feel better in their jobs and are expected to be more focused in terms of completing all the work or scope they are facing. These results are also reinforced

by research by Rahmawati et al., (2019) and Siddiq et al., (2022) which states that the higher the involvement of employees in their work, the more it will encourage employees to make better contributions. In addition, it is also stated that job crafting shows a positive relationship with organizational commitment so that in terms of carrying out their duties, employees can do it more easily and get maximum results.

Hypothesis 3 shows the T test value between the Job crafting variable (Z) and the Employee Performance variable (Y), where it is known that the calculated T coefficient is at 14,123 more than the T table with a magnitude of 1.98, reinforced by a significance coefficient of 0 less than α (0.05) means that it can be concluded that Job Crafting has significant implications for employee performance. Based on the results of this study, it is shown that there is a positive and significant influence between job crafting and employee performance. This means that job crafting can improve employee performance. This study is reinforced by Yulivianto (2019) and Maulana (2022) who stated that job crafting has a significant positive effect on employee performance and job crafting can make employees change their way of working to be better in order to achieve the expected targets.

Hypothesis 4 shows that the commitment variable from the organization has an influence on employee performance through Job Crafting which is an intervening variable. Sobel test value through manual calculations with Excel (attached as an attachment), where it is known that the calculated T coefficient on commitment from the organization regarding employee performance through job crafting is at 9,646 more than the T table which is 1.98, meaning that commitment from the organization influences employee performance through Job crafting is significant and also positive. According to the test results in this study, it shows that through the Sobel test, job crafting is stated to be able to mediate or be an intermediary between the influence of organizational commitment on employee performance. The existence of Job crafting can help employees to do their jobs more easily and also help employees to be able to select which jobs can interfere both physically and psychologically that may arise while working. This study is supported by Nadapdap (2017), Afifah (2020) and Saryono et al., (2022) who state that job crafting has a direct and significant effect on employee performance which has helped employees in the process of adjusting to their work. The higher the level of application of employee job crafting, the better the performance results are, with the note that employees must still be able to measure their own abilities so that job crafting can be effective with maximum results.

CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that the organizational commitment variable at Bank Jatim Trenggalek Branch significantly influences employee performance, which means that higher organizational commitment leads to higher employee performance. The job crafting variable at Bank Jatim Trenggalek Branch has positive and significant implications for the organizational commitment of employees, where easier job characteristics enhance the level of organizational commitment. Additionally, the job crafting variable has a significant positive impact on employee performance, indicating that the implementation of good and appropriate job crafting can improve employee performance. Job crafting also mediates the relationship between organizational commitment and employee performance at the Bank Jatim Trenggalek City Branch Office, suggesting that better implementation of job crafting leads to better organizational commitment, which in turn results in higher employee performance.

REFERENCES

- Afifah, F. F. (2020). *Pengaruh Job Crafting Terhadap Kinerja Karyawan Dimediasi Work Engagement Pada Mitra Produksi Sigaret (MPS) Sukorejo Pasuruan*. 1–158.
- Akbar, A., Al, M., Mochammad, M., & Mukzam, D. (2017). *Pengaruh Komitmen Organisasional Terhadap Kinerja (Studi pada Karyawan PT PELINDO Surabaya)*. In *Jurnal Administrasi Bisnis (JAB)|Vol* (Vol. 47, Issue 2).
- Allen, N. J., & J. P. Meyer. (1997). *Commitment in The Workplace Theory Research And Application*. Sage Publications.
- Arikunto, S. (2010). *Pendekatan Penelitian Suatu Pendekatan Praktik*. PT Rineka Cipta.
- Bakker, A. B., Tims, M., & Derks, D. (2012). *Proactive Personality and Job Performance: The Role of Job Crafting and Work Engagement*. *Human Reations*, 65(10), 1359–1378.
- Bakker, A., Demerouti, E., & Heuvel, M. (2015). *Leader-member exchange, work engagement, and job performance*. *Journal of Managerial Psychology*, Vol 30(7), 754–770.
- Berg, J. M., Wrzesniewski, A. M. Y., & Dutton, J. E. (2010). *Perceiving and Responding to Challenges in Job Crafting at Different Ranks : When Proactivity Requires Adaptivity*. *Journal of Organizational Behavior*, 31(2–3), 158–186.
- Damayanti, R. C. (2018). *Hubungan Antara Adversity Quotient Dengan Job Crafting Pada Karyawan [Skripsi]*. Universitas Muhammadiyah Malang.
- Demerouti, E., Bakker, A. B., & Halbesleben, J. R. B. (2015). *Productive and Counterproductive Job Crafting: A Daily Diary Study*. *Journal of Occupational Health Psychology*, 20(4), 457–469.
- Dr. Siddiq, A., Dr. Ullah, M., Ali, A., Fazal, M., Ihsan, A., & Dr. Ali, N. (2022). *Impact Of Job Crafting On Performance In Teachers Of Private Sector Universities, Pakistan: Mediating Role Of Organizational Commitment*.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate SPSS 25 (9th ed.)*. Universitas Diponegoro.
- Griffin, R. (2008). *Management*. McGraw Hill Irwin.
- Hasibuan, M. S. P. (2011). *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara.
- Hulshof, I. L., Demerouti, E., & Blanc, P. M. le. (2019). *Day-Level Job Crafting Andservice-Oriented Task Performance The Mediating Role Of Meaningful Workand Work Engagement*. Human Performance Management Group, Eindhoven University of Technology.
- Luthans, F. (2006). *Perilaku Organisasi (Edisi Sepuluh)*. Andi.
- Mangkunegara, A. P. (2006). *Evaluasi Kinerja Sumber Daya Manusia*. Refika Aditama.
- Mangkunegara, A. P. (2010). *Manajemen Sumber Daya Manusia Perusahaan*. Penerbit Rosda.
- Maulana, M. (2022). *Pengaruh Job Crafting, Communication Skills Dan Work Environment Terhadap Job Performance Dengan Hubungan Kerja Sebagai Variabel Intervening Pada Pekerja Mikro BRI Kanca Demak*. 1(3). <http://jurnal.jomparnd.com/index.php/jk>
- Nadapdap, K. (2017). *Pengaruh Komitmen Organisasi Terhadap Kinerja Karyawan Pada PT. Mitra Permata Sari*. In *Jurnal Ilmiah Methonomi* (Vol. 3, Issue 1).
- Rahmawati, M., Juwita, K., Pgri, S., & Jombang, D. (2019). *Pengaruh Komitmen Organisasi Dan Implementasi Budaya Organisasi Terhadap Kinerja Karyawan Bank Syariah Lantabur* (Vol. 2, Issue 2).
- Saryono, S., Amin, S., & Yacob, S. (2022). *Job Crafting Sebagai Fakor Mediasi Pada Kepribadian The Big Five Model Terhadap Kinerja Pegawai Polres Batanghari*. 4(1). <https://doi.org/10.31933/jimt.v4i1>
- Sopiah. (2008). *Perilaku Organisasional (Edisi I)*. Andi Offset.
- Stephani, D., & Jimmy, E. K. (2018). *Hubungan antara Job Crafting dan Work Engagement pada Karyawan*. *Psychopreneur Journal*, Vol. 2(No. 1).
- Sugiono. (2008). *Metode Penelitian Bisnis*. CV Alfabeta.
- Sugiyono. (2014). *Statistika untuk penelitian*. Alfabeta.
- Sugiyono. (2017). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta, CV.

-
- Sunyoto, D. (2011). *Dasar-dasar Manajemen Sumber Daya Manusia*. Caps Publishing.
- Supriyanto, A. S., & Maharani, V. (2013). *Metodeologi Penelitian Manajemen Sumber Daya Manusia*. UIN-Maliki Press.
- Tian, W., Wang, H., & Rispens, S. (2021). *How and When Job Crafting relates to Employee Creativity: The Important Roles of Work engagement and Perceived Work Group Status Diversity*. *International Journal of Environmental Research and Public Health*, 18(1), 1–17.
- Wingerden, J., Arnold, B., Bakker, & Daantje, D. (2017). *The Longitude Crafting Intervantion*. *Journal of Work and Organizational Psychology*, 26(1).
- Wrzesniewski, A., & Dutton, J. (2001). *Carfting a Job: Revisioning Employees as Active Crafters of Their Work*. *Journal Academy of Management Behavior*, Vo. 26(2), 179–201.
- Yulivianto, T. S. (2019). *Job Crafting Dan Persepsi Dukungan Organisasi Terhadap Kinerja Karyawan Melalui Keterikatan Kerja*. *Jurnal Ilmu Manajemen Volume 7 Nomor 4 – Jurusan Manajemen Fakultas Ekonomi Universitas Negeri Surabaya*, 1–12.