

# Analysis of the Three-Dimensional Effect of Goal Orientation on Job Crafting

*by Ratno Purnomo*

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## Analysis of the Three-Dimensional Effect of Goal Orientation on Job Crafting

Yoshi Futaki<sup>1</sup>, Ratno Purnomo<sup>2</sup>, Rio Dhani Laksana<sup>3</sup>

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1 Faculty of Economics and Business, Jenderal Soedirman University  
2 Faculty of Economics and Business, Jenderal Soedirman University  
3 Faculty of Economics and Business, Jenderal Soedirman University

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**Abstract.** The purpose of this paper is to examine the direct effect of three dimension of goal orientation (Learning Goal Orientation/ LGO, Prove Performance Goal Orientation/ PPGO and Avoiding Performance Goal Orientation/ APGO) become factors which can affect job crafting (seeking resources, seeking challenges and reducing demands). This model was tested using survey data from 192 plant protection officer in West Java Province, Indonesia. Although common method bias and validity of measurement were evaluated in this paper, the survey data were cross-sectional. Despite the relationship between goal orientation and job crafting has been supported, a little is known about mechanisms the direct effect of goal orientation on job crafting from the three goal orientation dimension. The research findings indicated that individuals were affected by intrinsic motivation factors in selecting their objectives in redesigning the job, possessing a connection with a partner. Employees with elevated LGO, PPGO and poor APGO can boost job crafting on the workplace. The results suggest that individual with a strong goal orientation may be a useful strategy in increasing personal initiative to make changes in their physical and cognitive work involving tasks, relationships at work, and ways of thinking about work to make it more meaningful.

Keywords: Goal Orientation, LGO, PPGO, APGO, Job Crafting.

### 1. INTRODUCTION

Protection of food crops has a very important and inseparable role from efforts to increase food crop production. The spearhead of the success of protecting food crops is determined by the performance of POPT (Plant Protection Officer) who are given full duties, responsibilities and rights by the authorized officials in the unit of agricultural scope (Permentan No. 46 of 2009). POPT Officer Performance is the achievement of a POPT officer in carrying out the task of protecting food crops that are completed within a certain time. POPT officer performance will be in the spotlight when the number of puso (crop failure) caused by plant pest organisms (OPT). In carrying out this increasingly difficult task, requires officers to adjust their behavior to the latest information and situations.

The decisions are taken to accomplish the objectives and actions selected to accomplish them perform a significant part in employee success where there are two primary elements in attaining objectives: goal choice and goal striving (Kanfer, 1990; Mitchell & Daniels, 2003). Goal choice is the process of determining where and how to allocate efforts to achieve goals, while goal striving is the persistence of effort in achieving the chosen goals.

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Embodiment rather than goal choice is the goal orientation, explaining how people understand and respond to goal attainment (Dweck & Leggett, 1988). Proximal variables of the process of goal striving on performance that have been identified include: state anxiety (Spielberger & Vagg, 1995), information processing (Ford, Smith, Weissbein, Gully, & Salas, 1998), learning strategies (Pintrich & de Groot, 1990; Ford et al., 1998), feedback-seeking (VandeWalle & Cummings, 1997), regulatory focus (Wallace & Chen, 2006) and proactive behavior, emotional control, and social competence (Porath & Bateman, 2006). The one form of proactive behavior is job crafting (Tims, Bakker, and Derks, 2012).

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\* Email Address: rtpbbpopt@gmail.com

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Petrou et al. (2012) conceptualize job crafting as "seeking resources", "seeking challenges" and "reducing demand" and find that seeking challenges is positively related to work while reducing demands is negatively related to work.

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Previous research stated that goal orientation (learning goal orientation) partially influences work engagement through mediating seeking challenges (Matsuo 2018). Motivational and behavioral factors have a relationship with the goal orientation (depending on individual perceptions) where they show increased effort to achieve performance (Harackiewicz et al., 2002; Richardson et al., 2012), which allows several other types of goal orientations to affect job crafting.

Following the suggest of Matsuo (2018), this study wants to investigate the role of the dimensions of goals orientation (LGO, PPGO and APGO) can affect positively and negatively on job crafting (seeking resources, seeking challenges and reducing demand). Based on the self determination theory, regulation of behavior and the factors that influence regulation 3 based on human motivation, development and well-being in a social context that distinguishes between autonomous and controlled motivation (Deci and Ryan, 2011).

This study intends to describe the three-dimensional goal orientation (LGO, PPGO and APGO) to be a factor that can affect job crafting (seeking resources, seeking challenges and reducing demands).

## 2. LITERATURE REVIEW

### 15 2.1 Goal Orientation

Goal orientation is the disposition of individuals to pursue learning or performance in situations of achievement (Dweck, 1999). Learning goals are associated with the belief that abilities can be developed. Whereas, performance goals are associated with the belief that abilities are static and difficult to develop. Learning goals motivate individuals to improve their competencies and to master challenging situations. On the other hand, performance goals motivate individuals to determine the adequacy of their abilities for others and to avoid situations where they might appear incompetence. Furthermore, Vandewalle (1997) constructs the goal orientation performance into two: prove and avoid. Performance proves goal orientation (PPGO) focuses on individuals in showing their competence and getting good ratings from others. Avoiding performance goal orientation (APGO) focuses on how to avoid individual incompetence situations and unfavourable judgments from others.

### 2.2 Job Crafting

Tims, Bakker, and Derks (2012) state that job crafting is one form of proactive behavior that initiates personal to make changes in physical and cognitive work involving tasks, relationships at work, and the way individuals think about their work to be more meaningful. Job crafting is informal in that it focuses on the change in a positive direction. Employees make initiatives based on interests, values, and achieve job satisfaction. Job crafting is also a form of individual wisdom from work experience to meet needs and desires. This is almost the same as that presented by Grant and Ashford (Slemp and Bodrick, 2014), which is a form of proactive behavior that encourages employees to do better things. Furthermore, Wrzesniewski and Dutton (2001) job crafting is a form of change by employees both physically and cognitively that proactively shapes work experience and is not passive in responding to the work environment.

The concept of job crafting in the theoretical framework of the relationship of job demands-job resources (JD-R) is categorized in four dimensions; a) Increasing structural job resources, is the optimization of resources from work, by emphasizing things or attributes that are considered to be the core character of a job, for example, technical capacity, professionalism, willingness to learn or

ability to make decisions; b) Increasing social job resources, is optimization of social resources, or relations that are built within the scope of work. The existence of relationships and networks provides a level of support to employees, both in getting new information or in evaluating personal achievements; c) Challenging job demands, is the existence of challenges will present special efforts from employees to solve them. Challenging work will stimulate employees to develop their knowledge and skills to solve it while offering experience in controlling the situation; d) Decreasing hindering job demands, this dimension leads to employee behavior to avoid difficult decision-making processes, reduce the potential for excessive workload, or minimize contacts or relationships with problematic individuals.

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In line with Tim et al (2012) Petrou conceptualizes job crafting as "seeking resources", "seeking challenges" and "reducing demand". Seeking resources are behaviors seeking help in the workplace, such as feedback or information seeking, can be proactive behaviors that are applied to obtain certain resources (Lee, 1997). In addition to making one's work more motivating, finding resources can be a way to mobilize more work resources so that they can overcome the demands of work (Tims & Bakker, 2010). Finding resources can include behaviors such as asking for advice from colleagues or supervisors, asking for feedback about one's work performance, or seeking learning opportunities.

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Seeking challenges describe Workers in active work (characterized by high job demands and high control) looking for challenging situations that promote mastery (Karasek & Theorell, 1990), expressing a role that primarily motivates the challenge of seeking behavior. Such behavior can include finding a new assignment at work once someone completes their work or takes more responsibility.

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Reducing demands is a dimension to express the dysfunctional side of job crafting. Slow or careless work and poor attendance are described as counterproductive (Gruys, 1999). However, Chu and Choi (2005) propose that delay can be an active behavior with positive results. Reducing demands can include target behavior to minimize aspects of work that require emotional, mental, or physical or reduce one's workload and time pressure.

### 2.3 Learning Goal Orientation (LGO) on Job Crafting

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Individuals with learning-oriented are intrinsically motivated to engage in very challenging tasks from which they can learn and become more knowledgeable (Gerhardt & Luzadis, 2009; LePine, 2005). Individuals with learning-oriented are usually more likely to find and invest more resources on tasks and problem solving, and that they also develop more positive attitudes toward new changes and situations. According to Griffin et al. (2007) and Griffin et al. (2010), proactive and adaptive acts are those whose mindsets are very oriented to doing things in situations of uncertainty (Kozlowski et al., 2001; Porath & Bateman, 2006). Furthermore, it is associated with avoiding job demands which are described as counterproductive behavior (Gruys, 1999). The author continues to propose that the relationship between LGO and reducing demands can be seen as low motivation. Based on these descriptions the hypothesis proposed is as follows:

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H1a: Learning Goal Orientation has a positive effect on Seeking Resources.

H1b: Learning Goal Orientation has a positive effect on Seeking Challenges.

H1c: Learning Goal Orientation has a negative effect on reducing demand.

#### 2.4 Performance Prove Goal Orientation (PPGO) on Job Crafting

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Performance-oriented individuals, in contrast to those who are learning-oriented, often engage in low-risk situations where the probability of failure is minimal or even absent (Chen & Mathieu, 2008). Such people usually do not want to do challenging tasks because they believe they are more vulnerable to mistakes and failure. However, when performing tasks that are considered simpler, or where individuals truly believe there is little chance of failure, performance-oriented individuals can achieve the same or higher levels of performance than learning-oriented (Matton et al., 1996; VandeWalle, 2001; Vande Walle et al., 1999; LePine, 2005). PPGO in terms of increasing the level of work resources will lead to valued individual outcomes (eg, job involvement, job satisfaction). Based on the reasons for the motivational effects of work resources, we argue that it makes no sense that employees will try to reduce the level of their work resources.

On the other hand, in relation to the decline in job demands on high demands combined with a low level of work resources can cause negative health consequences such as fatigue (Bakker, Demerouti & Euwema, 2005; Schaufeli, Bakker, & Van Rhenen, 2009) and negative organizational consequences such as personnel change (Kulik et al., 1987). Besides, a meta-analysis by Crawford et al. (2010) show that there is a negative relationship between the demands of obstacles and work involvement. The costs experienced by employees for overcoming obstructing requests may be a motive to proactively reduce them. Based on this description the hypothesis proposed is as follows:

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H2a: Prove Performance Goal Orientation has a positive effect on Seeking Resources

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H2b: Prove Performance Goal Orientation has a positive effect on Seeking Challenges

H2c: Prove Performance Goal Orientation has a negative effect on Reducing Demand.

#### 2.5 Avoiding Performance Goal Orientation

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Someone who has a high APGO tends to avoid the performance of challenging tasks to prevent the appearance of disability when compared to others and avoid involvement in difficult tasks for fear of negative evaluations, preventing the reduction of differences (Elliot & Harackiewicz, 1996) Someone who shows a high avoidance orientation cares more about avoiding unfavorable competency evaluations compared to other units, and individuals consider the unit to be a shift in focus from the task and, conversely, manage impressions by minimizing errors and suppressing made mistakes (Edmondson, 1996; Hofmann & Stetzer, 1998). Based on these descriptions the hypothesis proposed is as follows:

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H3a: Avoiding Performance Goal Orientation has a negative effect on Seeking Resources.

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H3b: Avoiding Performance Goal Orientation has a negative effect on Seeking Challenges.

16  
H3c: Avoiding Performance Goal Orientation has a positive effect on reducing demand.

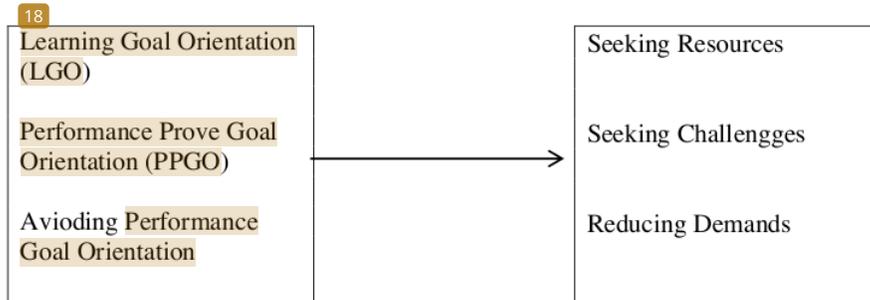


Figure 1 Research Model

### 3. RESEARCH METHOD

This study used a survey method. The sampling method used is saturated sampling where all members of the population are used as samples (Sugiyono, 2018). This study involved POPT officers in provinces of West Java. The variables in the study consisted of three-goal orientation variables as independent variables and three job crafting variables as the dependent variable. The three-goal orientation variables consist of learning goal orientation (LGO), performance prove goal orientation (PPGO) and avoiding goal orientation (APGO). While the three job crafting variables consist of: seeking resources, seeking challenges and reducing demands.

Goal orientation is measured using 16 items with a scale of 5 (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree) developed by VandeWalle (1997) while job crafting use 13 items with a scale 5 (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree) adopted from Tims et. Al (2012).

Data analysis include descriptive statistics, means, standard deviation, correlation, validity test, reliability test and hypothesis testing using linear regression analysis. The use of linear regression analysis tools is based on considerations, the research conducted emphasizes the influence of independent variables on the dependent variable whether positive or negative.

The steps of testing hypotheses using linear regression are as follows: First, testing the first hypothesis (1a, 1b and 1c) is done by entering the goal orientation learning variable as an independent variable on the three job crafting variables as independent variables. Second, testing the two hypotheses (2a, 2b and 2c) done by entering the performance variable proves the goal orientation as the independent variable for the three job crafting variables as the dependent variable. Third, testing the three hypotheses (3a, 3b and 3c) is done by entering the variable avoiding performance to prove the goal orientation as the independent variable on the three job crafting variables as the dependent variable. Support or rejection of each hypothesis was tested using linear regression analysis.

### 4. RESULT AND DISCUSSION

Questionnaires were distributed 280 online to POPT officers in the West Java province. Data collection was conducted a week after the questionnaire was distributed. Questionnaires collected up to the specified time limit of 206 with response rates of 73 percent and 14 questionnaires were declared incomplete, so the number of questionnaires used for processing data was 192 questionnaires.

Based on the survey results POPT officers are dominated by men with contract labor status. One important finding based on the demographic aspects of respondents is that the level of education of POPT officers is average for senior high school graduates and generally is not by their fields. In addition, it was also found that in general the officers were dominated by young people with an average age of 35 percent and a sharp gap between generations. This, of course, can be taken into consideration for policy makers in developing a POPT officer recruitment program in the West Java Province.

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Validity test is done to test the suitability of the research instrument (item question or statement) in the construct to be measured (Sekaran, 2003). Based on statistical results show 6 items learning goal orientation, 5 items prove performance goal orientation, 5 item avoiding performance goal orientation, 6 items seeking resources, 3 items seeking challenges and 4 items reducing demands declared valid and can be used to the next step of the analysis.

All items that have been declared valid at the validity test stage, then tested for reliability using reliability testing. The Cronbach alpha coefficient number above 0.6 indicates that the items in each of these variables are considered reliable or consistent (Nunnally, 1978). However, there is a reduction in the number of items on several variables. Reduction of some of these items is intended to increase the number of Cronbach alpha coefficients to fit acceptable criteria. There are six items to measure LGO (Cronbach  $\alpha$  = 0.685) that are declared valid but there is one item that is considered inconsistent so it is not included in the subsequent data processing. So five items are considered valid and consistent. Other variable variables such as PPGO (Cronbach  $\alpha$  = 0.726), and APGO (Cronbach  $\alpha$  = 0.621) each consist of four valid and consistent items; seeking resources (Cronbach  $\alpha$  = 0.739) consists of five valid and consistent items; seeking challenges (Cronbach  $\alpha$  = 0.827) consists of three valid and consistent items; and reducing demands (Cronbach  $\alpha$  = 0.619) consists of two valid and consistent items.

The results of descriptive statistics show that the six variables (LGO, PPGO, APGO, seeking resources, seeking challenges and reducing demand) have a standard deviation 19 it is not high where it does not exceed the average value (mean 19). The LGO mean value is 19.19 with a standard deviation of 2.349; the average PPGO is 12.91 with a standard deviation of 2.717; the average APGO is 10.89 with a standard deviation of 2.550; the average seeking resources is 21.45 with a standard deviation of 2.030; the average seeking challenge is 8.953 with a standard deviation of 1.917; and the average reducing demands is 5.036 with a standard deviation of 1.452. The higher the standard deviation means the higher the deviation of the data with the average value, on the contrary, the smaller the value of the standard deviation means that the group data is around the average and does not show much variation (Kuncoro, 2000).

The statistical results also show correlations between variables which vary between 0.021 to 0.295. The correlation value shows that all study variables did not experience multicollinearity where the correlation value between variables did not exceed 0.8. Significant and positive correlations occur in LGO variable with seeking resources ( $r = 0.295$ ;  $p < 0.01$ ); LGO correlates significantly and positively with seeking challenges ( $r = 0.242$ ;  $p < 0.01$ ) and LGO correlates not significantly and negatively with reducing demands ( $r = -0.127$ ;  $p > 0.05$ ). The correlation is not significant and negative occurs in the PPGO variable with seeking resources ( $r = -0.21$ ;  $p > 0.05$ ); PPGO has a positive and significant correlation with seeking challenges ( $r = 0.257$ ;  $p < 0.01$ ); and PPGO was positively correlated and not significant ( $r = 0.110$ ;  $p > 0.05$ ). Negative and significant correlation occurred in the APGO variable with seeking resources ( $r = -0.164$ ;  $p < 0.05$ ); APGO correlated positively and insignificantly with seeking challenges ( $r = 0.054$ ;  $p > 0.05$ ); and APGO has a positive and significant correlation with reducing demands ( $r = 0.230$ ;  $p < 0.01$ ).

Table 1 shows the summary results of testing hypotheses using linear regression. The value shown in the table is a regression coefficient ( $\beta$ ) for each relationship between variables.

Table 1. Hypothesis Test

Nama Variabel	Seeking Resources	Variabel Dependen Seeking Challengges	Reducing Demands
Variabel Independen:			
Learning Goal Orientation (LGO)	<b>0,252**</b>	<b>0,196**</b>	-0,078
Performane Prove Goal Orientation (PPGO)	-0,015	<b>0,181**</b>	0,059
Avoiding Goal Performance Goal Orientation (APGO)	-0,131*	0,041	<b>0,131**</b>

\*\*p < 0,01; \*p < 0,05

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 The first hypothesis consists of hypotheses 1a, 1b and 1c which suspect that LGO has a significant effect on seeking resources, seeking challenges and reducing demands. Table 1 shows that LGO only has a significant effect on seeking resources and seeking challenges. This means that hypothesis 1a ( $\beta = 0.252$ ;  $p < 0.01$ ) and 1 b ( $\beta = 0.196$ ;  $p < 0.01$ ) is supported. Whereas hypothesis 1 c is not supported. This shows that someone with a high LGO is intrinsically motivated to engage in challenging tasks where they can learn and become more knowledgeable and make it possible to seek and invest more resources on tasks and problem solving and that they also develop attitudes more positive changes and new situations.

9  
 The second hypothesis consists of 2a, 2b and 2c which suspect that PPGO has a significant effect on seeking resources, seeking challenges and reducing demands. Table 1 shows that PPGO only has a significant effect on seeking challenges. This means that hypothesis 2b is supported ( $\beta = 0.015$ ;  $p < 0.01$ ) while hypotheses 2a and 2c are not supported. This shows that a person with a high PPGO will perform a task that is considered simpler, or where a little chance of failure can reach a high level of performance.

9  
 The third hypothesis consists of 3a, 3b and 3c which suspect that APGO has a significant effect on seeking resources, seeking challenges and reducing demands. Table 1 shows that hypothesis 3a ( $\beta = -0.131$ ;  $p < 0.05$ ) and 3c ( $\beta = 0.131$ ;  $p < 0.01$ ) is supported while hypothesis 3b is not supported. This shows that a person with a high APGO tends to avoid challenging task performance to prevent the appearance of disability when compared to others and avoid involvement in difficult tasks for fear of negative evaluation but it is still possible to find resources on tasks and problem solving.

#### Discussion

The results of hypothesis testing indicate that of the 9 hypotheses proposed in this study five hypotheses are supported (H1a, H1b, H2b, H3a and H3c) while four hypotheses are not supported (H1c, H2a, H2c and H3b). The supported hypothesis shows that someone in redesigning a task, having a relationship with a colleague is influenced by the intrinsic motivation factor in choosing his goal. The results of this study indicate that LGO and PPGO determine a person's efforts in finding resources, seeking challenges and reducing counterproductive behavior. Previous research has found that seeking challenges positively influences work engagement (Petrou et al., 2012). So, in general, the results of this study indicate that an individual when experiencing unbalanced levels of job demands and work resources can overcome these incompatibilities by being motivated to use the appropriate choice of objectives.

On the other hand, the results of this study indicate that an individual with high PPGO has no significant effect on seeking resources and reducing demand. This can happen because individuals in choosing goals are determined by perceptions of the situation that occurred. Individuals usually tend to one or two of the three dimensions of the goal orientation. In this study, POPT officers in the West Java region who were respondents were more likely to have high learning goals in finding challenges and reducing demands at work.

Besides that APGO also does not have a significant influence on seeking challenges. A person with high APGO tends to avoid challenging task performance in preventing the display of disability in front of others and avoiding involvement in difficult tasks because of fears of negative judgment. POPT officers as respondents are more likely to focus on avoiding incompetence situations and unfavorable judgments from coworkers and their leaders rather than choosing to seek challenges.

The practical implications of this study indicate that choosing people with LGO, high PPGO and low APGO can be a strategy to increase job crafting in organizations and can also be used as a scoring system in measuring LGO, PPGO and APGO in recruiting new officers.

#### Conclusion

The main objective of this study is to examine the effect of three dimensions of LGO, PPGO and APGO goal orientation on crafting jobs (seeking resources, seeking challenges, reducing demands). The results of this study indicate that someone in the initiative, redesigning the task, the relationship with the workings is influenced by the choice of goals that match their cognition. The test results using simple regression analysis showed that POPT officers to redesign tasks, relationships with colleagues and create comfortable and meaningful situations in the workplace were more determined by the choice of learning objectives and avoiding unwanted appearances. This shows that POPT officers who can do crafting jobs in the workplace have a high choice of learning objectives. It is only natural that nearly eighty percent of the work of POPT officers is in fields where the complexity of the task and the workplace situation changes.

The limitation in this study is the return of questionnaires is not by the planned and the method used in data analysis is still common which can affect the results of the study. It is suggested that future research can use a longitudinal design. The results of this study are expected to generalize the effect of goal orientation on job crafting through all three dimensions. Future research can also be re-examined using measurements from other crafting jobs. Furthermore, for the sample of this study are POPT officers in the West Java province, because the characteristics of the work can affect the results, the research model must be tested by conducting surveys in various organizations and cultures.

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