

JAME 2020 1

by Ade Irma Anggraeni

Submission date: 25-Dec-2020 10:36AM (UTC+0700)

Submission ID: 1481174701

File name: JAME_NO_23_VOL_2_2020.pdf (336.35K)

Word count: 4886

Character count: 27007

The Phenomenon of Job Crafting in Hospitality Industry

Fiea Nursela Puspongoro¹, Ade Irma Anggraeni², Dwita Darmawati³

^{1,2,3}Faculty of Economics and Business, Jenderal Soedirman University, Purwokerto, Indonesia

Abstract

This study aims to determine the effect of Job Burnout in the relationship between job crafting, perceived organizational support and job performance. This research was conducted by involving 282 Hotel's frontliners in Purwokerto Banyumas. SEM analysis was carried out to test the hypothesis. According to the data accomplished in the research, it was found out that: (1) The Respondents showed that they did Job Crafting during their works and it made the job performance's level increased. The relationship of the Job Crafting and Job performance was positively significant because the value of C.R is greater than the value of the t_{table} , $C.R > t_{table}$ ($2.333 > 1.960$). (2) Meanwhile, the Job Burnout in this study mediates the relationship between POS and job performance. This fact was proven by the value of the t_{value} that was higher than the t_{table} , it was $2.148 > 1.960$ by using $\alpha = 0,05$. After all, it can be summed up that Job Burnout mediates the effect between POS and job performance.

Keywords

Job Crafting, Job Burnout, Perceived Organizational Support, Job Performance

INTRODUCTION

The current economic situation has a characteristic that is high volatility, and causes uncertainty in the situation and strategies for business people due to rapid changes in trends, accelerated technological development, and tight regulation. (Brown, Hattiwanger and Lane, 2006). In the business world, the current situation or phenomenon is known as VUCA. VUCA is an abbreviation of Volatility, Uncertainty, Complexity, Ambiguity. This phenomenon confirms that in this era, uncertainty is a problem that must be faced and handled by implementing certain strategies. Companies begin competing to find the right approach or strategy in accordance with this phenomenon in order to minimize its impact (Santoso, 2018).

Company operations can be affected by this phenomenon, so companies can continue to operate and survive in business competition by determine the right strategy. This step is useful to help companies to be ready to face various situations that will occur. The management can be in the form of implementing strategies in the search for human resources to be employed (Santoso, 2018). The approach that is suitable for facing the era of high volatility is a bottom-up approach. The bottom-up approach makes a proactive employee as key of business

competition. The bottom-up approach takes several forms, one of which is job crafting.

Job Crafting is a mechanism for employees to foster positive thoughts from the meaning and identity of their work. The essence of job crafting is the desire of employees to find and build positive self-identity within the company (Dutton, Roberts & Bednar, 2010). Trims, Bakker and Derks (2012) use the JD-R (Job Demands-Resources) concept to study job crafting. In this concept job crafting is defined as proactive employee efforts to balance job demands and job resources that are tailored to their preferences or abilities and needs of employees. Job crafting is assumed that have a positive relationship with job performance. The allegation arises because employees who make certain changes or make adjustments to aspects of the job with aspects in him will cause employees to be more meaningful to their work. In addition, job crafting by employees will have an impact on reducing job burnout.

In addition, to deal with the VUCA phenomenon, perceived organizational support also plays an important role in creating well-being for their employees. According to Hur, et al (2013) perceived organizational support (POS) plays a contingent role in determining employee attitudes and behavior. When employees understand organizational support, it can strengthen their cognitive and emotional evaluation of their work. Based on

Correspondence to : nurselafiea@gmail.com

Received: June, 12, 2020
Accepted: June, 21, 2020
Published: June, 30, 2020

the principle of reciprocity, employees with POS not only help coworkers, but also increase their own job satisfaction and organizational commitment, while reducing resignations and absenteeism, thus stimulating employee job performance (Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003). According to Riggel, et al(2009), the high perceived organizational support (POS) will negatively affect job burnout.

This study will focus on frontline employees from the hospitality industry. Frontliner is a job category in a company, usually banking and other services. In general, front liners are tasked with serving customers directly. Therefore employees who work in the frontline category have important functions and roles in the operation of a hotel due to the intense interaction that occurs. Difficult work is a problem for employees, but even difficult hotel guests can complicate the work. Frontline positions in hotels can create excessive workloads and cause stress to the work, and then will also result in Job Burnout (Karatepe et al., 2012). Therefore reducing Job Burnout and increasing Job Performance for employees is crucial or important for the hotel industry.

LITERATURE REVIEW AND HYPOTHESES

Job Crafting

Job crafting is a proactive process of employees in an effort to change mental boundaries to define the physical, emotional, cognitive, and relational scope of a job (Wrzesniewski and Dutton, 2001). In line with the research, Tims, et al (2012) and Kantan (2014) see job crafting in the perspective of work behavior that is proactive and emphasizes the efforts of employees in making adjustments to work components in such a way as to be more aligned with their needs, skills and their preferences. This proactive work behavior can be seen from the existence of employee initiatives in the form of activeness and independence in the management of work even to the extent that it actually exceeds what is needed (Frese, et al, 1996).

Perceived Organizational Support

Perceived Organizational Support (POS) is the employee's perception of how organizations value their contributions and care about their well-being (Eisenberger: Paille, Bourdeau, & Galois, 2010). Treatment carried out by the organization is made as a stimulus that is captured by employees which is interpreted as a perception of the support of the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986). POS is organizational support that convinces someone that the workplace organization has valued its contribution and cares for its well-being (Rhoades & Eisenberger, 2002). perceived organizational support is an organization's support that is valued globally by employees funding the extent to which the organization values contributions, pays attention to welfare, hears complaints, pays attention to life and considers the objectives to be achieved and can be trusted to treat employees fairly formed based on employee experience of organizational policies and procedures, interactions with organizational agents and assessments of the organization's concern for welfare.

Job Performance

Performance can be interpreted as a person's skill level in carrying out tasks that are part of his work (Byars & Rue, 1985). This shows how far the individual is able to meet the provisions in his work. Performance is defined as behavior or action that is relevant to the goals of the organization to be achieved (McCloy, Campbell & Cudeck in Mukti: 2009). Job performance relates to the act of doing a job. Job performance is a means to reach a goal or set of goals within a job, role, or organization (Campbell, 1990), but not the actual consequences of the acts performed within a job. Campbell (1990) affirms that job performance is not a single action but rather a "complex activity". Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success and productivity. Job performance is defined as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time.

Job Crafting and Job Performance

Job crafting can change the meaning of a job by changing tasks and relationships so that employees can redesign work goals in a broader context (Wrzesniewski and Dutton,

2001). Based on the Job Demands-Resources (JD-R) model, the motivational process explains that job resources have motivational potential. Employees who have work resources will mobilize these resources to get more other resources. One aspect of job crafting that distinguishes construction from being related is the fact that job crafting includes not only the limits of physical tasks and the limits of work, but also the cognitive meaning of the task and work more generally. The job crafting process has deep consequences for individuals. Job crafting changes the meaning of work changing tasks and relationships in the workplace in a way that allows people to reframe their work goals in broader terms (Wrzesniewski & Dutton, 2001).

Tims et al. (2012) found that crafting job resources was positively correlated with peer-rated performance. Job crafting may be positively related to performance, possibly because employees craft their work environment such that it provides them with the resources needed to perform their job tasks. Given that job resources are functional tools with which work goals can be achieved (Demerouti et al., 2001), a positive relationship between resources and performance would be assumed. Thus, the first proposed hypothesis is:

H1. Job Crafting has a positive effect on Job Performance.

POS and Job Performance

Employees with a sense of POS feel that in circumstances where they need work or life support, the organization is willing to lend a helping hand; employees personally feel respected, cared for, and recognized, and in turn display increased cooperation, identification, diligent performance, appreciation, and reciprocity among workers. Based on the principle of reciprocity, employees with POS not only help coworkers, but also increase their own job satisfaction and organizational commitment, while reducing resignations and absenteeism, thus stimulating employee job performance (Rhoades and Eisenberger, 2002; Aselage and Eisenberger, 2003). Lynch et al. (1999) state that job performance and POS have a significant relationship. Thus, the second proposed hypothesis is:

H2. Perceived Organizational Support has a positive effect on Job Performance.

Mediating role Job Burnout

The concept of burnout was first introduced in 1974 by a clinical psychologist named Herbert Freudenberger. The researchers defined burnout as a condition of extreme stress and fatigue experienced by volunteers at the free clinic in New York managed by Herbert (Lailani et al., 2005). Then in 1981, Maslach and Jackson explained the concept of burnout. The definition of job burnout according to them is the negative psychological experience felt by individuals as a result or consequence of prolonged work stress. Leats and Stolar in (Lailani et al., 2005) define burnout as emotional and mental fatigue caused by situations that are full of involvement and stressful demands, which are combined with high expectations for achieving good performance.

Based on the JD-R Model, individuals who increase their work resources will result in more involvement in their work and show lower burnout rates (Bakker and Demerouti, 2016). Tim et al. (2013) found that job crafting can reduce the level of burnout caused by work demands and job resources. Furthermore, when employees increase their work resources, they can provide better performance. Individuals who do job crafting can increase their resources, prevent erosion or the lack of available work resources, which can result in lower levels of fatigue. Based on perspective of COR theory, individuals actively invest in resources for protection against situational demands or negative experiences (Hobfoll, 2002). Hence, the individual resourcefulness of job crafting will decrease burnout through the coping mechanism of balancing job demands and resources. Recent evidences also indicate that job crafting improves task performance through reducing exhaustion of employees (Demerouti et al., 2015; Petrou et al., 2015). Therefore job crafting is negatively related to job burnout. Job crafting will be instrument in improving job performance by proactively coping burnout. Thus, the third and fourth proposed hypothesis are:

H3. Job Crafting has a negative effect on Job Burnout.

H4. Job Burnout will mediate the relationship between Job Crafting and Job Performance.

Work-related burnout and low POS have many of the same behavioural consequences and it is the relationship between these two phenomena that the current research aimed to explore. According to Tabacchi et al. (1990), high levels of POS, mainly the aspects relating to supervisory support, function as a crucial antecedent to the prevention of burnout. For instance, Bakker, Demerouti and Verbeke (2004) found that burnout fully mediates the effects of job resources (or lack of resources) on job performance, and Schaufeli and Bakker (2004) showed that burnout fully mediates the effects of both job demands and job resources on turnover intentions. Thus, the fifth and sixth proposed hypothesis is:

H5. Perceived Organizational Support has a negative effect on Job Burnout.

H6. Job Burnout will mediate the relationship between POS and Job Performance.

RESEARCH METHODS

Sampling

The data was collected from employees at hotel (3 and 4 stars) in Purwokerto, Banyumas. Questionnaire were given frontliner employees in this area include front office, food and beverage (waiter and cashier) and house keeping. Human resource managers returned the completed questionnaires directly to the researcher. Out of 282 distributed questionnaire, 282 usable responses were collected and representing a response rate of 100%.

Measures

Each variable was measured with a previously developed scale. Job crafting was measured using 12 items proposed by Leana et al. (2009) while individual crafting and collaborative crafting were each measured with six items. Individual crafting was measured with item such as, "Introduced new approaches on your own to improve your work". Collaborative crafting was measured with item such as, "work together with your coworkers to introduce new approaches to improve your work".

POS was measured by 5 instruments used by researchers Eisenberger et al., (1997),

including "my organization cares about my opinion" and "my organization takes pride in my accomplishments at work". Job performance in this study was measured by 5 instruments used by researchers Williams and Anderson (1991), including "I adequately complete assigned duties" and "I fail to perform essential duties".

Job Burnout in this study was defined as physical and emotional exhaustion from employees due to prolonged work stress. The measurement of this variable uses MBI (Maslach et al, 1996) consisting of 15 instrument items divided into three dimensions, namely emotional exhaustion with 5 instrument items, depersonalization with 4 instrument items, and reduced personal accomplishment with 6 instrument items. Some items include "I feel emotionally drained from my work" and "I feel exhilarated after working closely with my recipients". The MBI is an indicator commonly used to measure job burnout and has been validated by researchers Prentice et al, (2013).

All constructs were measured using five-point Likert scale ranging from "strongly disagree" to "strongly agree". Questionnaire relating to demographic data such as gender, age, last education, work period and position were also included in the questionnaire.

RESULTS AND DISCUSSION

Sample Characteristics

The valid sample of 282 questionnaires revealed that 49% of the hotel employees were male (n=137) and 51% were female (n=145). Their ages ranged from 19 to 51 years and their work period range from 1-15 years and their last education 37% was graduated from senior high school or vocational (n=102), 27% was D1 (n=77), 31% was D3 (n=88) and 5% was S1 (n=15).

Psychometric properties of the measure

Confirmatory analysis is intended to identify the feasibility of each indicator for Structural Equation Modeling (SEM) analysis. The measurement model for confirmatory factor analysis includes all research indicators. This can be seen from the estimate value for each indicator, if the results are significant ($P < 0.05$), then the indicator can support the factors / variables. The results of

this analysis can be seen in the following Table 1.

Table 1. Regression Weight Confirmatory Analysis

		Estimate	S.E.	C.R.	P
Job_Burnout	← Job_Crafting	-.104	.052	2.008	0.045
Job_Burnout	← POS	-.203	.050	4.068	0.000
Job_Performance	← Job_Burnout	-.245	.094	2.618	0.009
Job_Performance	← Job_Crafting	.181	.078	2.331	0.020
Job_Performance	← POS	.180	.075	2.400	0.016

Validity Test consists of two types, namely convergent validity (is the result of factor loading, composite reliability, AVE) and discriminant validity (is the result of a comparison between the square root values of AVE with correlations between constructs). Based on factor loading value of all indicators, which is owned by each latent variable is very good because it has a factor loading value of ≥ 0.70 . So, all latent variables are considered suitable for use in the model. Furthermore AVE value is used to assess the feasibility of discriminant validity.

Discriminant validity test is used to measure a construct different from other constructs. The way to test it is to compare the square root values of average variance extracted (AVE) with correlations between composites (constructs).

Table 2. Discriminant Validity Test Results.

Based on table 3. it can be concluded that AVE constructs job crafting (0.740), perceived organizational support (0.709), job burnout (0.676), and job performance (0.744). This shows that all AVE values for each variable

	Job Crafting	POS	Job Burnout	Job Performance
Job Crafting	0,740			
POS	0,003	0,709		
Job Burnout	0,018	0,068	0,676	
Job Performance	0,030	0,042	0,051	0,744

are greater than the square correlation between constructs (good convergent validity requirements).

Test Of Hypothesis

To find out the effect of job crafting and perceived organizational support on job burnout, and the effect of job crafting and perceived organizational support on job performance is done using structural equation modeling analysis, the results of structural equation modeling analysis can be seen in the following table:

Table 3. Standardized Regression Weight

			C.R	t _{table}	
Job Performance	<-- -	Job Crafting	2,331	1,960	Positif Signifikan
Job Performance	<-- -	POS	2,400	1,960	Positif Signifikan
Job Burnout	<-- -	Job Crafting	-2,008	1,960	Negatif Signifikan
Job Burnout	<-- -	POS	-4,068	1,960	Negatif Signifikan

From the table 4. Displays result that H1. Job crafting was positively related to job performance with t_{table} , $C.R > t_{table}$ ($2.333 > 1.960$). H2. Pos was positively related to job performance with t_{table} , $C.R > t_{table}$ ($2.400 > 1.960$). H3. Job crafting was negatively related to job burnout with $C.R > t_{table}$ ($-2.008 > -1.960$) and H5. POS was negatively related to job burnout with t_{table} , $C.R > t_{table}$ ($-4.068 > -1.960$). To verify the mediating role of job burnout was carried out using the Sobel test. Sobel test results can be seen in the following table:

Table 4. Mediation Testing Results

Variabel	t _{value}	t _{table}	Description
Job crafting	1,586	1,960	Not Mediate
POS	2,193	1,960	Mediate

From these results it can be seen that the calculated t value $< t_{table}$, it can be concluded that the job burnout variable does not mediate the relationship between job crafting and job performance, so H4 which states that job burnout will mediate the relationship between job crafting and job performance is rejected. job burnout variable mediates the relationship between perceived organizational support and job performance, so H6. which states that job burnout will mediate the relationship between POS and job performance is accepted.

CONCLUSION

This study examined the relationship between job crafting, POS, and job performance in hospitality industry, specially considering mediating role of job burnout. Findings support Job crafting has a significant positive effect on job performance; POS has a significant positive effect on job performance; Job crafting has a significant negative effect on job burnout; POS has a significant negative effect on job burnout; Job burnout does not mediate the relationship between job crafting and job performance; and Job burnout mediates the relationship between POS and Job performance.

There are several theoretical implications in this study. First this study contributed to the development of literature on job crafting by measuring the relationship between job crafting and POS with job performance in the context of the hospitality industry. Second, this study also included the job burnout variable as a mediating relationship. The results of this study can be seen that job burnout is a mediator in the relationship between POS and Job Performance. Based on JD-R theory (Bakker and Demerouti, 2016) and COR theory (Hobfoll, 1989), the results of this study are in line with these two theories. The findings in this study contribute to the development and strengthening of knowledge by revealing the role of job burnout variables in the relationship between job crafting, POS and employee job performance. Thus, this study shows that job burnout is a mediating variable or can be said as a bridge that is quite important and will determine how the influence of POS on job performance.

Result in goodness of fit index in this research determinain has several marginal evaluation model. The result of probability value is 0,000 so the model is marginally. This indicates that there is no significant difference between the data covariance matrix and estimated covariance matrix. The result of GFI and AGFI also show marginally evaluation model because the result is less than ≥ 0.90 . The futher research should be noted about the goodness of fit index and the model tested must have a better suitability. The futher research also can explore more these topics in other parts of industry and can explore such relationship by expanding and considering related variables that may influence outcomes or even be specific to some service sectors.

REFERENCES

- Babakus, Emin., Ugur Yavas., Nicholas J. Ashill. (2009). The Role of Customer Orientation as a Moderator of the Job Demand–Burnout–Performance Relationship: A Surface-Level Trait Perspective. *Journal of Retailing*, Vol 85, p 480–492.
- Bakker, A. B., Costa, P.I., (2014). Chronic Job Burnout and daily functioning: a Theoretical analysis. *Journal of Burnout research*. Vol 1 issue 2, p 112-119.
- Bakker, A.B., Demerouti, E. (2007). The Job Demands-Resources Model: State Of The Art. *Journal Of Managerial Psychologi*, Vol 22 issue 3, p 309-328.
- _____. (2016). Job Demands-Resources Theory: Taking Stock And Looking Forward. *Journal of Occupation Health Psychology*. Vol 22 issue 3, p 273-285.
- Bakker, A B., Demerouti, E., & Wilmar B.(2002). Schaufeli a Validation of the Maslach Burnout Inventory - General Survey: An Internet Study. *Anxiety, Stress, & Coping: An International Journal*, Vol 15 issue 3, p 245-260.
- Bakker, A B., Evangelia Demerouti & Willem Verbeke. (2004). Using the Job Demands-Resources Model to Predict Burnout and Performance. *Human Resource Management*, Vol 43 (1), p 83–104.
- Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2013). Job crafting and meaningful work. dalam B. J. Dik., Z. S. Bryrne., dan M. F. Streger (eds), *Purpose and meaning in the workplace*. Washington, DC: American Psychological Association.
- Chen, C., Yen, C. & Tsai, F.C.(2014). Job Crafting and Job Engagement: The Mediating Role of person-job fit. *International Journal of Hospitality Management*. Vol 37. p 21-28.
- Cheng, J.C., Yen, C.H., Chen, C.Y., Teng, H.Y., (2016). Tour leaders' job crafting and job outcomes: the moderating role of perceived organizational support. *Tourism Management Perspectives*. 20 (5), 19–29.
- Cheng, Juang-Chang, Yi O-Yang. (2018). Hotel employee job crafting, burnout, and satisfaction: The moderating role of perceived organizational support. *International Journal of Hospitality Management*, Vol 72, p 78-85.

- Chiang, Chun-Fang., Tsung-Sheng Hsieh.(2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*.Vol 31.p 180-190.
- Demerouti, E., Bakker, A.B., nachreiner, F., Schaufeli, W.B., (2001). *The Job Demands-resources model of burnout*. Journal Applied Phycology. Vol 86 issue 3,p 21- 28.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(4), 500–507.
- Ferdinand, A. (2005). *Structural Equation Modelling dalam Penelitian Manajemen*. Semarang : BP UNDIP.
- . (2011). *Metode Penelitian Manajemen*. Edisi 3. Semarang : CV. Indoprint.
- Ghitulescu, B.E.(2006). *Shapping task and relationships at work: examining the antecedents and consequences of employee job crafting dissertation*. University of Pittsburgh.
- Ghozali, I. (2006). *Aplikasi Analisis Multivariates dengan Program SPSS*.Semarang. Badan Penerbit Undip.
- Ghozali, I., & Fuad. 2005. *Structural Equation Modeling: Teori, Konsep,dan Aplikasi dengan Program Lisrel 8.54*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Black, W. C., Babin, B. J.(2010). *Multivariate Data Analysis*. Upper Saddle River. New Jersey. Prentice-hall, Inc.
- Hobfoll, S.E., (1989). Conservation of resources: a new attempt at conceptualizing stress. *American Psychologist*.Vol 44 issue 3,p 513–524.
- Kanten, P. (2014). The Antecedents Of Job Crafting: Perceived Organizational Support, Job Characteristics And Self-efficacy. *European Journal of Business and Social Sciences*. Vol. 3, issue 5,p 113-128.
- Karatepe, O.M., Babakus, E., Yavas, U., (2012). Affectivity and organizational politics as antecedents of burnout among frontline hotel employees. *International Journal Hospitality Management*. Vol 31 (1), p 66 –75.
- Lailani, F. Saputro, Edy P. & Nurdiana, F. (2005). Burnout dan Pentingnya Manajemen Beban Kerja. *Benefit*. Vol. 9, issue 1, 86-96.
- Leana, C., Appelbaum,E., Shevchuk, I., (2009). Work process and quality of care in early childhood education: the role of job crafting. *Academy of management Journal* vol 52 issue 6.p 1169-1192.
- Lichtenthaler, Philipp Wolfgang., Andrea Fischbach.(2018). Leadership, job crafting, and employee health and performance. *Leadership & Organization Development Journal*.
- Lu, A.C.C., Gursoy, D., (2016). Impact of job burnout on satisfaction and turnover intention: do generational differences matter? *Journal of Hospitality and Tourism Research*. 40 (2), p 210–235.
- Lynch, P.D., Eisenberger, R., Armeli, S., (1999). Perceived organizational support: inferior versus superior performance by wary employees. *Journal of Applied Psychology*, 84 (4), 467–483.
- Maslach, C., Jackson, S.E., (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*. Vol 2, issue 2,p 99–113.
- Maslach, C., & Later, M. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*. Vol 93.p 498-512.
- Maslach, C., Wilmar B. Schaufeli, Michael P. Leiter.(2001).Job Burnout. *Annual Review Psychology*. Vol 52,p 397-422.
- McCloy, A. R., Campbell, P. J., & Cudeck, R.. (1994). A Confirmatory Test A Model of Performance Determinants. *Journal of Applied Psychology*, Vol.79, No.4, 493-505.
- Nielsen, K., Abildgaard, J.S., (2012). The development and validation of a job crafting measure for use with blue-collar workers. *Work Stress* Vol 26, issue 4, p 365–384.
- Osman, Karatepe Mehmet Aga. (2016). The effects of organization mission fulfillment and perceived organizational support on job performance: the mediating role of work engagement. *International Journal of Bank Marketing*, Vol. 34 Iss 3 pp. -

- Petrou, P., Demerouti, E., Schaufeli, W.B., (2015). Job crafting in changing organizations: antecedents and implications for exhaustion and performance. *Journal of Occupational Health* , Vol. 20, issue 4, p 470 – 480.
- Rhoades, L. E. Insenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology* , Vol. 87, No. 4, 698–714.
- Santoso.(2018). Strategic Solution to VUCA. SWA. <https://swa.co.id/swa/business-update/strategic-solution-vuca.html>. access on 26 September 2019.
- Sekaran, U. (2003). *Research Methodes for Bussiness*. New York: John Wiley & Sons, Inc.
- _____. (2006). *Metode Penelitian untuk Bisnis, Edisi 4*. Jakarta: Salemba Empat.
- Sugiyanto.(2004). *Analisis Statistika Sosial*. Malang. Banyumedia Publishing.
- Sugiyono.(2008).*Metode Penelitian Bisnis*.Bandung, Alfabeta
- _____. (2014). *Metode Penelitian Manajemen*. Bandung, Cetakan ketiga. Bandung. Alfabeta .
- Teng, Hsiu-Yu.(2019). Job crafting and customer service behaviors in the hospitality industry: Mediating effect of job passion. *International Journal of Hospitality Management*, Vol 81, p34-42.
- Tims, M., Bakker, A.B., & Derks, D. (2012). Development and validation of the job crafting scale.*Journal of Vocational Behavior*, Vol 80,p 173-186.
- _____.(2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, Vol 18, issue 2, p 230-240.
- _____. (2013). Job Crafting at the Team and Individual Level: Implications for Work Engagement and Performance. *Group & Organization Management XX(X)*, p 1 –28.
- _____.(2013). Daily job crafting and the self-efficacy – performance relationship. *Journal of Managerial Psychology*. Vol. 29, Iss 5, p 490 – 507.
- _____.(2015). Job Crafting and job Performance: A longitudinal study. *European Journal of Wok and Organizational Psychology*, Vol 24 issue 6,p 914-928.
- _____.(2016). Job crafting and its relationships with person-job fit and meaningfulness: a three-wave study. *Journal of Vocational Behavior*. Vol 92,p 44–53.
- Uppal, Nishant. (2017). Moderation effects of perceived organisational support on curvilinear relationship between neuroticism and job performance. *Personality and Individual Differences*. Vol 105 , p 47 –53.
- Wibowo.(2016). *Manajemen Kinerja*. RajaGraindo Persada, Jakarta
- Wrzesniewski, A., Dutton, J.E.(2001). Crafting a job: revisioning employees as active crafters of their work. *Academy of Management Review*. Vol 26 Issue 2, p 179-201.
- Wrzesniewski, A., LoBuglio, N., Dutton, J. E., & Berg, J. M. (2013). Job crafting and cultivating positive meaning and identity in work. dalam A. B. Bakker (Eds), *Advances in Positive Organizational Psychology* Vol. 1, p. 281-302. London: Emerald.

ORIGINALITY REPORT

21%

SIMILARITY INDEX

14%

INTERNET SOURCES

11%

PUBLICATIONS

9%

STUDENT PAPERS

MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

1%

★ lib.ibs.ac.id

Internet Source

Exclude quotes On

Exclude bibliography On

Exclude matches Off