

Does Job Crafting Mediate Organizational Commitment to Employee Performance at Bank

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Abstract. The goal of this study is to evaluate the relationship between organizational commitment, employee performance, and job crafting, as well as whether job crafting can mitigate the influence of organizational commitment on employee performance. This study was conducted on bank personnel, with 113 respondents. In this investigation, a non-probability sampling technique is used. A questionnaire was used as the data collection method. The statistical t test, Sobel test, and the assistance of the SPSS program are used in the data analysis technique. According to the findings of this study, organizational commitment is strong, staff performance is high, and job crafting is high. There is a considerable relationship between organizational commitment and employee performance, organizational commitment influences job crafting, job crafting influences employee performance, and job crafting mediates organizational commitment on employee performance. The greater the amount of job crafting application, the larger the impact of corporate commitment on employee performance.

Keywords: Organizational Commitment, Employee Performance, Job Crafting

1 Introduction

Human resources are a fundamental aspect of an organization. Any goals or forms in the organization have a correlation with employee contributions because the performance of employees has implications for increasing the performance of the organization and the development of the company itself. Human resources have implications in a large context with regard to the performance of the company. On this basis, in terms of maintaining the quality of the company's performance, the company must be able to form synergies and also good coordination with the employees themselves so that they get a form of work power from employees who are in the good category. It is this work power of employees who fall into the good category that will later lead the company to become a quality company and be able to produce a satisfactory output.

According to [13] employee performance is a result of work achieved by someone in the context of carrying out tasks and obligations where the burden is given to him on the basis of time,

sincerity, experience and skills. The performance of employees can be measured through a combination of three crucial factors, namely the level of motivation of a worker, ability and acceptance of explanations of delegation of roles and tasks as well as interests and capabilities. If the three factors above become higher, then it is in line with the performance of the related employee. In addition to the three factors above which are the benchmarks of individual employee performance, commitment to the organization also has a crucial contribution. This can be explained where employees can achieve a good performance if the company has and implements commitment from the organization because with a commitment to the organization, performance activities can be monitored properly and optimally.

Organizational commitment is a condition in which an employee has alignment with an organization and its goals, and has the intention to maintain its position as a member of the organization. [12] is of the view that organizational commitment is a characteristic that reflects how far an individual is attached and also has a good knowledge of his organization. Employees who have a feeling of being more committed to the organization will have habits that can be categorized as being able to be relied on, have plans to stay in the body of the organization for a long time and make 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 its work where later employees will try to give everything in the context of providing assistance so that the goals or purposes of the organization can be realized. However, the 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 the organization's commitment.

Job crafting is an effort in terms of carrying out an innovation on the job so that it can be considered more effective. According to [7] Job crafting is related to employee methods 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 work locations. The results of the research from the view of [14] show that job crafting and performance have a good relationship, which means that job crafting has a great opportunity to help improve the performance of employees. Not only that, it is also supported by research results from [30] which state the same statement where job crafting has positive implications for work performance at work. For employees who have a high level of job crafting, it will affect job satisfaction, which directly relates to the level of performance of the employee itself because the employee feels a sense of more responsibility which makes him feel a sacrifice from within himself to be able to adapt to changes in the work system.

PT Bank Jatim, one of the many banks in the area that is a partner for regional business actors, one of which is in Trenggalek City in terms of helping develop businesses. The Bank purpose is Provide involvement in growing the economy in East Java, implementing sustainable financial principles and values and accelerating performance as well as transformation in the realm of healthy business leading to digital banks with competitive human resources and high values. are in the high category. Therefore, the performance of Bank Jatim employees are expected to provide satisfaction for customers by continuing to develop a mission and improve the quality of Bank services.

Based on an interview on the pre-study with some of customers of the Bank, that found there was a complaint regarding employee performance which was slow and considered not good. The customer said that at Bank are often experience long service queues, while all tellers are

available for service. This prompted the researcher to finally carry out interviews with the head of the personnel section at the Bank to obtain other information about the causes of the problems that occurred and the answer was because most of the customers made many transactions each time they visited so that teller service was hampered.

2 Literature Review and Hypothesis Development

Performance is the result or resultant work of an individual employee at a certain period or time compared to various probabilities such as goals or targets, previously set criteria or certain standards. Performance is the result or resultant of work that can be achieved by a group or individual in an organization, in accordance with the responsibilities and rights of each, in the context of efforts to realize the goals of the organization in a legal way, not violating the law and in line with with existing ethics and norms. [27] is of the view that performance is the resultant or the result of work that in quantity and quality is achieved by individual employees in implementing their responsibilities in accordance with what has been imposed on them.

[12] argues that organizational commitment is a characteristic that reflects how far an individual employee is attached to and familiar with the organization he is involved in. Employees who have a feeling of being more committed to the organization have habits or routines that can be relied on, have plans to stay for a long time in the body of the organization, and make more outpouring of business when at work.

Job crafting is the stage of redesigning a bottom-up job in which it proactively adjusts work demands and resources in order to restore harmony between the environment and its employees [29]. [31] 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 research framework can be described as follows:

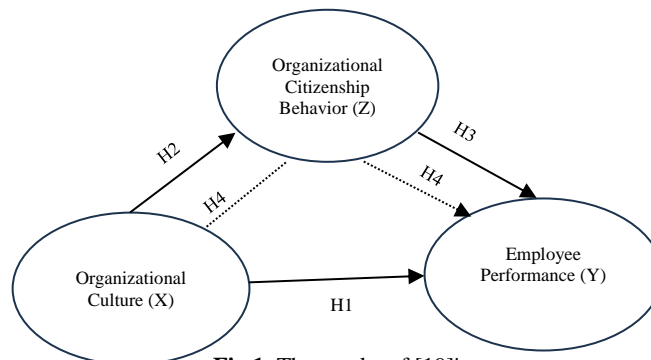


Fig.1. The results of [19]'s

The results of [19]; [2] provide a statement that commitment has a significant influence on the performance of employees. From the research results of [20]; [10] provide a statement that job crafting has positive implications for organizational commitment. According to [32] research (2019); [18] provides a statement that job crafting has a positive and significant effect on the performance of employees. Research results from [19]; [1]; [21] show that organizational commitment has good and significant implications for the performance of employees mediated by job crafting. Based on this discussion can be drawn conclusions and formulated in the hypothesis 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

3 Research Methods

This research was conducted at the Office of Bank Jatim, one of the Bank by supported of Regional Government. The Bank was formed with the aim of carrying out business activities in the banking sector including banking based on sharia principles and other banking activities. In addition, Bank Jatim was formed in order to help boost the growth of economic potential in the region through its contribution to the development aspects of existing sectors. One of Bank Jatim Branchs is the Bank Jatim Branch Office in Trenggalek City, which has an important role in this matter to help the surrounding community. The population of this study were all employees of The Bank, totaling 113 persons. Sampling in this study used a non-probability technique, all of employees are respondents, namely total sampling, in which the determination of the sample was based on all members of the population, they are the Bank Jatim of Trenggalek Branch. The type of research used "explanatory research" with quantitative approach methods. The type of data used is quantitative data, which is obtained by the questionnaire distribution. So, the data source is primary data, its collecting result of questionnaires distribution by Google form. This study is supported by secondary data, its obtained by information of The Person in Charge of The Office, such as employee performance data, customer complaint data and agency profiles. The data are measured by Likert scale, and then we analyzed them. Process of data analyses is path analysis, and they are provided the scale range, t-statistic test, and the Sobel test which is processed using IBM SPSS 22 Statistics software.

4 Results and Discussion

The characteristics of the respondents describe all the data obtained from the results of the respondents' answers of the research sample totaling 113 employees. Description of respondents of this study provided are working period, the last education, age and gender. The following is an explanation regarding the characteristics of the respondents which will be presented in table 4.1:

Table 4.1. Characteristics of Respondents

Criteria	Number of employees	Percentage
Gender		
Male	54 person	47,8%
Female	59 person	52,2%
Age		
25-35 years old	83 person	73,5%
36-45 years old	5 person	4,4%
46-55 years old	0	-
≥55 years old	0	-
Etc:	25 person	22,1%
20-24 years old		

Education		
SMA/SLTA/SMK/ Equal	33 person	29,2%
Diploma (D3)	15 person	13,3%
Strata 1 (Bachelor)	63 person	55,8%
Strata 2 (Master)	2 person	1,8%
Etc:	-	-
Years of service		
1-3 years	79 person	69,9%
4-6 years	26 person	23%
7-10 years	4 person	3,5%
≥10 years	4 person	3,5%

Based on table 4.1, it shows that The Bank has a higher number of female respondents compared to male employees. And the most respondents are employees with an age range of 25-35 years, which is at 73.5%. And also, they have employees with the most number of Strata 1 graduates (Bachelor) with average of work of them are still relatively new (1-3 years) as much as 79 or 69.9%.

Validity test

The results of testing the validity of using SPSS will be presented in table 2, using a significant level with a magnitude of 0.05 (5%).

Tabel 4.2. 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	0.1848	Valid
	Y2	0.678	0.1848	Valid
	Y3	0.752	0.1848	Valid
	Y4	0.7	0.1848	Valid
	Y5	0.71	0.1848	Valid
	Y6	0.834	0.1848	Valid
	Y7	0.778	0.1848	Valid
Job Crafting (Z)	Z1	0.729	0.1848	Valid
	Z2	0.783	0.1848	Valid
	Z3	0.828	0.1848	Valid
	Z4	0.79	0.1848	Valid
	Z5	0.796	0.1848	Valid

Based on table 4.2, it shows that the value of r count is or the number is greater when compared with the value of r table (0.05,113) which is equal to 0.1848 reinforced by the significance value of all items less than α (0.05) meaning that the question instruments on each variable are good at organizational commitment, employee performance or in job crafting is Valid.

Reliability Test

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

Tabel 4.3. Reliability test

Variable	Cronbach's Alpha	Information
Organizational Commitment	0.867	Reliabel
Employee performance	0.856	Reliabel
<i>Job Crafting</i>	0.843	Reliabel

Based on table 4.3, it shows that the Cronbach's alpha value in each variable has a value greater than 0.6 which means that the question instruments for each variable if done repeatedly to respondents are reliable or consistent.

Scale Range

The scale range is carried out in order to have knowledge of whether the answers given from respondents are related to the conditions experienced. The results of the scale range show employee performance in the high category, which means that employees of The Bank are able to complete work and serve customers well. As well as the average value of the Organizational Commitment category in the high category, meaning that employees who work at this Bank are considered to have a high level of Organizational Commitment. In addition, the average score for all respondent items is 458.8 with a relatively high category. And so, it can be concluded that employees of The Bank are assisted in their work after applying job crafting.

Discussion

Test the hypothesis using the T test with the aim of knowing whether organizational commitment, job crafting has implications for the performance of employees. The results of the T test on organizational commitment and job crafting are more than T tables, namely 15,594 and 14,123 more than 1.98 reinforced by a significance coefficient of 0 less than 0.05 which means that an organization's commitment has implications for the performance of employees as well as job crafting variables as well have implications for the performance of employees. Not only that, the Sobel test was carried out in order to find out whether a relation that passes 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 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 organizational commitment has significant implications for employee performance. Hypothesis 2 shows the T test value between the variable commitment to the organization (X) and the Job Crafting variable (Z), where it is known that the calculated T coefficient is at 13,942 more than 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 organizational commitment has significant implications for Job Crafting. Hypothesis 3 shows the T test value between the Job crafting variable (Z) and the Employee Performance variable (Y), which is known that the calculated T coefficient is at 14.123 more than 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 the performance of employees. Hypothesis 4 shows that the organizational commitment variable has an influence on the performance of employees through Job Crafting which is the intervening variable. the Sobel test value through manual calculation with excel (attached in the attachment), where it is known that the calculated T coefficient on the commitment of the organization with regard to employee performance through job crafting is at 9,646 more than the T table, which is 1.98, meaning that the commitment of the organization affects the performance of employees through Job crafting significantly and also positively.

5 Conclusion

Based on the results of the analysis of the data and the discussion of the previous data analysis, the following conclusions can be drawn:

1. Variable Organizational Commitment at The Bank has a significant influence on the performance of employees, which means that the higher the organizational commitment of employees, the higher the performance of employees who have been produced.
2. Job crafting variable at The Bank has positive and significant implications for the organizational commitment of the employees. The easier the job characteristics make the level of organizational commitment to employees higher.
3. Job crafting variable has significant positive implications on employee performance. That is, the application of good and appropriate Job Crafting can affect employee performance higher.
4. The Job Crafting variable is able to mediate organizational commitment to the performance of employees at the Bank. The better the implementation of Job Crafting, the better the organizational commitment formed, which in turn has an impact on higher employee performance.

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