JEME-2-2025-Adinda-Turnitin

Submission date: 27-Jan-2026 06:25AM (UTC-0500)
Submission ID: 2864807288
File name: The_Influence_of_Enjoyment_of_Work_and_Job_Crafting_-Rev_-_Turnitin.docx (111.41K)
Word count: 3271
Character count: 18592

The Influence of Enjoyment of Work and Job Crafting on Employee Performance at a Shoe Factory in Bandung

Abstract

This study aims to determine the effect enjoyment of work and job crafting on employee performance at a shoe factory in Bandung. This research is based on fluctuations in employee performance over the past few years and pre-survey results indicating suboptimal employee performance. The method used was descriptive and verification analysis with 86 respondents from 593 employees. The analysis was conducted using correlation, path analysis, and coefficient of determination. The results of the study indicate that enjoyment of work, job crafting, and employee performance yielded quite good results. There is a positive relationship between enjoyment of work and job crafting with a correlation of 0.887 and a coefficient of determination of 80.1%. The direct effect of enjoyment of work on employee performance is 13.1%, while the direct effect of job crafting is 31.1%. The indirect effect of both enjoyment of work and job crafting is 17.9%. The total effect of enjoyment of work and job crafting is 80.1%, while 19.9% is influenced by other variables not studied. The results emphasize the necessity for managers to adopt output-based management practices rather than rigid time-based systems. This shift can foster a culture of responsibility and autonomy, motivating employees to take ownership of their work and enhancing their commitment to organizational objectives. Overall, the implications of this study can guide organizations in implementing effective strategies to improve employee engagement, satisfaction, and performance.

Keywords: Enjoyment of Work, Job Crafting, Employee Performance

Introduction

Current human resource issues remain a focal point for organizations striving to thrive in an increasingly competitive globalization era. Effective management of human resources can lead to significantly improved employee performance, highlighting the critical importance of focusing on all its necessary aspects. (Foster & Sidharta, 2019; Ludwikowska, 2023; Nyathi & Kekwaletswe, 2023).

According to Aguinis and Burgi-Tian (2023), an individual's work outcomes consist of three main dimensions: work results, work behaviors, and personal attributes. Based on the pre-survey results of employee performance, the work results dimension scored 3.17, categorized as good, while the work behaviors dimension received a score of 3.15, also categorized as good. The personal attributes dimensions scored 3.20, again falling under the good category. The overall average employee performance score from the pre-survey was 3.17, indicating that employee performance is not yet optimal. This situation underscores the need to identify factors influencing employee performance in greater depth.

One factor that is believed to significantly impact employee performance, both theoretically and empirically, is enjoyment of work. Enjoyment of work is a component of intrinsic motivation, reflecting how positively individuals engage with their tasks. This enjoyment is linked to passionate involvement in their work, which can enhance knowledge about the job and mastery in complex work situations, even under heavy workloads. Conversely, a decline in work enthusiasm is associated with reduced initiative and innovation in task execution.

According to Katebi, HajiZadeh, Bordbar, and Salehi (2022) in their Job Satisfaction-Performance Model, enjoyment of work directly contributes to enhanced performance. Employees who take pleasure in their jobs tend to possess high intrinsic motivation, demonstrate strong commitment, and are more proactive in completing tasks. This aligns with the positive psychological approach, which suggests that positive emotions in the workplace can encourage employees to behave in more productive, cooperative, and innovative ways. The model explains that employees with high enjoyment of work engage not merely out of obligation or pressure, but because they feel an emotional connection to the tasks they perform.

Based on the pre-survey results related to enjoyment of work, the skill variety dimension received a score of 3.13, task identity scored 3.33, task significance achieved 3.38, autonomy had a score of 3.15, and feedback also scored 3.15. The overall average score for enjoyment of work was 3.23, placing it in the good category. This indicates that employees are not fully utilizing their skills or comprehensively understanding their tasks. Even though the task significance dimension scored the highest, it still did not reach an optimal level. Additionally, the levels of autonomy and the quality of feedback from supervisors remain relatively low. Overall, these conditions suggest that employee enjoyment of work is still inadequate and requires further attention and improvement.

In addition to enjoyment of work, another factor that influences employee performance is job crafting. Job crafting involves proactive efforts by employees to shape or adjust their roles to better align with their own needs, interests, and abilities. This can include changes in the scope of tasks, work relationships, and how employees perceive their jobs. Essentially, job crafting allows employees to take control in creating a more meaningful and motivating work experience.

According to the Job Demands–Resources Model developed by Bakker and Demerouti (2014), job crafting plays a crucial role in managing job demands and optimizing job resources. This model explains that the balance between job demands—such as high workload, time pressure, or task complexity—and job resources—such as social support, autonomy, or feedback—greatly influences employee motivation and engagement. Job crafting helps employees mitigate exhausting demands while enhancing access to supportive job resources, positively impacting their motivation and performance.

Based on the pre-survey results for job crafting, the task crafting dimension scored 3.28, the relational crafting dimension received 3.20, and the cognitive crafting dimension also scored 3.20. Overall, the average score for job crafting was 3.23, placing it in the good category. However, this indicates that employee initiatives to modify aspects of their work and work

environment are still not optimally aligned with the various tasks they undertake in the factory. Given this background, the purpose of this study is to assess the extent to which enjoyment of work and job crafting influence employee performance at a shoe factory in Bandung.

Methods

This study employs descriptive and verificative methods to identify significant relationships between the investigated variables, allowing for conclusions that clarify the research object. In line with the research objectives, the independent variables focused on will be enjoyment of work (X1) and job crafting (X2). The dependent variable in this study is employee performance (Y). To ensure the quality of data collection, the research will utilize both primary and secondary data. Primary data will be gathered through questionnaires, interviews, and observations, while secondary data will be obtained from literature reviews. The population for this study consists of all employees at a shoe factory in Bandung, totaling 593 individuals. Based on calculations using Slovin's formula, the researcher has determined a sample size of 86 respondents.

Validity testing involves correlating the score of each item with the total scores of all items. If the correlation coefficient is equal to or greater than 0.30, that item is deemed valid. Conversely, if the correlation coefficient falls below 0.30, the item is considered invalid. For reliability testing, the Cronbach's alpha method can be employed, where a research instrument is considered reliable if the Cronbach's alpha is equal to or above 0.70. If it is below 0.70, the instrument is deemed unreliable. Normality testing utilizes the Kolmogorov-Smirnov method to assess the distribution of data within the variables to be used in the study. Data is considered normally distributed if the significance level is equal to or above 5%, while it is considered not normally distributed if the significance level is below 5%.

In this analysis, path analysis is utilized to assist in conceptualizing issues or testing complex hypotheses. This method allows for the direct and indirect effects of independent variables on the dependent variable to be calculated. Within correlation analysis, there is a figure known as the coefficient of determination, often referred to as the coefficient of influence, since it is the square of the correlation coefficient. This coefficient is useful for understanding the extent of the influence that enjoyment of work and job crafting have on employee performance.

Results and Discussion

In the respondent profile, data obtained from the conducted research will be presented. This data collection involved distributing questionnaires to 86 employee respondents at a shoe factory in Bandung. The respondent profile will be categorized based on gender, age, length of employment, and highest level of education.

Table 1. Respondent Characteristics

No.	Characteristics	Freq.	Precent
1.	Gender		
	- Male	56	65.1%
	- Female	30	34.9%
2.	Age		
	- < 25 years	10	11.6%
	- 25 – 35 years	43	50.0%
	- 36 – 45 years	20	23.3%
	- > 46 years	13	15.1%
3.	Employment		
	- Less than 1 year	13	15.1%
	- 1 to 3 years	23	26.7%
	- 4 to 6 years	40	46.5%
	- More than 6 years	10	11.6%
4.	Level of Education		
	- Below High School	25	29.1%
	- High School/Vocational School	31	36.0%
	- Diploma (D1 – D3)	20	23.3%
	- Bachelor's Degree (S1)	10	11.6%

Data analysis based on Table 1 indicates that out of 86 respondents, the majority are male (65.1%) compared to females (34.9%). In terms of age, the group aged 25 to 35 dominates at 50%, followed by those aged 36 to 45 at 23.3%, and over 46 years at 15.1%. Only 11.6% of respondents are younger than 25 years. Regarding length of employment, most have worked for 4 to 6 years (46.5%), followed by those with 1 to 3 years of experience (26.7%) and less than 1 year (15.1%), while only 11.6% have been employed for more than 6 years. As for the highest level of education, many respondents have completed high school or vocational school (36%), followed by those below high school (29.1%), diploma holders (D1 - D3) (23.3%), and bachelor's degree holders (S1) (11.6%). Notably, there are no respondents with a master's (S2) or doctoral (S3) degree. This data illustrates that the respondents are predominantly male employees with moderate experience and education levels, which may influence working patterns and performance within the factory.

Table 2. Validity and Reliability Testing

Item	Enjoyment of Work (X1)	Job Crafting (X2)	Employee Performance (Y)
	Correllation	Correllation	Correllation
1	0,649	0,727	0,526
2	0,706	0,511	0,331

3	0,763	0,454	0,645
4	0,792	0,390	0,696
5	0,806	0,422	0,799
6	0,653	0,800	0,517
7	0,638	0,584	0,800
8	0,731	0,551	0,412
9	0,510	0,592	0,593
10	0,609	0,821	0,630
11	0,543	0,574	0,559
12	0,595	0,787	0,602
13	0,679	0,822	0,792
14	0,665	0,586	0,846
15	0,608	0,437	0,344
Cronbach Alpha			
Variables		**Score**	**Decision**
X1	*Enjoyment of Work*	0.907	Reliabel
X2	*Job Crafting*	0.868	Relliabel
Y	Employee Performance	0.870	Reliabel

Each variable, including enjoyment of work, job crafting, and performance, contains 15 statement items as presented in Table 2. The validity test results indicate that all items achieved scores above 0.300, confirming that statements from item 1 to 15 for each variable are valid and suitable for research data. Consequently, all items meet the required validity standards. Furthermore, according to the reliability test results in Table 2, all variables received scores exceeding 0.700, indicating they are reliable. This suggests that the questionnaire used in this study meets a high level of reliability, ensuring that the collected data is trustworthy and appropriate for further analysis.

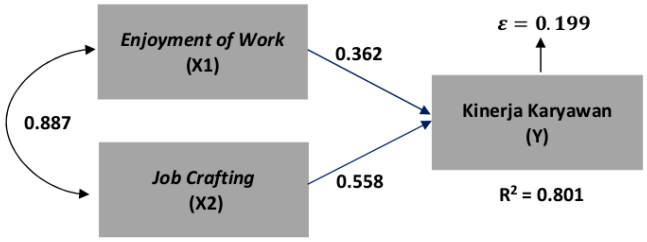

Figure 1. Path Diagram

By examining Figure 1, the path equation is derived as follows:

$$Y = 0.362\,X1 + 0.558\,X2 + 0.199$$

The direct and indirect influences of each independent variable on the dependent variable can be seen in the following table 3.

Table 3. Direct and Indirect Effects of Independent Variables on the Dependent Variable

Variable	Direct	Indirect		Total
		X1	X2	
Enjoyment of Work (X1)	0.131		0.179	0.310
(*Job Crafting* (X2)	0.311	0.179		0.491
total influence X1 dan X2 on Y				**0.801**
Epsilon				**0.199**

Based on Table 3, it is evident that the variable enjoyment of work (X1) has the smallest influence, with a direct effect of 0.131 and an indirect effect of 0.179, resulting in a total influence of 0.310. In contrast, the variable job crafting (X2) demonstrates the largest effect, with a direct influence of 0.311 and an indirect effect of 0.179, bringing its total influence to 0.491. Therefore, it can be concluded that the combined influence of enjoyment of work (X1) and job crafting (X2) on employee performance (Y) amounts to 0.801, while the value of 0.199 represents the impact of unexamined variables.

Based on the calculations of direct and indirect effects regarding the influence of enjoyment of work (X1) on employee performance (Y), it is evident that the direct effect of enjoyment of work (X1) on employee performance (Y) is valued at 0.131, or 13.1%. The indirect effect of enjoyment of work (X1) through job crafting (X2) on employee performance (Y) is valued at 0.179, or 17.9%. The total influence of enjoyment of work (X1) on employee performance (Y) amounts to 0.310, or 31.0%. This indicates that to enhance employee performance, strategies must be implemented to increase enjoyment of work. If enjoyment of work is not improved, it could negatively impact the optimization of employee performance.

The results of this study align with previous research conducted by Laurence, Fried, Yan, and Li (2020). From the data analysis, it is evident that the variable enjoyment of work has a significant partial effect on employee performance. The partial test results (t-test) indicate that the calculated t-value is greater than the critical t-value, with a calculated t-value of 3.412 compared to a critical t-value of 1.988. This finding supports the hypothesis that "There is a positive and significant effect of enjoyment of work on employee performance," confirming its validity and acceptance.

With the confirmation of the hypothesis proposed in this study, the results are consistent with those of Yang, Chen, Yang, and Huang (2023), who state that enjoyment of work

promotes performance through enhanced motivation, commitment, and proactivity. When employee enjoyment of work is high, it positively impacts their performance. Conversely, if enjoyment of work is low, employee performance tends to suffer as well. This study reinforces that theory, showing that a positive enjoyment of work correlates with more optimal performance outcomes.

Based on the calculations of direct and indirect effects regarding the influence of job crafting (X2) on employee performance (Y), it is evident that the direct effect of job crafting (X2) on employee performance (Y) is valued at 0.311, or 31.1%. The indirect effect of job crafting (X2) on employee performance (Y) is valued at 0.179, or 17.9%. The total influence of job crafting (X2) on employee performance (Y) amounts to 0.491, or 49.1%. This indicates that to achieve a substantial improvement in employee performance, job crafting must be enhanced, as insufficient job crafting can lead to suboptimal performance among employees.

The results of this study align with previous research conducted by Laurence, Fried, Yan, and Li (2020), which found that the variable job crafting positively influences employee performance in the manufacturing industries of Japan and China. Data analysis reveals that job crafting has a significant partial effect on employee performance. The partial test results (t-test) indicate that the calculated t-value is greater than the critical t-value, with a calculated t-value of 5.249 compared to a critical t-value of 1.988. This finding confirms the hypothesis that "There is a positive and significant effect of job crafting on employee performance," validating its acceptance.

With the validation of the hypothesis proposed in this study, the results align with the Job Demands-Resources theory put forth by Bakker and Demerouti (2014). This theory states that job crafting is significantly positively correlated with performance because it allows employees to tailor their work to their strengths and interests, thereby enhancing engagement and work effectiveness. When job crafting is high, it positively impacts employee performance. Conversely, when job crafting is low, employee performance tends to decline. This research reinforces the theory, demonstrating that effective job crafting correlates with more optimal performance outcomes.

Based on the calculations of direct and indirect influences regarding enjoyment of work (X1) and job crafting (X2) on employee performance (Y), it is evident that the direct effect of enjoyment of work (X1) on employee performance (Y) is valued at 0.131, or 13.1%. In contrast, the direct effect of job crafting (X2) on employee performance (Y) is valued at 0.311, or 31.1%. The total influence of both enjoyment of work (X1) and job crafting (X2) on employee performance (Y) amounts to 0.801, or 80.1%. Additionally, the epsilon value is 0.199, representing 19.9%, which indicates the impact of other unexamined variables that may also affect employee performance.

Based on the data analysis, both enjoyment of work and job crafting positively and significantly influence employee performance, both individually and simultaneously. This is evidenced by the F-statistic value being greater than the critical F-value, specifically 166.717 > 3.11, along with a significance value of 0.001, which is smaller than the established

significance level (0.001 < 0.05). These findings are supported by Bartkowiak and Krugiełka (2024), who assert that the combination of enjoyment of work and proactivity (job crafting) in job design fosters a high-performing work environment among employees.

The statement above underscores the strong relationship between enjoyment of work and job crafting. High levels of job crafting can enhance employees' enjoyment of their work, which in turn drives their performance to become significantly more optimal.

The research findings indicate that both enjoyment of work and job crafting significantly enhance employee performance. Boehnlein and Baum (2022) argue that job crafting does not uniformly lead to well-being and performance; instead, cultural context plays a moderating role in its effectiveness. This suggests that organizations must consider their unique cultural attributes when implementing job crafting strategies. Moreover, Moreira et al. (2022) highlight that job crafting positively influences job performance through its mediating effect on employee engagement. This finding implies that when employees actively shape their roles, they become more engaged, which in turn boosts their performance. Additionally, the study aligns with the work of Junça-Silva et al. (2022), who emphasize that job crafting contributes to creating meaningful work, further enhancing performance outcomes. Their research indicates that when employees find meaning in their roles, they are more likely to experience higher levels of performance, particularly when presenteeism is moderated.

Furthermore, Jyoti and Dimple (2022) reveal that enjoyment at the workplace facilitates group cohesion and enhances work engagement, leading to lower turnover intentions. This underscores the importance of fostering a fun and engaging work environment. Abdelmotaleb (2024) explores how perceived fun at work influences employee behaviors both in and out of the workplace. This reinforces the idea that enjoyment in work settings can lead to more positive workplace behaviors, ultimately translating to improved performance. Therefore, supporting employees in improving their job crafting to boost enjoyment of work is crucial, as it can lead to maximal employee performance and make a significant contribution to achieving organizational goals.

Conclusions

Based on the research findings, the total influence of all independent variables, including enjoyment of work and job crafting, on employee performance is evident, with epsilon indicating the impact of other factors such as work boredom, work-life balance, the work environment, and personal development. It is advisable for the factory to implement regular training programs that not only enhance technical skills (like production expertise) but also focus on personal aspects such as leadership, time management, and work motivation. This combined training approach can simultaneously strengthen enjoyment of work and job crafting. Furthermore, a flexible work structure allows employees to adjust their work rhythms to match their personal styles without disrupting the factory's operational systems. Organizations can establish standards based on output management rather than solely on time regulations and standard methods to foster both responsibility and autonomy in the

workplace. This research has some limitations that the study primarily focuses on a specific context within a shoe factory in Bandung, which may limit the generalizability, the reliance on self-reported data from questionnaires can introduce biases, the study examined the effects of enjoyment of work and job crafting on employee performance, it did not explore the dynamic interactions of these variables over time or investigate other potential mediating or moderating factors. Future research could expand upon this study by including diverse industries and broader geographic locations to enhance the generalizability of the findings. Future studies may also consider investigating additional variables, such as workplace culture, emotional intelligence, or external factors, that could further influence employee performance. By addressing these areas, future research can contribute to a deeper understanding of the interplay between enjoyment of work, job crafting, and overall employee effectiveness.

References

JEME-2-2025-Adinda-Turnitin

ORIGINALITY REPORT

19%	6%	16%	5%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Gregory A. Laurence, Yitzhak Fried, Wan Yan, Jie Li. "Enjoyment of Work and Driven to Work as Motivations of Job Crafting: Evidence from Japan and China", Japanese Psychological Research, 2019 Publication	2%
2	Rizal Fauzi. "THE EFFECT OF MOTIVATION AND EMPLOYMENT ABILITY ON EMPLOYEE PERFORMANCE IN THE PAY-MENT OF MOTOR VEHICLE TAX SERVICES IN SAM-SAT, SUKABUMI CITY", Inovbiz: Jurnal Inovasi Bisnis, 2022 Publication	1%
3	www.sciencegate.app Internet Source	1%
4	www.ijsrm.in Internet Source	1%
5	Ni Putu Kania Devya Prameswari, Acep Samsudin. "The Influence of Organization Climate, Organizational Commitment and Self Efficacy on Employee Performance BPJS Ketenagakerjaan Juanda", Formosa Journal of Multidisciplinary Research, 2025 Publication	1%
6	journal.unnes.ac.id Internet Source	1%
7	www.ncbi.nlm.nih.gov Internet Source	1%

8	Azin Taghpour, Ehsan Zarrinrad, Reyhaneh Mirghasemi. "The Relationship of Job Crafting with Turnover Intention and Job Performance with the Mediating Role of Emotional Exhaustion", Open Science Framework, 2024 Publication	1 %
9	Ahmad Yani Abdurrahman, Hisnol Jamali. "STILL MOTIVATED TO IMPROVE PERFORMANCE? A STUDY OF GOVERNMENT CONTEXT VARIABLES, DISCIPLINE, LOCAL WISDOM, WORK ENVIRONMENT AND JOB SATISFACTION AMONG CIVIL SERVANTS", Open Science Framework, 2018 Publication	1 %
10	Laurence, Gregory A. "Workaholism and expansion and contraction oriented job crafting: The moderating effects of individual and contextual factors", Proquest, 20111003 Publication	1 %
11	Maurice O Oyugi. "Urbanisation Footprints and the Distribution of Air Quality in Nairobi City, Kenya", Journal of Environmental & Earth Sciences, 2021 Publication	1 %
12	Submitted to University of London External System Student Paper	1 %
13	journal.lembagakita.org Internet Source	1 %
14	Hafinaz, R Hariharan, R. Senthil Kumar. "Recent Research in Management, Accounting and Economics (RRMAE) - A case study on Recent Research in Management, Accounting and Economics", Routledge, 2025 Publication	<1 %

15	Submitted to University of New South Wales Student Paper	<1%
16	Duong, Yen. "The Effects of Online Mind Mapping on the Cognitive Outcomes of Students and Their Perceptions in the Collaborative Prewriting Stage", University of San Francisco, 2024 Publication	<1%
17	Khusniah Khusniah, Didik Subiyanto, Epsilandri Septyarini. "Analysis of the Effect of Employee Engagement, Perceived Organizational Support, and Motivation on Employee Performance Study at PT. Dino Jaya Karya", Reslaj : Religion Education Social Laa Roiba Journal, 2022 Publication	<1%
18	Terrance Ruth. "Perspective Chapter: The Healing Bond – Using Interdisciplinary Teams to Increase Emotional Intelligence and Improve Serious Illness Care", IntechOpen, 2025 Publication	<1%
19	Submitted to Exeed College Student Paper	<1%
20	Prima Ayu Novita Junianto, Anak Agung Gde Satia Utama. "Strategic Ownership Dynamics: Unveiling the Impact of Business Strategy and Performance on LQ 45 Manufacturing Stock Prices", APSSAI ACCOUNTING REVIEW, 2024 Publication	<1%
21	Catur Rachmad Susetyo, Sengguruh Nilowardono, Ani Wulandari. "Effect of Brand Identity and Brand Image On Customer Loyalty Case Study In Daihatsu Car	<1%

Consumer", Quantitative Economics and Management Studies, 2020
Publication

22	Moore, Chris Xavier. "Prediction of Engagement Based on Job Demands, Job Resources, Burnout and COVID-19 Burnout.", Grand Canyon University, 2024 Publication	<1%
23	Submitted to Universitas Pamulang Student Paper	<1%
24	www.asian-nursingresearch.com Internet Source	<1%
25	Tubagus Ahmad Darojat, Abdul Rahmat, Lucyane Djaafar. "The Effect of Work Discipline, Work Motivation and Leadership on Employee Performance at PT. Devrindo Widya Karawang - Indonesia", International Journal of Engineering and Advanced Technology, 2019 Publication	<1%
26	Nur Afiza. "The Effect of Salary and Working Period on Employees Performance at Ued-Sp Bengkalis Sub-District", Inovbiz: Jurnal Inovasi Bisnis Seri Manajemen, Investasi dan Kewirausahaan, 2021 Publication	<1%
27	Submitted to Universitas Brawijaya Student Paper	<1%
28	www.oer.unn.edu.ng Internet Source	<1%
29	Slamet Prasetyo, Yasir Arafat, Rohana .. "The Contribution of Work Motivation and Training Towards Employee Performance at the Inland	<1%

Water and Ferries Transport Polytechnic of Palembang", KnE Social Sciences, 2021
Publication

30	Wioletta Czernicka. "Evidence-Based Practice: Knowledge and Attitudes of Psychiatric Nurses", Journal of Health Study and Medicine, 2024 Publication	<1%
31	Edi Sugiono, Suwarno Tri Widodo. "The Effect of Transformational Leadership Style on Employee Performance Through Employee Engagement as An Intervening Variable in The Indonesian Quarantine Agency", International Journal of Management Science and Information Technology, 2025 Publication	<1%
32	Sotiris Tsolacos, Mark Andrew. "Applied Quantitative Analysis for Real Estate", Routledge, 2020 Publication	<1%
33	Elazar J. Pedhazur, Liora Pedhazur Schmelkin. "Measurement, Design, and Analysis - An Integrated Approach", Psychology Press, 2013 Publication	<1%

Exclude quotes	On	Exclude matches	Off
Exclude bibliography	On		