



# “Examining the impact of job crafting, work-life balance, and procrastination on performance enhancement”

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# EXAMINING THE IMPACT OF JOB CRAFTING, WORK-LIFE BALANCE, AND PROCRASTINATION ON PERFORMANCE ENHANCEMENT

## Abstract

This study aims to investigate the impact of job crafting on work-life balance and employee achievement, specifically in-role performance and work-related procrastination, as positive and negative outcomes, respectively. A survey questionnaire was administered to 1,032 employees from micro, small, and medium enterprises in Indonesia. Factor analysis and internal consistency testing were used to assess the measuring instruments. The relationship model was tested using structural equation modeling with a two-step approach. The paper found a relationship among the three dimensions of job crafting and their correlation with work-life balance, procrastination, and in-role performance. Work-life balance and in-role performance exhibited a significant negative relationship with procrastination. These results show that the approach aspect of job crafting can enhance both work-life balance and in-role performance. The model fit to the data is very good (CFI (0.996 > 0.95), NFI (0.985 > 0.90), SRMR (0.004 < 0.08), GFI (0.996 > 0.95), TLI (0.954 > 0.90), AGFI (0.919 > 0.90) with a small normed chi-square ( $\chi^2/df = 11.973$ ). The influence of job crafting dimensions on procrastination varied. The findings further strengthen the notion that the proactive element of job crafting positively influences behavior through offering feedback, setting high targets for employees, and expanding the scope of work to enhance their complexity. However, the avoidance aspect of job crafting remains inconsistent and requires further research. The practice of job crafting should be encouraged in the workplace.

**Keywords** job crafting, micro, small, and medium enterprise, in-role performance, procrastination, work-life balance

**JEL Classification** M12, M54, J53

## INTRODUCTION

Working approaches and conditions across various types of work are changing due to the continuous pandemic crisis (Ghazzawi et al., 2023). Organizations are realizing that a top-down approach is not the most suitable choice to address the needs of all employees. Therefore, a bottom-up approach initiated by employees becomes essential (Shi et al., 2022) to enhance motivation, career development, and in-role performance (Dubbelt et al., 2019). It remains a big question whether job crafting, which is a bottom-up creativity development, is able to improve in-role performance and work-life balance. Can creativity with a bottom-up approach motivate employees, or does it actually make them procrastinate because of unclear tasks?

Job crafting research predominantly occurs in individualist Western countries (Kujanpaa et al., 2022). However, understanding how role molding influences the performance of employees in Eastern companies remains an area requiring further exploration. In Indonesia, investigating work design is crucial, as stressed by Chen et al. (2023), who suggest that a high power distance impedes job crafting, leading to inconsistent outcomes (Nagy et al., 2019). Therefore, research on job

crafting in Indonesia is still needed in relation to the work culture, which is generally determined by the leadership (top-down approach). This causes problems such as balanced work and life spheres and procrastination, which have an impact on employee performance.

Despite extensive research on the antecedents and results of job crafting (Lichtenthaler & Fischbach, 2019), it is limited to specific work-related variables (Zhang & Parker, 2019). Although the influence of job crafting on work-related outcomes has been thoroughly explored, there is a scarcity of research on the effect on non-work-related outcomes for employees (Shi et al., 2022). Additionally, numerous variables mediate the effect on performance, requiring further investigation (Tims et al., 2022). The relationship between approach and avoidance aspects of job crafting still demands in-depth investigations (Harju et al., 2021).

## 1. LITERATURE REVIEW

Creativity and innovation in the workplace were recognized as crucial resources for organizations (Schutte & Malouff, 2020). In line with the person-environmental theory, a good fit was considered attainable when the characteristics of the work environment correlated with the needs, abilities, and expectations of employees, as well as individual and organizational values (Metin et al., 2018). Job crafting evolved as a concept indicative of a good fit (Bakker et al., 2020). It was conceptualized as an activity initiated by employees to harmonize job resources and demands (Bakker et al., 2023).

Serving as a proactive strategy, job crafting aims to enhance the work environment through a bottom-up approach (Wang et al., 2017). It also represents a specific form of proactive behavior initiated by employees to modify job demands and resources, making them more meaningful, attractive, and satisfying (Demerouti et al., 2020). Employees actively participated in job modification based on their knowledge, skills, abilities, experiences, and motivation. Job crafting concentrated on increasing job resources and challenges, taking an expansive, relational, and cognitive orientation while simultaneously reducing inhibiting job demands (Lichtenthaler & Fischbach, 2019). Role modification is widely linked with performance, work attitudes, and welfare, fostering improved relationships between employees in the workplace (Svicher & Di Fabio, 2021).

In job crafting, employees are given the trust to carry out their duties, work, and responsibilities freely to determine the characteristics of the job cognitively and physically in accordance with

their expectations, skills, and values. Role shaping also necessitates creative and innovative work behavior (Khan et al., 2021) and includes the design of a comfortable environment without altering the nature of the task (Bakker et al., 2023). However, the demands of developing creativity can trigger problems related to workload that can disrupt the harmony and alignment between work and personal life.

Job crafting can be grouped into the aspects of approach and avoidance (Zhang & Parker, 2019), with seeking resources and challenges representing an approach type and reducing demands classified as an avoidance type (Lichtenthaler & Fischbach, 2019). The three dimensions of job crafting are not mutually exclusive, allowing them to be concurrently undertaken (Dierdorff & Jensen, 2018). In the higher-order construct, role modification comprised approach and avoidance aspects of job crafting (Tims et al., 2022). The approach aspect refers to actions aimed at desired positive results, while the avoidance aspect entails activity to prevent undesirable negative outcomes (Harju et al., 2021). Further in-depth research is needed to determine whether there is a correlation between approach and avoidance (Makikangas, 2018). Tims et al. (2022) showed that the approach aspect yielded different results compared to the avoidance aspect. However, Fong et al. (2022) found no relationship between the two variables.

Effective job crafting increases the dimensions of seeking job resources and seeking job challenges (Lichtenthaler & Fischbach, 2019). The approach aspect aims to expand the work scope by seeking resources and challenges (Bruning & Campion, 2018). The role is rejected and uninspired by reducing job

demands as a form of avoidance and disengagement (Harju et al., 2021). This correlates with the conservation of resources theory, suggesting that individuals consistently obtain resources and aim to reduce demands (Lazazzara et al., 2020). Job crafting was often associated with performance indicators, in line with the theory of work adjustment, which explains work as a reciprocal and continuous interactive process optimizing performance through individual-environment correlation (Hulshof et al., 2020). Workplace creativity, facilitated by altering demands and resources through job crafting, was shown to enhance job satisfaction and essentially optimize the correlation between individuals and their roles, thereby bolstering total performance (Bakker et al., 2023). As a result, the approach strategy correlates with positive social reactions, such as balance between work and life and performance, while avoidance strategy is linked to negative social reactions, including work-related procrastination (Lazazzara et al., 2020). The approach aspect is associated with positive outcomes, including self-reported person-job fit (Kooij et al., 2017), work engagement (Zhang & Parker, 2019), and in-role performance (Tims et al., 2022). The avoidance aspect shows an indirect relationship with outcomes, making it challenging to explain (Tims & Parker, 2020).

Job crafting optimizes individual correlation, preferences, goals, and motives at work (Nagy et al., 2019). The perceived significance of being engaged in job crafting increased motivation and work engagement and reduced work delays. It has been associated with making work more enjoyable and challenging (Shin & Jung, 2019), enhancing mental health (Zhang et al., 2021), and being linked to career adaptation (Svicher & Di Fabio, 2021). In comparison, procrastination was connected to feelings of boredom, fatigue, and work-related stress, manifested by engaging in non-work-related activities during work hours (Metin et al., 2018). Job crafting, characterized as positive behavior, aims to enhance the correlation between work and employees, leading to a detrimental relationship with procrastination (Meijerink et al., 2020).

Procrastination is the act of intentionally putting off tasks that one knows should be completed (Grund & Fries, 2018). It can involve excuses for not completing tasks on time, delaying actions even after making decisions, and engaging in

trivial activities instead of focusing on more important ones (Salguero-Pazos & Reyes-de-Cozar, 2023). Other researchers understand procrastination as the inability to complete tasks or work because of feeling incapable and overwhelmed by too much workload to be completed (Amarnath et al., 2023). This shows that procrastination is a failure to manage task completion. However, sometimes procrastination is done with rational considerations, such as delaying work for emotional health reasons (Rahimi & Vallerand, 2021).

Procrastination is a work-related delay and does not intend harm to the company or its employees (Metin et al., 2016). Fong et al. (2022) found it to decrease with job crafting, showing a relationship between job characteristics and procrastination. Job characteristics that correlated with employees' characteristics reduced delays in job completion, emphasizing the need to design both work and the environment to support timely completion. Procrastination can have two meanings: positive and negative (Zhu, 2023). However, in general, procrastination can be interpreted as failing to manage oneself, making one reluctant to do one's tasks (Metin et al., 2016).

Job crafting had various consequences, enriching work-family relationships, increasing life satisfaction, organizational behavior (in a positive sense), and deviance at work (Kim & Beehr, 2020). Additionally, it is related to the life of employees outside of work, proving beneficial to off-work aspects such as work-life balance (Demerouti et al., 2020). Following the self-determination theory, job crafting is viewed as a form of motivation that can improve performance (Maden-Eyiusta & Alten, 2023). However, the impact of job crafting on performance remains a topic of debate among researchers, necessitating further investigation (Bruning & Campion, 2019). The conservation of resources theory provided a theoretical basis for exploring how crafting the job can improve non-work-related outcomes and protect the welfare of employees (Shi et al., 2022). Based on the theory, employees invest their resources to enhance both work and non-work facets of their lives.

Work-life balance is understood as an individual assessment subjectively of the harmony between work-related activities and activities that have

nothing to do with work, impacting individual welfare (Gravador & Teng-Calleja, 2018). It exhibited a positive correlation with both individual and organizational outcomes, influenced by individual factors such as personality and culture, as well as organizational elements, including work and systems (Sirgy & Lee, 2018). Workload, working hours, type of work, and job systems were identified as factors influencing work-life balance (Warren, 2021), with evidence showing that enriched roles could enhance employee life balance (Bakker et al., 2021).

Balancing work and life is a topic that still requires in-depth research from various disciplines, especially after the COVID-19 pandemic. This topic is often associated with gender, conflict at work, and employee productivity (Zaitouni et al., 2024). According to Zaitouni et al. (2024), work-life balance can also be analyzed with various theories, such as person-environment fit theory, social cognitive theory, and conservation resource theory. Based on the person-environment fit theory, employees who feel comfortable with their work environment and jobs will feel a balance in their lives (Qui & Zhu, 2024). Social cognitive theory also supports this. Individuals who are willing to learn from their surroundings can behave in a balanced and harmonious manner in determining their life goals and achieving well-being (Hasan et al., 2020). Meanwhile, conservation resource theory provides an overview of how individuals who are able to manage their resources and work will be able to deal with stress and achieve balance in their lives (Ahiabu et al., 2024).

Job crafting was correlated with balanced work and life, as it created harmony between work and life demands (Demerouti et al., 2020; Slowiak & DeLongchamp, 2022). Furthermore, job crafting was expected to correlate the demands and resources of work to suit employees' needs, contributing to an alignment between work and non-work liaisons (Tims et al., 2022). The positive relationship between work and family received research attention, although results across research were inconsistent (Rastogi & Chaudhary, 2018). Balanced work and family lives were identified as predictors of well-being and quality of life (Gravador & Teng-Calleja,

2018). Despite the positive impact of role shaping on achieving balance in life, its effect on work-life balance has not been extensively researched.

Essential for sustaining employee well-being, work-life balance is characterized as an individual's ability to achieve and maintain harmony between work and life experiences (Wood et al., 2020). According to Petrou et al. (2017), individuals engaged in not only shaping work but also their lives are happier. Employees consistently pursue solutions and are actively engaged in efforts to attain work-life balance. Responses to situational forces and proactive efforts for life improvement and self-development were stressed based on the self-determination theory (Gravador & Teng-Calleja, 2018). Therefore, the concept of balancing work and life was connected to job crafting (Demerouti et al., 2020).

Furthermore, previous research has proven that job crafting is related to increased employee performance (Junca-Silva et al., 2022). The relationship between job crafting and in-role performance is robust, with perceived opportunities for crafting enhancing both the behavior itself and the resulting work engagement (Dubbelt et al., 2019). Organizations that foster an environment conducive to job crafting can expect improved employee well-being and enhanced overall performance or achievement. Meanwhile, in-role performance is defined as the extent to which an employee fulfills the responsibilities outlined in their job description (Hyder et al., 2022). It encompasses all necessary behaviors required to complete assigned tasks effectively. Job crafting can improve in-role performance (Shang, 2022).

Job crafting is often examined as a mediating variable, linking dispositional and situational factors to behavior and performance (Guo et al., 2023). Additionally, it is also frequently associated with home crafting, triggering a positive work-life balance among employees (Demerouti et al., 2020). The influence of balanced work and life aspects extends to high work achievement or in-role performance, coupled with lower levels of burnout and anxiety (Sirgy & Lee, 2018). This study contributes to the existing evidence by affirming that job crafting directly influenc-

es in-role performance and operates through intermediary variables, namely work-life balance and procrastination.

Previous results show that job crafting has the potential to mitigate negative and enhance positive outcomes (V. Singh & M. Singh, 2018). The proactive strategies of seeking job resources and seeking job demand contribute to increased positive and decreased negative outcomes (Bruning & Campion, 2018; Dubbelt et al., 2019). Reducing job demands is often associated with withdrawal behavior, exhaustion (V. Singh & M. Singh, 2018), demotivation (J.Y. Lee & Y. Lee, 2018), decreased performance (Demerouti et al., 2020), and diminished work engagement (Petrou et al., 2018).

Therefore, this study aims to examine the influence of job crafting on outcomes that have not been extensively analyzed, such as work-life balance as positive and procrastination as negative. Job crafting is perceived as a mechanism that establishes harmony between work and life (Tims et al., 2022). The relationship between procrastination and job crafting has received limited attention (Metin et al., 2018). Simultaneously, exploring work-life balance is essential as it can be interpreted as a means of upholding the welfare of employees and fostering positive attitudes, self-efficacy, and intrinsic motivation (Slowiak & DeLongchamp, 2022).

This paper tested several hypotheses, namely:

- H1: There is a positive correlation between job crafting and work-life balance.*
- H2: There is a negative correlation between job crafting and procrastination.*
- H3: There is a positive correlation between job crafting and in-role performance.*
- H4: There is a positive correlation between work-life balance and in-role performance.*
- H5: There is a negative correlation between procrastination and work-life balance.*
- H6: There is a negative correlation between procrastination and in-role performance.*

## 2. METHODS

### 2.1. Samples and procedure

This study included full-time employees at micro, small, and medium enterprises in Indonesia, using questionnaires as the primary data collection approach. The questionnaires were distributed online through Google Forms over five months (from January to May 2023), and 1,032 employees participated in filling out the questions. Respondents comprised 560 females (54.26%) and 472 males (45.74%). Among the respondents, 640 were employed in service companies (62.02%), while 392 worked in manufacturing organizations. Additionally, 220 individuals had worked for less than three years (21.32%), 369 had between three and 10 years (35.75%), and 443 had served for more than 10 years (42.93%). The number of questionnaires has met the minimum limit according to the multivariate criteria, which is five times the number of questionnaire items, i.e., 28 items (Hair et al., 2006).

Following the collection, the questionnaires underwent coding and data input processes, and subsequent validity and reliability tests were conducted. Questionnaires that did not meet the stipulated validity and reliability criteria were excluded and not subjected to further analysis. Bivariate correlation analysis was conducted to test and analyze the relationship between variables and prove the research hypotheses. If there is no relationship between the variables, then testing the relationship model cannot be done. The testing of the relationship model was carried out using structural equation modeling (SEM) with a two-step approach following the approach outlined by Byrne (2010).

### 2.2. Instruments

The research instrument was adapted from several previous research, using a Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire was then translated into Bahasa Indonesia so that it could be understood by the respondents. The distribution of the questionnaires used paper and pens carried out by experienced research assistants.

Job crafting was measured using an 11-item questionnaire adapted from Petrou et al. (2012), consisting of three dimensions. The seeking job resources dimension was gauged by four valid items (e.g., Trying to learn new things at work), with a loading factor ranging from 0.624 to 0.742 and a reliability of  $\alpha = 0.763$ . The seeking job challenges dimension was assessed by three valid items (e.g., Asking for more assignments when the work is complete), showing a loading factor between 0.764 to 0.865 and reliability of  $\alpha = 0.797$ . The reducing job demands dimension was measured by three valid items (e.g., Ensuring that the work is not mentally too strenuous), with a loading factor of 0.757 to 0.810 and reliability of  $\alpha = 0.789$ .

Work-life balance was measured using a questionnaire adapted from Gropel and Kuhl (2009), comprising six valid items (e.g., Having enough time for family and friends), with a loading factor ranging from 0.524 to 0.783 and reliability of  $\alpha = 0.783$ . The assessment of procrastination used questionnaires adapted from Metin et al. (2019), consisting of five items (e.g., Preference for drinking a cup of sweet coffee or smoking a cigarette instead of initiating work), with a loading factor ranging from 0.677 to 0.769 and reliability of  $\alpha = 0.752$ . In-role performance was evaluated using a questionnaire adapted from Koopmans et al. (2013), which was a metric for output. In-role performance was measured by six valid question items (e.g., Ability to do a good job, with short time, and minimal effort), with a loading factor from 0.577 to 0.856 and reliability of  $\alpha = 0.754$ . Internal consistency analysis using  $\alpha$  showed that all measurements were sufficiently reliable, with Cronbach's alpha ranging from 0.70 to 0.80 (Hair et al., 2006).

### 3. RESULTS

Preliminary analysis was conducted to compute the descriptive statistics and composite reliability of the research variables, as well as to examine the correlation between the factors. Job crafting is analyzed in each of its dimensions because the aspects of job crafting (approach and avoidance) have different properties and values. The results showed high average scores for seeking job resources, work-life balance, and in-role performance ( $\mu > 3.66$ ), moderate points for seeking job challenges and reducing job demands (more than  $2.33 < \mu < 3.66$ ), and low ratings for work-life balance ( $\mu < 2.33$ ). The relatively low standard deviation suggested accurate data representation, as the distribution did not deviate significantly from the mean (Sekaran & Bougie, 2016). These results are summarized in Table 1.

Table 1 showed significant correlations between research variables, except for the relationship between seeking job resources and procrastination. Positive correlations were observed between variables, except for seeking job resources and reducing job demand, seeking job challenges and procrastination, work-life balance and procrastination, and procrastination and in-role performance, which showed negative association. The positive and significant correlations between the three dimensions of job crafting and in-role performance (H3 supported), as well as between the three attributes of job crafting and work-life balance (H1 supported), were evident. However, the correlations between the three aspects of job crafting and procrastination varied, with H2 not supported. Seeking job resources and procrastination had a

**Table 1.** Mean, standard deviation, composite reliability, and bivariate correlations

Variables	SJR	SJC	RJD	WLB	PAW	IRP
SJR	1.000					
SJC	0.123**	1.000				
RJD	-0.125**	0.368**	1.000			
WLB	0.143**	0.306**	0.249**	1.000		
PAW	-0.144**	0.032	0.147**	-0.095**	1.000	
IRP	0.355**	0.308**	0.105**	0.427**	-0.261**	1.000
Mean	4.273	3.061	2.788	3.662	2.089	4.106
Standard Deviation	0.465	0.782	0.784	0.583	0.623	0.507
Composite Reliability	0.808	0.899	0.890	0.894	0.890	0.872

Note: SJR = seeking job resources; SJC = seeking job challenges; RJD = reducing job demands; WLB = work-life balance; PAW = procrastination at work; IRP = in-role performance. \*\*  $p \leq 0.01$ .

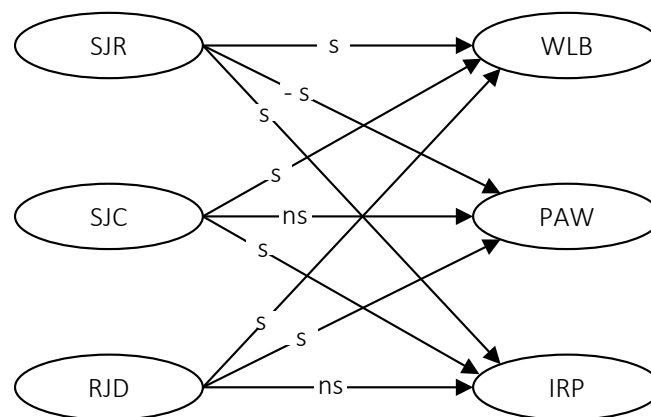
**Table 2.** Results of the first model test: Direct effect of job crafting on work-life balance, procrastination, and performance

Path	$\beta$	CR
SJR → WLB	0.223*	4.679
SJC → WLB	0.250*	4.778
RJD → WLB	0.182*	3.449
SJR → PAW	-0.213*	-4.191
SJC → PAW	-0.011	-0.197
RJD → PAW	0.155*	2.747
SJR → IRP	0.494*	10.352
SJC → IRP	0.256*	5.025
RJD → IRP	0.024	0.460

Note: Chi-Square = 108.599 Df = 3 p = 0.000 Chi-square/df = 36.200 GFI = 0.964 AGFI = 0.748 CFI = 0.862 NFI = 0.860 IFI = 0.864 TLI = 0.308 SRMR = 0.009. SJR = seeking job resources; SJC = seeking job challenges; RJD = reducing job demands; WLB = work-life balance; PAW = procrastination at work; IRP = in-role performance. \*  $p \leq 0.05$ .

significantly negative correlation, while reducing job demands and procrastination had a substantial positive relationship, and no association was found between seeking job challenges and procrastination. The results of the correlation test also show that the relationship between work-life balance and procrastination is negative (H5 is supported), the correlation between work-life balance and in-role performance is positive (H4 is supported), and the correlation between procrastination and in-role performance is negative (H6 is supported). Table 2 showed a good composite reliability value, exceeding 0.70 (Hair et al., 2019). Composite reliability of variables above 0.7 strengthens reliability with internal consistency using Cronbach’s alpha calculation. Subsequently, the relationship model was tested using SEM. Tables 2 and 3 and Figures 1 and 2 present the structural equation modeling results.

Table 2 and Figure 1 outline the outcomes of testing the three dimensions of job crafting on work-life balance, procrastination, and in-role performance. Despite indicating a Goodness of Fit Index (GFI) of 0.964 ( $GFI > 0.95$ ), implying a good fit, the model required modification, as evidenced by the Adjusted Goodness of Fit Index of 0.748 ( $AGFI < 0.90$ ), the Comparative Fit Index of 0.862 ( $CFI < 0.95$ ), the Tucker & Lewis Index of 0.308 ( $TLI < 0.90$ ), the Normed Fit Index of 0.860 ( $NFI < 0.90$ ), and Standardized Root Mean Square Residual of 0.009 ( $SRMR < 0.08$ ), following the criteria of Byrne (2010). Consequently, model modification was undertaken based on theory and prior research results. Previous research suggested that the effect of job crafting on in-role performance is not direct but mediated by several variables (Junca-Silva et al., 2022). The influence of the three different dimensions of job crafting shows



Note: SJR = seeking job resources; SJC = seeking job challenges; RJD = reducing job demands; WLB = work-life balance; PAW = procrastination at work; IRP = in-role performance. ns = not significant; s = significant.

**Figure 1.** The direct relationship model

that bottom-up creativity given to employees can be realized positively (seeking job resources and challenges) and negatively (reducing job demand).

**Table 3.** Results of the second model test: Work-life balance and procrastination mediate job crafting and in-role performance

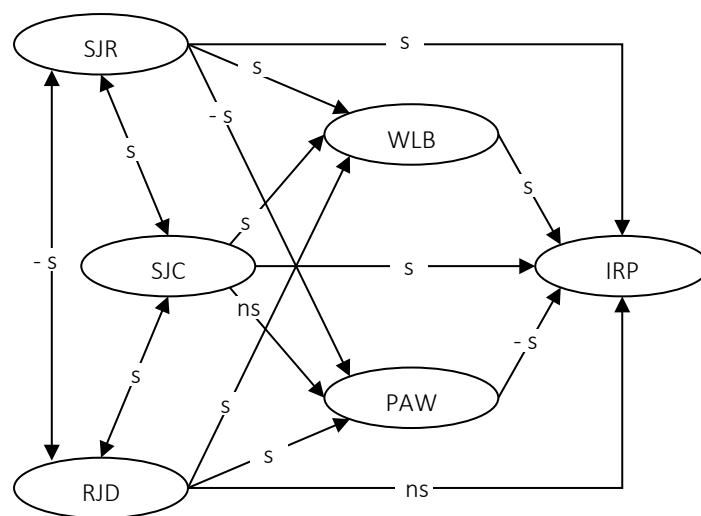
Path	$\beta$	CR
SJR → WLB	0.151*	3.110
SJC → WLB	0.265*	5.036
RJD → WLB	0.155*	2.924
SJR → PAW	-0.133*	-2.563
SJC → PAW	-0.028	-0.499
RJD → PAW	0.183*	3.228
SJR → IRP	0.370*	8.000
SJC → IRP	0.192*	3.876
RJD → IRP	0.013	0.256
WLB → IRP	0.252*	6.549
PAW → IRP	-0.260*	-7.141
SJR ↔ SJC	0.211*	4.859
SJC ↔ RJD	0.510*	12.119
SJR ↔ RJD	-0.217*	-4.944

Note: Chi-Square = 11.973 Df = 1 p = 0.001 Chi-square/df = 11.973 GFI = 0.996 AGFI = 0.919 CFI = 0.986 NFI = 0.985 IFI = 0.986 TLI = 0.954 SRMR = 0.004. SJR = seeking job resources; SJC = seeking job challenges; RJD = reducing job demands; WLB = work-life balance; PAW = procrastination at work; IRP = in-role performance. \* $p \leq 0.05$ .

Table 3 and Figure 2 present the results of this mediation model. Table 3 shows that seeking job resources can improve work-life balance and in-role performance and prevent work delays. Similar to seeking job resources, seeking job challenges can also improve work-life balance and in-role perfor-

mance but does not affect work delays. Meanwhile, reducing job demand can improve work-life balance and work delays, but it does not affect employee performance and achievements.

Table 3 shows the model modification outcomes, where work-life balance and procrastination mediate the effect of job crafting on in-role performance. The modified model revealed a good fit with the data, evidenced by CFI (0.996 > 0.95), NFI (0.985 > 0.90), and SRMR (0.004 < 0.08), showing model fit (Hu & Bentler, 1999). Additionally, GFI (0.996 > 0.95), TLI (0.954 > 0.90), AGFI (0.919 > 0.90), and a small normed chi-square ( $\chi^2/df = 11.973$ ) met Byrne’s criteria (2010). The model modification effectively correlated with the dataset. The impact of job crafting on in-role performance was observed either directly or through the facilitation of work-life balance and procrastination, partially mediated by the testing of the mediation model. Furthermore, the dimensions within job crafting were found to be positive (between seeking job resources and challenges and between seeking job challenges and reducing job demand) and negative covariant (seeking job resources and reducing job demand). Table 3 shows that the three dimensions of job crafting influence each other, both positively and negatively. Seeking job resources and seeking job challenges can improve in-role performance and work-life balance. Meanwhile, reducing job demands does not affect in-role performance but can improve work-life



Note: SJR = seeking job resources; SJC = seeking job challenges; RJD = reducing job demands; WLB = work-life balance; PAW = procrastination at work; IRP = in-role performance. ns = not significant; s = significant.

**Figure 2.** The mediating model work-life balance and procrastination at work

balance. Reducing job demands encourages employees to procrastinate, so work procrastination increases.

The results of testing the two models show similar results. Reducing job demands is a negative dimension of job crafting that needs to be minimized. Although it can improve work-life balance, it is unable to improve in-role performance, instead encouraging employees to postpone work. Meanwhile, seeking job resources is a positive dimension because it can improve performance and work-life balance and prevent work delays. Seeking job challenges can also improve performance and work-life balance and does not affect employees' desire to procrastinate their work. The second model is proven to fit the existing data better. Job crafting is indeed needed for employees and institutions, especially in micro, small, and medium enterprises. However, employees who need to develop their creativity also need direction to be able to do the approach aspect of job crafting and not avoidance. Micro, small, and medium enterprise employees should also have the flexibility to develop positive creativity, fostering a balance in their lives and enhancing performance.

## 4. DISCUSSION

This paper explores the relationships between job crafting, work-life balance, procrastination, and the performance of employees in micro, small, and medium enterprises in Indonesia. The results show a significant positive correlation between the three dimensions of job crafting and both in-role performance and work-life balance. This correlates with previous research indicating job crafting as a positive construct, aiming to attain favorable aspects and avoid workplace negativity, associating with good components. This study used three dimensions in job crafting, namely seeking job resources and challenges and reducing job demand, all significantly positively correlated with in-role performance (Lazazzara et al., 2020; Nissinen et al., 2022) and work-life balance (Demerouti et al., 2020).

This paper supports previous results that the three job crafting dimensions are reciprocally related, both positively and negatively, in line with Harju et al. (2021). It shows that these attributes are not

mutually exclusive, as suggested by Dierdorff and Jensen (2018), but can coexist, consistent with Nissinen et al. (2022). The positive and mutual correlation between reducing job demands and seeking job challenges stands out, indicating its suitability for tough and challenging work.

Seeking job resources and seeking job challenges are correlated, significantly influencing each other positively. However, reducing job demands correlates significantly negatively with seeking job resources. Motivation to increase capacity and performance is provided by seeking job resources and challenges while reducing job demands, which occurs when employees feel overloaded, necessitating workload reduction. This dynamic leads to a negative relationship between seeking job resources and reducing job demands. Despite being the opposite, seeking job challenges and reducing job demands exhibit a positive correlation, stemming from the pursuit of challenges and resource reduction when employees are stressed or bored due to workload extremes.

The correlations between the three dimensions of job crafting and procrastination varied. Seeking job challenges was not correlated with procrastination. The seeking job resources dimension has a negative relationship with procrastination while reducing job demands has a positive association with procrastination. In this research setting, both reducing job demand and procrastination are negative constructs and thus show a significant positive correlation. Employees seeking input or feedback are inversely related to work delays, while a desire to reduce work demands tends to lead to procrastination (Gordon et al., 2018). Interestingly, the dimension of seeking job challenges does not correlate with procrastination, suggesting that the desire to expand the scope of work is unrelated to job delays. This underscores that procrastination is a negative construct, increasing when employees avoid job crafting and decreasing when they are seeking job resources. Job challenges are unrelated to and do not influence procrastination.

Procrastination shows a significant negative correlation with work-life balance, affirming it as a negative construct, while work-life balance is a positive construct. The balance between family and work positively impacts the quality of life

and work motivation, preventing work delays (Gravador & Teng-Calleja, 2018). However, SEM analysis did not find a significant relationship or influence between procrastination and work-life balance, indicating that work-life balance can enhance in-role performance (supporting Brough et al. (2014)), while procrastination decreases in-role performance (consistent with Metin et al. (2018)). Although several previous studies have found that procrastination can be used to make employees more ready to work, the results prove that procrastination can actually reduce employee performance.

In the SEM relationship model testing with a two-step approach, a direct positive effect on improving in-role performance was observed for job crafting. However, the influence of the reducing job demands dimension on in-role performance was not significant. This correlates with previous research showing that the impact of seeking job resources and challenges on in-role performance is significantly positive, while the effect of reducing job demands on in-role performance is inconsistent (Petrou et al., 2018). Some researchers, such as Lichtenthaler and Fischbach (2019), have found that reducing job demands decreases in-role performance. This correlates with the perspective of Boehnlein and Baum (2020), stating that the approach aspect of job crafting has a positive effect, while the avoidance aspect of job crafting does not affect in-role performance.

This study confirms that job crafting contributes to increasing balance in work and life, correlating to creating balance and conformity. Although the effect of job crafting on balancing work and life has not been extensively researched, it is generally associated with fitness for work and organizational aspects (Bakker et al., 2020; Niessen et al., 2016). This emphasizes that job crafting is a positive construct influencing positive outcomes such as in-role performance and balanced work and life (Bruning & Campion, 2019; Tims & Parker, 2020). This study reinforces previous results that

the approach aspect of job crafting consistently influences positive outcomes (Dubbelt et al., 2019; Lazazzara et al., 2020). The effect of avoidance on in-role performance, specifically the reducing job demands dimension, is inconsistent (Weseler & Niessen, 2016). This study shows that the influence of avoidance strategy on performance is not significant, as it tends to encourage employees' procrastination. This supports previous analyses stating negative outcomes associated with the avoidance aspect of job crafting (Petrou et al., 2018).

Job crafting includes creating a better match between work and the preferences of employees and adjusting job characteristics to individual needs and abilities. It is expected to have a positive impact, motivating employees to achieve job goals, control, find meaning in their work, and enhance person-job fit. Although employees do not design jobs, they have the opportunity to change tasks, interactions, and work environments, leading to a sense of significance and enjoyment. Job crafting addresses the challenge of organizing work to provide opportunities, challenges, growth, and employee engagement, eventually improving performance (Gordon et al., 2018).

This study reinforces previous findings, underscoring that job crafting effects are not always favorable. Job crafting aims to improve the match between employees and their jobs by adapting job characteristics to personal needs and abilities. Previous results are reinforced, showing that an inconsistent effect is observed in the case of reducing job demand or avoidance strategy (V. Singh & M. Singh, 2018). The results also support earlier research suggesting that job crafting dimensions can directly influence in-role performance or be mediated by other variables (Fong et al., 2022; Svicher & Di Fabio, 2021). The dynamics in the work environment encourage leaders and employees to manage activities creatively. Job crafting is proven to adjust jobs to personal conditions, feelings, and work environments, positively impacting individual and organizational performance.

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## CONCLUSION

This study aims to examine the impact of job crafting on employee work-life balance and outcomes, both positive (in-role performance) and negative (work-related procrastination). Employees actively

participated in job crafting activities, aiming to augment resources and challenges while minimizing work demands. The efficacy of the approach strategy of job crafting was evidenced in its positive impact on in-role performance and balanced work-life. Although avoidance aspect contributes to balanced work and life, it was associated with increased procrastination, contradicting the promotion of improved in-role performance. The study affirmed that encouraging employee creativity in the workplace was a beneficial factor leading to positive outcomes, underscoring the importance of allowing workers to participate in job crafting. Human resource management was crucial in optimizing proactive work behavior by effectively managing job demands and resources.

This study corroborated previous findings emphasizing the positive impact of the correlation between employees and their jobs. However, it also acknowledged that changes in the workplace might not uniformly yield positive outcomes. The analysis recognized potential negative consequences, such as conflict, stress, disappointment, feelings of regret, and increased disengagement at work, as well as work-family conflict. Several limitations were identified, including using cross-sectional data in testing the mediation model and depending on self-assessment, which have the potential to magnify the influence of the independent factor on the dependent variable.

To address these limitations, future research is encouraged to incorporate assessments from diverse sources, such as supervisors, peers, or consumers, to evaluate employee performance and mitigate common approach variance. Longitudinal data are recommended to validate the mediation model further. Therefore, the study showed the continuous need for research on job crafting, particularly in the context of the development and sustainability of micro, small, and medium enterprises.

## AUTHOR CONTRIBUTIONS

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