“The mediating job crafting and organizational resilience in linking information technology capabilities with sales performance: An empirical study from Indonesia”

AUTHORS	Muhammad Andi Prayogi Muhammad Fahmi Rezki Zurriah Nurul Amaliah Amelia Dewi Siagian

ARTICLE INFO	Muhammad Andi Prayogi, Muhammad Fahmi, Rezki Zurriah, Nurul Amaliah and Amelia Dewi Siagian (2025). The mediating job crafting and organizational resilience in linking information technology capabilities with sales performance: An empirical study from Indonesia. *Innovative Marketing* , *21*(1), 182-196. doi:10.21511/im.21(1).2025.15
DOI	http://dx.doi.org/10.21511/im.21(1).2025.15
RELEASED ON	Tuesday, 18 February 2025
RECEIVED ON	Thursday, 24 October 2024
ACCEPTED ON	Wednesday, 08 January 2025

JOURNAL	"Innovative Marketing "
ISSN PRINT	1814-2427
ISSN ONLINE	1816-6326
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
72	2	3

BUSINESS PERSPECTIVES

LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine

www.businessperspectives.org

Received on: 24th of October, 2024
Accepted on: 8th of January, 2025
Published on: 18th of February, 2025

Muhammad Andi Prayogi, Dr. SE., MSi, Lecturer Associate Professor, Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Sumatera Utara [University of Muhammadiyah Sumatera Utara], Indonesia. (Corresponding author)

Muhammad Fahmi, Dr., SE., MM, Lecturer, Department of Management, Faculty of Economics and Business Universitas Muhammadiyah Sumatera Utara [University of Muhammadiyah Sumatera Utara], Indonesia.

Rezki Zurriah, SE., MSi, Lecturer, Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Sumatera Utara [University of Muhammadiyah Sumatera Utara], Indonesia.

Nurul Amaliah, University Student, Department of Management, Faculty of Economics and Business Universitas Muhammadiyah Sumatera Utara [University of Muhammadiyah Sumatera Utara], Indonesia.

Amelia Dewi Siagian, University Student, Department of Management, Faculty of Economics and Business Universitas Muhammadiyah Sumatera Utara [University of Muhammadiyah Sumatera Utara], Indonesia.

Conflict of interest statement:
Author(s) reported no conflict of interest

Muhammad Andi Prayogi (Indonesia), **Muhammad Fahmi** (Indonesia), **Rezki Zurriah** (Indonesia), **Nurul Amaliah** (Indonesia), **Amelia Dewi Siagian** (Indonesia)

THE MEDIATING JOB CRAFTING AND ORGANIZATIONAL RESILIENCE IN LINKING INFORMATION TECHNOLOGY CAPABILITIES WITH SALES PERFORMANCE: AN EMPIRICAL STUDY FROM INDONESIA

Abstract

Sales performance is crucial in ensuring business growth, profitability, and sustainability, especially in the highly competitive and dynamic Fast Moving Consumer Goods (FCMG) sector. Improving sales performance can be a determining factor for companies to remain relevant and superior in an ever-evolving market. This study aims to analyze the effect of information technology capability on sales performance through the mediation of job crafting and organizational resilience. This study is based on the data from 385 respondents who are salespeople in the Fast Moving Consumer Goods (FMCG) sector in North Sumatra, Indonesia, focusing on how information technology can support the improvement of salespeople's adaptability and productivity. This study applies the Structural Equation Modeling (SEM) analysis method with the Partial Least Squares (PLS) approach. The study's results indicate that information technology capabilities affect sales performance (p = 0.000), and information technology capabilities positively affect job crafting (p = 0.000). Information technology capabilities affect organizational resilience (0.611), job crafting affects sales performance (0.533), and organizational resilience hurts sales performance (0.161). Furthermore, the indirect effect shows that information technology capabilities on sales performance through job crafting show a significant effect (0.406), and information technology capabilities affect sales performance through organizational resilience (-0.098), information technology capabilities do not affect organizational resilience through job crafting (0.083). Job crafting does not affect sales performance through organisational resilience (-0.018). This study found that information technology capabilities are essential in improving sales performance through direct and indirect channels, primarily through job crafting and organizational resilience.

Keywords organizational resilience, digital innovation, adaptive capability, sales performance, SEM PLS

JEL Classification M31, D23, O15, L16

INTRODUCTION

Companies in the Fast Moving Consumer Goods (FMCG) sector face significant challenges in maximizing the use of information technology to support their sales force. Despite investing heavily in information technology capabilities, the expected results, especially regarding sales performance, still need to be improved. The information technology capabilities the sales force possesses play a significant role in accelerating business processes; however, if supported by the right strategy, this capability can be utilized optimally (Zeng & Lu, 2021). Besides, the adaptation of the sales force to this technology is often hampered by limited flexibility in their roles, which can be overcome through job crafting, namely the efforts of marketing personnel to ad-

http://dx.doi.org/10.21511/im.21(1).2025.15

just tasks according to their abilities and needs (Luu, 2020). Organizational resilience, the company's ability to adapt and recover from changes and challenges, also plays an essential role in ensuring the sustainability of sales performance amidst rapid market changes (Beuren et al., 2022).

A phenomenon seen in recent years is that many FCMG companies need help implementing information technology to improve sales performance effectively. Even though the technology is available, salespeople often feel burdened by rigid workflows and need more opportunities to adjust tasks to technological capabilities. Weak organizational resilience to market dynamics causes the performance of marketing personnel to be unstable, especially when facing sudden changes in the industry. Many salespeople feel that their work could be more structured and inflexible, so they cannot optimally adapt to technological changes, which can be improved with more targeted job crafting.

In-depth studies are essential because suboptimal use of technology can hamper companies' marketing effectiveness and long-term competitiveness. By analyzing the relationship between information technology capabilities, job crafting, and organizational resilience, FCMG companies and similar industries can identify more efficient strategies for utilising technology, creating flexible work environments for salespeople, and building strong organizational resilience to achieve better performance.

1. LITERATURE REVIEW

In an increasingly digitalized business environment, a company's ability to optimally utilise information technology is crucial to its success, especially in the competitive Fast Moving Consumer Goods (FCMG) industry. However, the impact of technology on performance is often not only direct but is influenced by how the workforce adapts and manages their work and how the organization builds resilience in the face of change and challenges. Therefore, it is essential to understand the relationship between these variables through a comprehensive literature review to identify research gaps and enrich the existing state of the art.

Information Technology Capabilities (ITC) refer to a company's information technology capabilities in managing, using, and utilizing technology to support and improve business performance and achieve strategic goals (Alkatheeri et al., 2023; Slim et al., 2021). Information technology capabilities cover various aspects, including the availability and readiness of hardware, software, networks and other technological resources (Yusif et al., 2020; Chinnapong et al., 2021). In various companies, including Fast Moving Consumer Goods (FCMG), in the context of salespeople, information technology capabilities help manage customer relationships, analyse market data, and increase marketing effectiveness (Liu et al., 2021). Information technology capabilities encourage salesmen to respond more quickly and efficiently to market changes by providing access to real-time data and digital tools that facilitate customer interaction (Pascucci et al., 2023). Previous studies have also shown that adopting good information technology capabilities can improve organizational productivity and performance (Tariq et al., 2022).

In the context of sales performance, information technology capabilities have great potential to improve various aspects of sales performance, including customer management, sales effectiveness, and market forecasting ability (Cuevas-Vargas et al., 2021). The research shows that salespeople supported by sophisticated IT systems can better respond to customer needs quickly and personally, ultimately improving sales performance (Igwe et al., 2020; Saldanha et al., 2020). However, the effectiveness of information technology capabilities in driving sales performance also depends on contextual factors, such as organizational and individual readiness to adopt technology (Buonocore et al., 2021), which suggests that there is room for further study on mediating mechanisms such as job crafting and organizational resilience.

Information technology capabilities are crucial to improving salesperson performance in the modern business world, especially in the FCMG sector (George & Hovan George, 2023). Information technology capabilities facilitate salespersons to access real-time product information (Smith, 2024), in-

teract with customers more effectively, and manage customer data to increase sales and customer satisfaction (Mehmood, 2021; Alzoubi et al., 2022). Several studies have shown that using information technology capabilities can improve sales performance by speeding up decision-making and facilitating access to information needed to interact with customers (Bag et al., 2021; Gu et al., 2021). For example, an IT-based Customer Relationship Management (CRM) system enables the salespersons to understand customer needs and preferences better and manage customer relationships more personally and efficiently (Chatterjee et al., 2021). Technology not only improves productivity but also the ability of salespeople to build long-term relationships with customers (Bag et al., 2022). Although information technology capabilities can speed up and simplify the sales process, the salesperson's ability to utilize this technology depends on their skills and level of technology adoption (Corsaro & Maggioni, 2021). Salespersons who are not trained or have little experience in using technology will experience (Giovannetti & Cardinali, 2021).

With adequate IT skills, a salesperson can not only access and utilize tools such as CRM systems to improve sales efficiency but also be better able to do job crafting (Kang et al., 2023), changing the way they perform tasks and interact with customers based on insights gained from technology. This ability encourages salespeople to adjust their work according to their interests and skills. Therefore, the development of job crafting, where salespeople can adjust their tasks to suit the use of technology better, becomes relevant in improving salesperson performance (Razia et al., 2021). Job crafting is a proactive effort by employees to change their work's physical and cognitive limitations to improve performance and productivity (Hu et al., 2020; Zhang et al., 2021; Prayogi et al., 2023); (Nasution et al., 2023). Job crafting encourages marketers to organize and redesign how they work to adapt to new technologies and achieve better results (Buonocore et al., 2021); (Kang et al., 2023). In the context of a salesman, job crafting plays a role in helping the salesman adjust tasks according to existing technology needs (Demir et al., 2024). For example, a salesman who can adjust tasks with information technology capabilities will be better able to use technology to maximize customer interactions, conduct market analysis, and optimize sales, research shows the benefits of job crafting on sales performance (Shin et al., 2020; Luu, 2020).

Furthermore, robust information technology capabilities affect job crafting and individual performance and contribute to organizational resilience (Xie et al., 2022). Organizational resilience is defined as an organization's ability to adapt, survive, and thrive in the face of unexpected external changes and challenges (Rodríguez-Sánchez et al., 2021; Duchek, 2020). Information technology capabilities encourage companies to strengthen this resilience by providing data and tools that help organizations respond to market changes quickly and effectively. Companies that have salespeople with good information technology capabilities can deal with disruptions or changes more efficiently because they have the information needed to make decisions faster and more accurately (Badrinarayanan et al., 2022). Besides, job crafting also affects the ability of salespeople to adapt to market changes and the challenges they face (Maden-Eyiusta & Alten, 2023).

Salespeople who engage in job crafting are better able to solve problems with greater creativity, allowing them to remain productive even under challenging situations (Zhou et al., 2024). Job crafting significantly impacts sales performance (Karatepe & Terry, 2023). Moreover, it increases engagement and creativity in the work (Garg et al., 2021). Job crafting indicates an individual's efforts to change their work's physical, cognitive, and relational aspects, aimed at increasing job meaning and satisfaction (Li et al., 2023). This study is supported by Nehra (2023). Salespeople who engage in job crafting tend to be more intrinsically motivated, contributing to increased efficiency and productivity. Besides, Shang, (2022) noted that job crafting encourages employees to adapt their work to their strengths better, thereby creating better performance outcomes. This skill is essential for salespeople because it helps them adapt to changing markets and evolving customer demands, thereby maintaining competitiveness and optimal performance.

Previous studies have shown that organisational resilience significantly affects salesperson performance (Dhoopar et al., 2022); especially in the face of market changes and uncertainties; organ-

http://dx.doi.org/10.21511/im.21(1).2025.15

isational resilience refers to a company's ability to adapt quickly to changes in the external and internal environment and maintain stable performance even in challenging conditions (Yuan et al., 2022). In the context of sales, a resilient organisation can provide the necessary support for salespeople to remain productive, such as continuous training, flexible strategies, and sufficient resources to overcome market challenges (Jamil et al., 2022), Salespeople who feel supported in a resilient organisation tend to have a higher commitment to their work, which directly impacts improving their performance (Sihag et al., 2022). Organisations that can manage resilience by providing emotional and social support to employees also create an environment conducive to personal growth and development, which leads to better sales target achievement (Do et al., 2022).

The mediation of job crafting between information technology (IT) capabilities and sales performance can be explained as a process in which job crafting acts as an intermediary (Yang & Qi, 2024) that influences how information technology capabilities contribute to sales performance. When salespeople have good information technology skills, they will feel more capable and confident in dealing with complex sales tasks. In this case, job crafting is a mediator that transforms IT capabilities into better performance outcomes. Salespeople can adapt their jobs to the available technology, allowing them to work smarter, not harder (Xu et al., 2023). Furthermore, job crafting functions as a mediator because it can change how salespeople manage their role in the workplace, whether in terms of changing tasks, relationships with colleagues, or even how they interact with customers (Hernaus et al., 2024). With better IT skills, they can better redesign their jobs to suit market needs and customer desires. Therefore, job crafting becomes a critical element of the mediation process between IT capabilities and performance, as it gives salespeople the freedom to customise their jobs to maximise performance potential based on the technology skills they possess.

Besides, organizational resilience is vital in mediating the relationship between information technology capabilities and sales performance (Channa et al., 2019). In an increasingly dynamic environment, such as the FCMG industry, organisational resilience is essential to ensure that salesmen remain productive amidst market changes and technological advances (Marcucci et al., 2022). Organizational resilience encourages companies and salesmen to navigate challenges, overcome uncertainty, and better utilise technology to maintain and improve sales performance (Pratono, 2022). Several studies by Trieu et al. (2023), Marcucci et al. (2022), He et al. (2023) show that more resilient organisations can better utilise information technology capabilities effectively, which in turn improves salesmen's ability to respond to market challenges.

There is a significant gap in existing research, namely the need for studies integrating information technology capability, job crafting, and organisational resilience and their impact on sales performance in the Fast Moving Consumer Goods (FCMG) industry. Most of the available research focuses more on single or bivariate variable analysis, such as the effect of job crafting on sales performance (Yang & Qi, 2024), the impact of organizational resilience on adaptation and performance (Beuren et al., 2022), and the contribution of information technology capabilities facilitates sales interactions and productivity (Chege et al., 2020). Meanwhile, the synergistic relationship between the three variables in the dynamic and rapidly changing FCMG sector needs to be explored. Although previous studies have shown that information technology capability and job crafting have a significant influence on sales performance (Itani et al., 2020; Trieu et al., 2023; Do et al., 2022), there still needs to be a gap in understanding how organisational resilience can mediate the relationship between these three factors. Therefore, this study aims to fill this gap by exploring the influence of information technology capability through the mediation of job crafting and organisational resilience on sales performance in the FCMG sector.

2. AIMS AND HYPOTHESES

This study investigates the effect of information technology capabilities on sales performance, mediating job crafting and organizational resilience in the context of FCMG companies. Then, to un-

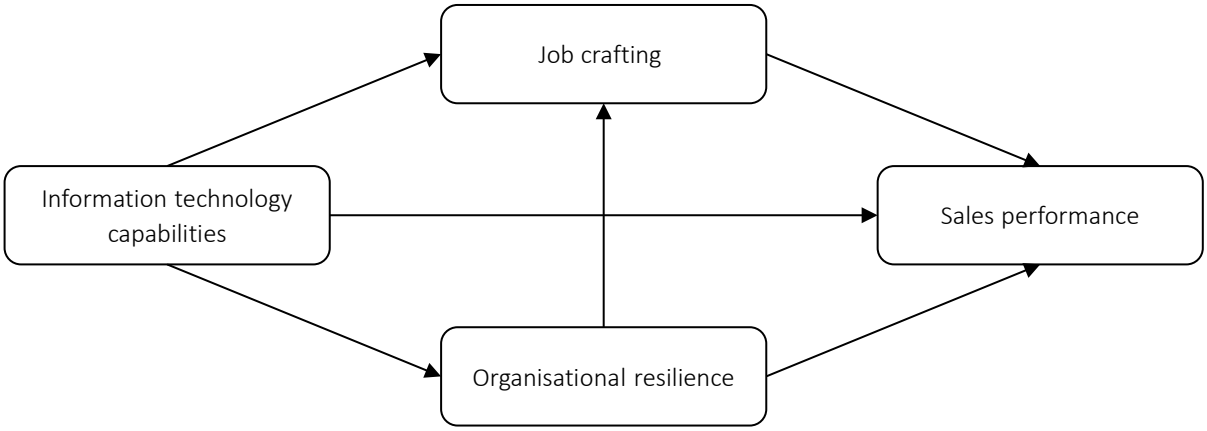


Figure 1. Research model Information technology capabilities on sales performance are mediated by (information technology capabilities on sales performance are mediated by job crafting and organizational resilience) and organizational resilience

derstand how information technology capabilities can facilitate salesmen in adapting to job demands, increasing engagement, and ultimately contributing to better sales performance. This model shows that information technology capabilities directly influence sales performance, job crafting, and organizational resilience.

Figure 1 illustrates the research model developed based on a comprehensive literature review. This model connects information technology capabilities, job crafting, organizational resilience, and sales performance to the context of Fast Moving Consumer Goods (FMCG) companies in North Sumatra. Based on the existing literature highlights how the formation of the model strengthens individual and organisational resilience in the FCMG environment. This model is designed to explore the complex relationship between technology, personal roles, organizational resilience, and performance in a competitive business environment. Thus, the following hypotheses are proposed (Figure 1):

H1: Information technology capabilities significantly affect sales performance.

H2: Information technology capabilities significantly affect job crafting.

H3: Information technology capabilities significantly affect organizational resilience.

H4: Job crafting significantly affects sales performance sales performance.

H5: Organizational resilience significantly affects sales performance.

H6: Information technology capabilities significantly affect sales performance-mediated job crafting.

H7: Information technology capabilities significantly affect sales performance-mediated organizational resilience.

H8: Information technology capabilities significantly affect sales performance mediated organizational resilience.

H9: Job crafting significantly affects sales performance-mediated organizational resilience.

3. METHODOLOGY

This study uses a structured and systematic quantitative approach to classify data so that it can be generalised. Data are measured, hypotheses are tested, conclusions are drawn to explain the phenomenon, and correlations or causal relationships between variables are analyzed. The population of the study was FMCG industry salesmen in North Sumatra, who used an accidental sampling technique. Because the population is unknown, the Lameshow formula is used to calculate the sample. Based on the calculation, the number of samples needed is 385. Data were collected through a questionnaire with a Likert scale of 1-5 and primary and secondary data documentation. This study fo-

http://dx.doi.org/10.21511/im.21(1).2025.15

cuses on Fast Moving Consumer Goods salesmen in North Sumatra and uses Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach through SMART PLS software.

Table 1. Distribution of respondents

Characteristics	Category	Quantity	Percentage
Gender	Male	312	81.67
	Female	73	18.33
	Total	385	100
Age	25-30 years	114	29.33
	31-35 years	155	40.57
	36-40 years	62	16.10
	41-45 years	37	9.6
	46-50 years	13	3.37
	> 50 years	4	1.03
	Total	385	100
Education background	High school	128	33.24
	Diploma	89	23.11
	Bachelor	168	46.65
	Total	385	100
Status	Married	311	80.77
	Single	74	29.32
	Total	385	100

Interpretation of Table 1 shows that most salesmen in this study are male, with a significant percentage of 81.67%, reflecting the dominance of Men in the population studied. The 31-35 age group dominates at 40.57%, followed by respondents aged 25-30 at 29.33%, indicating that salespeople are mainly at a productive age and have the potential to have quite mature work experience. Regarding education, 46.65% of salesmen have a bachelor's degree, indicating a relatively high level of education among respondents. Besides, most salesmen (80.77%) are married, which could reflect greater responsibilities in personal and professional life. These data provide insight into the demographic profile of salespeople who are educated, of productive age, and have family responsibilities.

The operational definition of sales performance evaluates individual performance in achieving sales targets and achieving related business goals. The indicators measured (Inyang & Jaramillo, 2020) include 1) achieving sales in the last 12 months? 2) achieving orders in the last 12 months? 3) achieving the closing ratio in the last 12 months? 4) achieving total contribution margin in the last 12 months? 5) Meeting or exceeding the sales quota given to me. The operational definition of information technology capabilities is a salesman's information technology capabilities that increase effectiveness, efficiency, and sales performance. Indicators for measuring IT capabilities (Al Teneiji et al., 2022) include: 1) IT knowledge; 2) IT operations; 3) IT infrastructure. Operational definition of individual resilience is the ability of employees to withstand and recover from pressure, cope with stress, face change, and remain productive amidst challenges. Here are some indicators to measure organizational resilience (Al-Hawari et al., 2020): 1) able to overcome difficulties in one way or another at work; 2) able to overcome challenges alone, 3) ability to handle stress at work, 4) able to face difficult times at work, 5) able to complete several tasks or responsibilities simultaneously. The operational definition of job crafting is that individuals actively and consciously modify their tasks, roles, and interpersonal relationships at work to create a more satisfying, meaningful, and appropriate work environment for individual needs and preferences. Indicators to measure job crafting (Mousa et al., 2023) consist of increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands.

4. RESULTS

After the research data were collected, the first step was to measure the model through an outer model evaluation to ensure that each indicator met the requirements of the SEM PLS method. The analysis showed that although most indicators had outer loading values above 0.7 and were significant, invalid indicators that did not meet the validity standards were eliminated from the research model because they had outer loading values below 0.7. Then, a re-evaluation of the model was carried out. The results of the analysis after elimination showed that all remaining indicators had outer loading values above 0.7, so they were declared valid and significant in measuring their respective latent variables. Thus, all indicators in the final model met the required validity criteria, and the measurement model was considered reliable for further analysis.

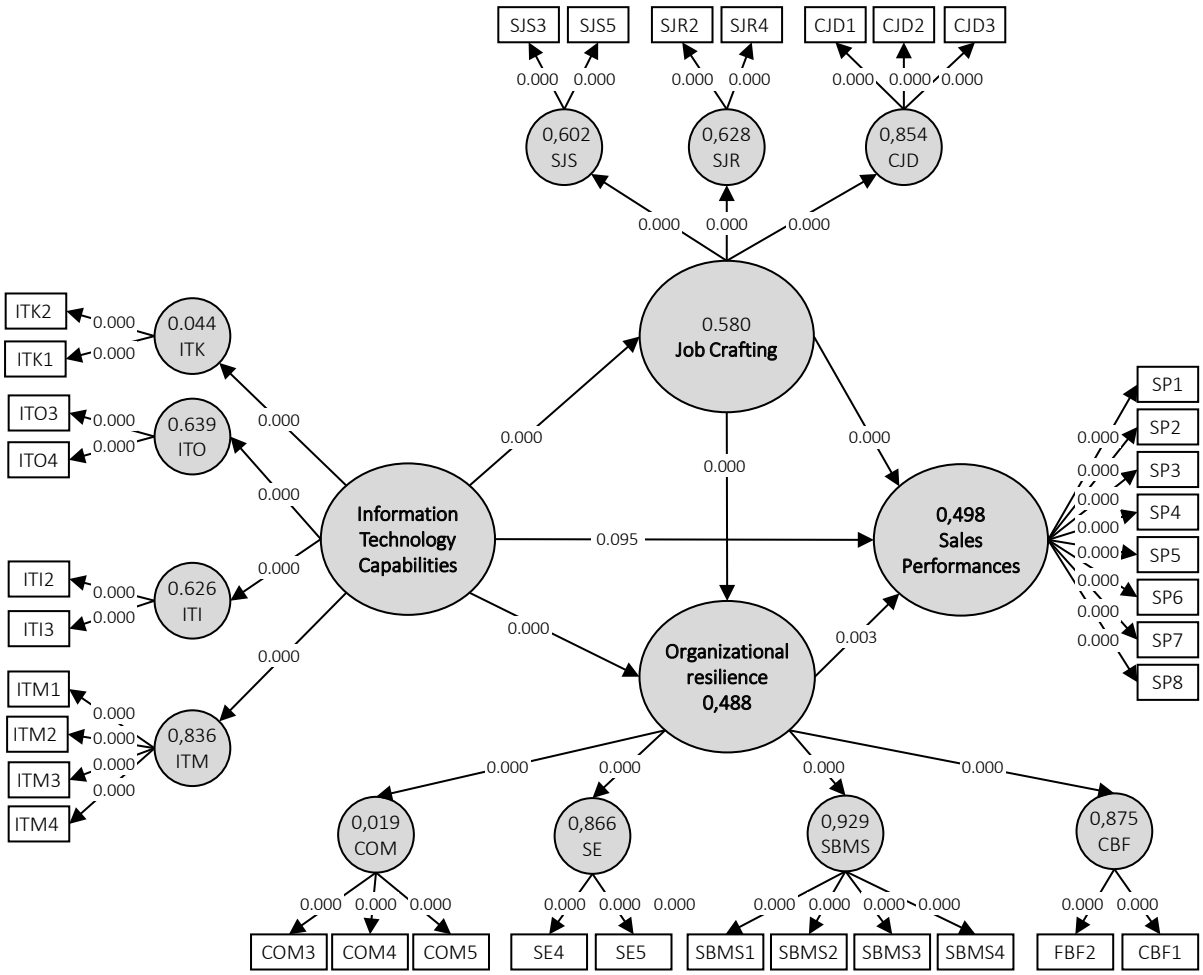
Based on the measurement results, all research constructs showed strong reliability with Cronbach's alpha and composite reliability values above 0.7,

Table 2. Measurement of research variables

Construct	Cronbach's alpha	Composite reliability	Average Variance Extracted (AVE)	R^2
Information Technology Capabilities	0,869	0,916	0,506	
Job Crafting	0,845	0,899	0,526	0.580
Organizational Resilience	0,891	0,956	0,547	0,485
Sales Performance	0,912	0,920	0,619	0,494

indicating good internal consistency and reliability. Convergent validity is also adequate, with an AVE value of more than 0.5, indicating that the indicators used significantly reflect the measured constructs. Besides, the R^2 value shows that the independent variables have a reasonably strong ability to explain variance in the dependent variable. Overall, this model has a reliable and valid measurement quality.

After ensuring that the constructs in this study have good reliability and validity through the Cronbach's alpha, composite reliability, AVE, and R^2 tests, the next step is to conduct a hypothesis test to test the relationship between variables. This hypothesis test evaluates whether the data significantly supports the hypothesized relationship between the independent and dependent variables.



Note: Information Technology Knowledge (ITK); Information Technology Operations (ITO); Information Infrastructure (ITI); Information Technology Management (ITM); Competency (Com); Self Efficacy (SE); Communication behavior to make sense (SBMS); Communication Behavior for Feelings (CBF); structural job resources (SJS); Social Job Resources (SJR); Challenging Job Demands (CJD); Sales Performance (SP)

Figure 2. Model path summary of path coefficient second-order

http://dx.doi.org/10.21511/im.21(1).2025.15

Partial Least Squares Structural Equation Modeling (PLS SEM) was chosen in this study because of several advantages that are by the characteristics of this study, including PLS SEM is very suitable for predictive and exploratory research, PLS SEM helps explore the models that are not yet fully established or developed. PLS SEM can reasonably estimate structural and measurement models simultaneously, handle the models with mediation relations that are very good at estimating and testing mediation models and indirect effects, and prioritize prediction over model fit.

Overall, the second-order path coefficient model provides a visual representation of the relationships tested between latent variables, the strength of the relationships, and how well the model explains variation in the dependent variable. This model helps illustrate how factors such as information technology capabilities, job crafting, and organizational resilience contribute to sales performance.

Table 3 shows that information technology capabilities have a significant role in influencing various other variables related to sales performance directly or indirectly. This result is supported by the findings in the first, second, and third hypotheses, which show a positive and significant influence of information technology capabilities on sales performance, job crafting, and organizational resilience. With a path coefficient value of 0.317 for the relationship between information technology capabilities and sales performance (*H1*) and 0.761 for its influence on job crafting (*H2*), it is clear that better technological capabilities allow companies to increase efficiency, support Salesman creativity in adjusting work, and encourage organizational resilience. The strong influence of information technology capabilities on job crafting (t-statistics 62.368) shows that employees with adequate technological support can better manage their tasks and roles more effectively, positively impacting sales performance (*H4*). Besides, although organizational resilience is also significantly influenced by information technology capabilities (*H3*), its influence on sales performance shows a negative relationship. This is indicated by the negative path coefficient (–0.161) in *H5*, which indicates that when organizations focus too much on organizational resilience, it can reduce focus on sales. This is indicated by the negative path coefficient (–0.161) in *H5*, which indicates that when organizations focus too much on resilience, it can reduce attention to sales because the resources allocated to organizational resilience do not contribute directly to increasing sales.

In the indirect effect, information technology capabilities also significantly influenced sales performance through job crafting (*H6*) with a path coefficient value of 0.406. This confirms that job crafting has a crucial mediating role in transforming information technology capabilities into in-

Table 3. Summary of path coefficient direct and indirect effect

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	t-statistics	p-values	Summary
Direct effect						
H1: Information technology capabilities → sales performance	0,317	0,315	0,052	6,099	0,000	Supported
H2: Information technology capabilities → job crafting	0,761	0,762	0,012	62,368	0,000	Supported
H3: Information technology capabilities → organizational resilience	0,611	0,604	0,098	6,226	0,000	Supported
H4: Job crafting → sales performance	0,533	0,535	0,037	14,227	0,000	Supported
H5: Organizational resilience → sales performance	-0,161	-0,159	0,058	2,786	0,003	Supported
Indirect effect						
H6: Information technology capabilities → job crafting → sales performance	0,406	0,407	0,029	14,218	0,000	Supported
H7: Information technology capabilities → organizational resilience → sales performance	-0,098	-0,097	0,040	2,475	0,007	Supported
H8: Information technology capabilities → job crafting → organizational resilience	0,083	0,087	0,063	1,319	0,094	Not Supported
H9: Job crafting → organizational resilience → sales performance	-0,018	-0,018	0,015	1,184	0,118	Not Supported

creased sales performance. Salespeople who can adapt and adjust their roles with technology support tend to be more productive and can better achieve sales targets. Conversely, in *H6*, information technology capabilities also negatively influenced sales performance through organizational resilience (path coefficient -0.098), indicating that organizations that focus too much on resilience will sacrifice other aspects, such as innovation in sales or efficiency. Besides, the mediation effect between job crafting and organizational resilience on sales performance (*H8*) was insignificant, indicating that although job crafting can improve organizational resilience, its impact is not directly translated into sales performance. Overall, these results emphasize the importance of technology in driving performance through direct channels and job crafting but also warn that excessive focus on organizational resilience can hurt sales results.

5. DISCUSSION

The study results show that information technology capabilities positively and significantly affect sales performance. This finding confirms that investment in information technology is a critical factor in increasing the efficiency and effectiveness of the sales process. Companies can use an integrated digital platform to ensure that all teams work with the same information, increasing collaboration and responsiveness to customer needs (He et al., 2023). Besides, information technology capabilities accelerate the sales process through automation tools, such as email marketing and chatbots, which help reduce follow-up time (Stone, 2021). Cuevas-Vargas et al. (2021), Valdez-Juárez and Castillo-Vergara (2021), and Heredia et al. (2022) explain that Information Technology Capabilities significantly improve sales performance because they can help Salesmen access information in real-time and speed up the sales process. With strong IT capabilities, salesmen can respond to consumer needs quickly and analyze needs more precisely.

Information technology capabilities significantly affect job crafting and organizational resilience because the technology supports the work flexibility and adaptation needed to address dynamic challenges. In job crafting, information technology enables employees to adjust work tasks and interactions more effectively through communication, collaboration, and data management tools that facilitate task management according to individual preferences (Sharma & Nambudiri, 2020). Besides, technological capabilities enhance organizational resilience by accelerating responses to external changes, improving operational efficiency, and supporting data-driven decision-making, all of which are essential to dealing with crises and uncertainty (Marcucci et al., 2022). Along with that, technology enables organizations to innovate and adopt more resilient strategies in facing market challenges.

Organizational resilience has a significant negative effect on sales performance. This negative effect indicates that organizational resilience does not always contribute directly to increasing sales performance; it can even decrease it in specific contexts. One reason that can explain the results of this study is that efforts to improve organizational resilience often focus on risk management, stability, and strengthening internal structures, which can sacrifice the short-term flexibility and innovation needed in sales to maintain organizational resilience. Focusing too much on resilience can make organizations respond faster to new market opportunities or rapid changes in customer preferences, which are very important in sales performance (Rapaccini et al., 2020). The implication is that, although organizational resilience is essential for the long term, organizations need to balance efforts to maintain stability and flexibility to continue to drive sales effectively. Focusing on short-term sales strategies for resilience can lead to declining sales performance.

Job crafting has a significant positive effect on sales performance. This means that their performance is greatly improved when salespeople actively adjust and shape their work roles and tasks according to their personal preferences and strengths. Job crafting encourages salespeople to be more engaged, proactive, and motivated in their work, which ultimately can improve productivity and sales results (Santos et al., 2023). With salespeople having more auton-

http://dx.doi.org/10.21511/im.21(1).2025.15

omy to adjust their work, they are more likely to find new ways to serve customers better, increase innovation in the sales process, and create stronger customer relationships, all of which positively affect sales performance (Luu, 2020).

On the other hand, organizational resilience significantly negatively affects sales performance. This negative effect can be interpreted as the fact that although organizational resilience is essential in the long term, excessive focus on resilience can sacrifice the dynamism and flexibility needed to drive sales (Garrido-Moreno et al., 2024). In some cases, companies that focus less on risk mitigation, stability, and long-term sustainability may be less able to respond quickly to market changes and customer needs, ultimately hurting sales. These two findings imply that companies need to balance employee flexibility through job crafting, which can directly support sales results, and efforts to maintain organizational resilience that can reduce competitiveness in dynamic market situations.

Further results show that job crafting significantly mediates between information technology capabilities and sales performance. Information technology capabilities encourage salesmen to more easily adjust their tasks to personal preferences, thereby increasing efficiency and performance. Moon et al. (2020) and Meijerink et al. (2020) found that job crafting can encourage salesmen to be more engaged and motivated in their work, ultimately improving sales performance. Technology that supports the ability to craft this job strengthens productivity and innovation in sales.

The study results show that job crafting significantly mediates the relationship between information technology capabilities and sales performance. That is, information technology capabilities contribute to improving job crafting and job crafting, in turn, improves sales performance. This mediation means that information technology capabilities directly affect sales performance and improve the salesman's job crafting. When salespeople can better adjust their work roles thanks to information technology, their engagement, motivation, and innovation increase, ultimately positively impacting sales and always supporting salesperson improvement. Excessive organizational resilience can make companies focus too much on stability, risk mitigation, and protection from external threats, limiting flexibility in innovating or responding quickly to market changes. In a competitive business context, overemphasizing resilience can sacrifice sales efficiency and innovation needed to succeed in the market. This finding is consistent with studies showing that organizational resilience, although necessary for business continuity, must be balanced with the ability to remain agile and innovative in facing market challenges (Senbeto & Hon, 2020; Do et al., 2022). Thus, companies need to be careful in focusing resources on technologies that support organizational resilience so as not to sacrifice more proactive and innovative aspects in improving sales performance.

CONCLUSION

The study aims to analyze the effect of information technology capabilities on sales performance by mediating job crafting and organizational resilience. The study results indicate that information technology capabilities significantly affect sales performance, job crafting, and organizational resilience. Information technology capabilities also directly affect job crafting and organizational resilience, affecting sales performance. An indirect effect was found in the relationship between information technology capabilities and sales performance mediated by job crafting and organizational resilience. These findings emphasize the importance of companies utilizing information technology capabilities to support job crafting and create an environment that allows for flexibility in the role of sales personnel. In addition, companies need to build organizational resilience to face market dynamics without reducing sales performance. Limitations of the study include the limited sample size in the FMCG sector and the cross-sectional approach that cannot definitively conclude a causal relationship. Further research with a larger sample and a longitudinal approach is recommended to broaden insights into the influence of these variables in a broader context.

AUTHOR CONTRIBUTIONS

Conceptualization: Muhammad Andi Prayogi, Muhammad Fahmi.
Data curation: Muhammad Fahmi, Rezki Zurriah.
Formal analysis: Muhammad Fahmi, Rezki Zurriah.
Investigation: Muhammad Fahmi, Nurul Amaliah, Amelia Dewi Siagian.
Methodology: Muhammad Andi Prayogi.
Project administration: Nurul Amaliah, Amelia Dewi Siagian.
Resources: Muhammad Andi Prayogi, Muhammad Fahmi, Rezki Zurriah.
Software: Muhammad Andi Prayogi.
Supervision: Muhammad Andi Prayogi.
Validation: Muhammad Andi Prayogi.
Visualization: Rezki Zurriah, Nurul Amaliah, Amelia Dewi Siagian.
Writing – original draft: Muhammad Andi Prayogi.
Writing – review & editing: Muhammad Fahmi, Rezki Zurriah, Nurul Amaliah, Amelia Dewi Siagian.

ACKNOWLEDGMENT

This research is supported by the Directorate General of Higher Education, Research, and Technology of the Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia (Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi Republik Indonesia, Direktorat Jenderal Pendidikan Tinggi, Riset, Dan Teknologi) through the Regular Fundamental Research Funding in 2024 with contract number 103/E5/PG.02.00.PL/2024; 16/LL1/AL.04.03/2024; 09/II.3-AU/UMSU-LP2M/C/2024. Our deepest gratitude to all parties who have contributed to the completion of this research and our gratitude to the University Leadership and Faculty of Economics and Business, Universitas Muhammadiyah Sumatera Utara, who have provided support facilities for this research to be carried out, and our gratitude to the respondents who voluntarily took the time and provided their insights during the data collection process.

REFERENCES

1. Al-Hawari, M. A., Bani-Melhem, S., & Quratulain, S. (2020). Do Frontline Employees Cope Effectively with Abusive Supervision and Customer Incivility? Testing the Effect of Employee Resilience. *Journal of Business and Psychology, 35*(2), 223-240. https://doi.org/10.1007/s10869-019-09621-2

2. Al Teneiji, T. M., Ahamat, A., Murad, M. A., & Raheem, H. A. A. (2022). The Mediating Role of Knowledge Management in the Relationship between IT Capabilities and Innovation Capabilities. *Special Education, 1*(43), 2734-2751. Retrieved from http://www.sumc.lt/index.php/se/article/view/311

3. Alkatheeri, H. B., Jabeen, F., Mehmood, K., & Santoro, G. (2023). Elucidating the effect of information technology capabilities on organizational performance in UAE: a three-wave moderated-mediation model. *International Journal of Emerging Markets, 18*(10), 3913-3934. https://doi.org/10.1108/IJOEM-08-2021-1250

4. Alzoubi, H., Alshurideh, M., Kurdi, B. Al, Akour, I., & Aziz, R. (2022). Does BLE technology contribute towards improving marketing strategies, customers' satisfaction and loyalty? The role of open innovation. *International Journal of Data and Network Science, 6*(2), 449-460. https://doi.org/10.5267/j.ijdns.2021.12.009

5. Badrinarayanan, V., Madhavaram, S., & Manis, K. T. (2022). Technology-enabled sales capability: A capabilities-based contingency framework. *Journal of Personal Selling & Sales Management, 42*(4), 358-376. https://doi.org/10.1080/08853134.2022.2108823

6. Bag, S., Gupta, S., Kumar, A., & Sivarajah, U. (2021). An integrated artificial intelligence framework for knowledge creation and B2B marketing rational decision making for improving firm performance. *Industrial Marketing Management, 92,* 178-189. https://doi.org/10.1016/j.indmarman.2020.12.001

7. Bag, S., Srivastava, G., Bashir, M. M. Al, Kumari, S., Giannakis, M., & Chowdhury, A. H. (2022). Journey of customers in this digital era: Understanding the role of artificial intelligence technologies in user engagement and conversion. *Benchmarking: An International Journal, 29*(7), 2074-2098. https://doi.org/10.1108/BIJ-07-2021-0415

http://dx.doi.org/10.21511/im.21(1).2025.15

8. Beuren, I. M., dos Santos, V., & Theiss, V. (2022). Organizational resilience, job satisfaction and business performance. *International Journal of Productivity and Performance Management, 71*(6), 2262-2279. https://doi.org/10.1108/IJPPM-03-2021-0158

9. Buonocore, F., Agrifoglio, R., & de Gennaro, D. (2021). The Role of Digital Competencies and Creativity for Job Crafting in Public Administration. *Digital Transformation and Human Behavior,* 87-97. https://doi.org/10.1007/978-3-030-47539-0_7

10. Channa, N. A., Shah, S. M. M., & Ghumro, N. H. (2019). Uncovering the Link between Strategic Human Resource Management and Crisis Management: Mediating Role of Organizational Resilience. *Annals of Contemporary Developments in Management & HR, 1*(2), 15-27. https://doi.org/10.33166/acdmhr.2019.02.003

11. Chatterjee, S., Chaudhuri, R., Vrontis, D., Thrassou, A., & Ghosh, S. K. (2021). ICT-enabled CRM system adoption: a dual Indian qualitative case study and conceptual framework development. *Journal of Asia Business Studies, 15*(2), 257-277. https://doi.org/10.1108/JABS-05-2020-0198

12. Chege, S. M., Wang, D., & Suntu, S. L. (2020). Impact of information technology innovation on firm performance in Kenya. *Information Technology for Development, 26*(2), 316-345. https://doi.org/10.1080/02681102.2019.1573717

13. Chinnapong, P., Aujirapongpan, S., Koompai, S., Dowpiset, K., & Jiraphanumes, K. (2021). The Effect of Information Technology and Dynamic Capabilities on Human Resources Competencies and Innovative Performance. *ABAC Journal, 41*(4), 198-223. https://doi.org/10.14456/abacj.2021.10

14. Corsaro, D., & Maggioni, I. (2021). Managing the sales transformation process in B2B: between human and digital. *Italian Journal of Marketing, 1-2,* 25-56. https://doi.org/10.1007/s43039-021-00025-w

15. Cuevas-Vargas, H., Fernandez-Escobedo, R., Cortes-Palacios, H. A., & Ramirez-Lemus, L. (2021). The Relation Between Adoption of Information and Communication Technologies and Marketing Innovation as a Key Strategy to Improve Business Performance. *Journal of Competitiveness, 13*(2), 23-40. http://dx.doi.org/10.7441/joc.2021.02.02

16. Demir, M., Dalgıç, A., & Yaşar, E. (2024). How Perceived Overqualification Affects Task Performance and Proactive Behavior: The Role of Digital Competencies and Job Crafting. *International Journal of Hospitality & Tourism Administration, 25*(3), 552-574. https://doi.org/10.1080/15256480.2022.2135665

17. Dhoopar, A., Sihag, P., Kumar, A., & Suhag, A. K. (2022). Organizational resilience and employee performance in COVID-19 pandemic: the mediating effect of emotional intelligence. *International Journal of Organizational Analysis, 30*(1), 130-155. https://doi.org/10.1108/IJOA-06-2020-2261

18. Do, H., Budhwar, P., Shipton, H., Nguyen, H.-D., & Nguyen, B. (2022). Building organizational resilience, innovation through resource-based management initiatives, organizational learning and environmental dynamism. *Journal of Business Research, 141,* 808-821. https://doi.org/10.1016/j.jbusres.2021.11.090

19. Duchek, S. (2020). Organizational resilience: a capability-based conceptualization. *Business Research, 13*(1), 215-246. https://doi.org/10.1007/s40685-019-0085-7

20. Garg, N., Murphy, W., & Singh, P. (2021). Reverse mentoring, job crafting and work-outcomes: the mediating role of work engagement. *Career Development International, 26*(2), 290-308. https://doi.org/10.1108/CDI-09-2020-0233

21. Garrido-Moreno, A., Martín-Rojas, R., & García-Morales, V. J. (2024). The key role of innovation and organizational resilience in improving business performance: A mixed-methods approach. *International Journal of Information Management, 77*(July 2023), 102777. https://doi.org/10.1016/j.ijinfomgt.2024.102777

22. George, A. S., & Hovan George, A. S. (2023). Digital Dilemma: The Consequences of Insufficient IT Expertise in the Fast-Moving Consumer Goods Industry. *Partners Universal International Innovation Journal (PUIIJ), 1*(03), 1-24. https://doi.org/10.5281/zenodo.8066759

23. Giovannetti, M., & Cardinali, S. (2021). Sales technology and salespeople's ambidexterity : an ecosystem approach. *Journal of Business & Industrial Marketing, 36*(4), 615-629. https://doi.org/10.1108/JBIM-01-2020-0034

24. Gu, M., Yang, L., & Huo, B. (2021). The impact of information technology usage on supply chain resilience and performance: An ambidexterous view. *International Journal of Production Economics, 232*(June 2020), 107956. https://doi.org/10.1016/j.ijpe.2020.107956

25. He, Z., Huang, H., Choi, H., & Bilgihan, A. (2023). Building organizational resilience with digital transformation. *Journal of Service Management, 34*(1), 147-171. https://doi.org/10.1108/JOSM-06-2021-0216

26. Heredia, J., Castillo-Vergara, M., Geldes, C., Gamarra, F. M. C., Flores, A., & Heredia, W. (2022). How do digital capabilities affect firm performance? The mediating role of technological capabilities in the "new normal." *Journal of Innovation & Knowledge, 7*(2), 100171. https://doi.org/10.1016/j.jik.2022.100171

27. Hernaus, T., Černe, M., & Caniëls, M. C. J. (2024). The innovative power of actual–desired misfit in task identity: The mediating role of job crafting. *German Journal of Human Resource Management: Zeitschrift Für Personalforschung, 38*(3), 314-341. https://doi.org/10.1177/23970022231197515

28. Hu, Q., Taris, T. W., Dollard, M. F., & Schaufeli, W. B. (2020). An exploration of the component validity of job crafting. *European Journal of Work and Organizational Psychology, 29*(5), 776-793. https://doi.org/10.1080/1359432X.2020.1756262

29. Igwe, S. R., Ebenuwa, A., & Idenedo, O. W. (2020). Technology adoption and sales performance of manufacturing small and medium enterprises in port harcourt. *Journal of Marketing Development, 5*(1), 44-58. Retrieved from https://www.academia.edu/42120093/TECHNOLOGY_ADOPTION_AND_SALES_PERFORMANCE_OF_MANUFACTURING_SMALL_AND_MEDIUM_ENTERPRISES_IN_PORT_HARCOURT

30. Inyang, A. E., & Jaramillo, F. (2020). Salesperson implementation of sales strategy and its impact on sales performance. *Journal of Strategic Marketing, 28*(7), 601-619. https://doi.org/10.1080/0965254X.2019.1593223

31. Jamil, S., Sherbaz Khan, & Zafar, S. (2022). Resilient Employees In Resilient Organizations : The Influence On Competency Of An Organization Through Sustainable Human. *Global Journal for Management and Administrative Sciences, 3*(2), 91-107. https://doi.org/10.46568/gjmas.v3i2.134

32. Kang, D. Y., Hur, W.-M. M., & Shin, Y. (2023). Smart technology and service employees' job crafting: Relationship between STARA awareness, performance pressure, receiving and giving help, and job crafting. *Journal of Retailing and Consumer Services, 73*(November 2022), 103282. https://doi.org/10.1016/j.jretconser.2023.103282

33. Karatepe, O. M., & Terry, T. (2023). Job crafting and critical work-related performance outcomes among cabin attendants : Sequential mediation impacts of calling orientation and work engagement. *Tourism Management Perspectives, 45*(April 2021), 101065. https://doi.org/10.1016/j.tmp.2022.101065

34. Li, J., Yang, H., Weng, Q., & Zhu, L. (2023). How different forms of job crafting relate to job satisfaction: The role of person-job fit and age. *Current Psychology, 42*(13), 11155-11169. https://doi.org/10.1007/s12144-021-02390-3

35. Liu, L., Wan, W., & Fan, Q. (2021). How and When Telework Improves Job Performance During COVID-19? Job Crafting as Mediator and Performance Goal Orientation as Moderator. *Psychology Research and Behavior Management, 14,* 2181-2195. https://doi.org/10.2147/PRBM.S340322

36. Luu, T. T. (2020). Linking authentic leadership to salespeople's service performance: The roles of job crafting and human resource flexibility. *Industrial Marketing Management, 84*(June 2019), 89-104. https://doi.org/10.1016/j.indmarman.2019.06.002

37. Maden-Eyiusta, C., & Alten, O. (2023). Expansion-oriented job crafting and employee performance: A self-empowerment perspective. *European Management Journal, 41*(1), 79-89. https://doi.org/10.1016/j.emj.2021.10.012

38. Marcucci, G., Antomarioni, S., Ciarapica, F. E., & Bevilacqua, M. (2022). The impact of Operations and IT-related Industry 4.0 key technologies on organizational resilience. *Production Planning and Control, 33*(15), 1417-1431. https://doi.org/10.1080/09537287.2021.1874702

39. Mehmood, T. (2021). Does Information Technology Competencies And Fleet Management Practices Lead To Effective Service Delivery? Empirical Evidence From E- Commerce Industry. *International Journal of Technology, Innovation and Management, 1*(1), 14-41. http://dx.doi.org/10.54489/ijtim.v1i2.26

40. Meijerink, J., Bos-Nehles, A., & de Leede, J. (2020). How employees' pro-activity translates high-commitment HRM systems into work engagement: the mediating role of job crafting. *International Journal of Human Resource Management, 31*(22), 2893-2918. https://doi.org/10.1080/09585192.2018.1475402

41. Moon, T. W., Youn, N., Hur, W. M., & Kim, K. M. (2020). Does employees' spirituality enhance job performance? The mediating roles of intrinsic motivation and job crafting. *Current Psychology, 39*(5), 1618-1634. https://doi.org/10.1007/s12144-018-9864-0

42. Mousa, M., Chaouali, W., & Mahmood, M. (2023). The Inclusion of Gig Employees and their Career Satisfaction: Do Individual and Collaborative Job Crafting Play a Role? *Public Organization Review, 23*(3), 1055-1068. https://doi.org/10.1007/s11115-021-00596-4

43. Nasution, M. I., Soemaryani, I., Yunizar, & Hilmiana. (2023). the Mediating Role of Employee Ambidexterity and Work Engagement for Talent Management and Medical Representatives' Performance in Indonesian Pharmaceutical Companies. *Problems and Perspectives in Management, 21*(3), 642-655. https://doi.org/10.21511/ppm.21(3).2023.50

44. Nehra, N. S. (2023). Can employee engagement be attained through psychological detachment and job crafting: the mediating role of spirituality and intrinsic motivation. *Journal of Organizational Effectiveness: People and Performance, 10*(3), 368-393. https://doi.org/10.1108/JOEPP-05-2022-0129

45. Pascucci, F., Savelli, E., & Gistri, G. (2023). How digital technologies reshape marketing: evidence from a qualitative investigation. *Italian Journal of Marketing,* 27-58. https://doi.org/10.1007/s43039-023-00063-6

46. Pratono, A. H. (2022). The strategic innovation under information technological turbulence: the role of organisational resilience in competitive advantage. *Competitiveness Review: An International Business Journal, 32*(3), 475-491. https://doi.org/10.1108/CR-03-2021-0046

47. Prayogi, M. A., Farisi, S., & Lesmana, M. T. (2023). Career competencies and employee performance: Mediating roles of job crafting and employee engagement in Islamic banking in North Sumatra, Indonesia. *Problems and Perspectives in Management, 21*(3), 206-218. https://doi.org/10.21511/ppm.21(3).2023.16

48. Rapaccini, M., Saccani, N., Kowalkowski, C., Paiola, M., & Adrodegari, F. (2020). Navigating disruptive crises through service-led growth : The impact of COVID-19 on Italian manufac-

http://dx.doi.org/10.21511/im.21(1).2025.15

turing firms. *Industrial Marketing Management, 88,* 225-237. https://doi.org/10.1016/j.indmarman.2020.05.017

49. Razia, N., Shahib, R., Esfahanic, A. M., & Palandi, F. K. (2021). Job Crafting and B2B Salesperson Performance through Meaningful Work: Role- Resource Approach-Avoidance Model. *Journal of International Marketing Modeling Volume, 2*(1), 1-17. https://doi.org/10.22080/jimm.2021.20394.1005

50. Rodríguez-Sánchez, A., Guinot, J., Chiva, R., & López-Cabrales, Á. (2021). How to emerge stronger: Antecedents and consequences of organizational resilience. *Journal of Management & Organization, 27*(3), 442-459. https://doi.org/10.1017/jmo.2019.5

51. Saldanha, T., Pomirleanu, N., Mariadoss, B. L. J., Saldanha, T., & Pomirleanu, N. (2020). Association for Information Systems AIS Electronic Library (AISeL) Information Technology , Learning , and Sales Performance Information Technology , Learning , and Sales Performance Completed Research Paper Abstract. *Forty-First International Conference on Information Systems, India 2020,* 0-17. 6 https://www.researchgate.net/publication/349992549_Association_for_Information_Systems_Association_for_Information_Systems_AIS_Electronic_Library_AISeL_AIS_Electronic_Library_AISeL_Absorptive_Capacity_and_its_Potential_Role_in_Supporting_Absorptive_Ca

52. Senbeto, D. L., & Hon, A. H. Y. (2020). Market turbulence and service innovation in hospitality: examining the underlying mechanisms of employee and organizational resilience. *The Service Industries Journal, 40*(15-16), 1119-1139. https://doi.org/10.1080/02642069.2020.1734573

53. Shang, W. (2022). The Effects of Job Crafting on Job Performance among Ideological and Political Education Teachers: The Mediating Role of Work Meaning and Work Engagement. *Sustainability (Switzerland), 14*(14). https://doi.org/10.3390/su14148820

54. Sharma, A., & Nambudiri, R. (2020). Work engagement, job crafting and innovativeness in the Indian IT industry. *Personnel Review, 49*(7), 1381-1397. https://doi.org/10.1108/PR-11-2019-0607

55. Shin, Y., Hur, W.-M. M., & Choi, W.-H. H. (2020). Coworker support as a double-edged sword: a moderated mediation model of job crafting, work engagement, and job performance. *The International Journal of Human Resource Management, 31*(11), 1417-1438. https://doi.org/10.1080/09585192.2017.1407352

56. Sihag, P., Dhoopar, A., Sihag, P., Kumar, A., & Suhag, A. K. (2022). Organizational resilience and employee performance: the mediation of perceived organizational support in the Indian HEIs. *International Journal of Productivity and Performance Management, 72*(1), 2674-2696. https://doi.org/10.1108/IJOA-06-2020-2261

57. Slim, A. M., Sarah, O. S., Kadhim, K. G., Ali, B. J., Hammood, A. M., & Othman, B. (2021). The effect of information technology business alignment factors on performance of SMEs. *Management Science Letters, 11,* 833-842. https://doi.org/10.5267/j.msl.2020.10.019

58. Smith, J. D. (2024). The Impact of Technology on Sales Performance in B2B Companies John. *Journal of Artificial Intelligence General Science JAIGS, 3*(01), 243-262. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4810332

59. Stone, M. (2021). Developments in B to B and B to C Marketing and Sales Automation Systems. *Journal of Business-to-Business Marketing, 28*(2), 203-222. https://doi.org/10.1080/1051712X.2021.1920702

60. Tariq, E., Alshurideh, M., Akour, I., & Al-Hawary, S. (2022). The effect of digital marketing capabilities on organizational ambidexterity of the information technology sector. *International Journal of Data and Network Science, 6*(2), 401-408. https://doi.org/10.5267/j.ijdns.2021.12.014

61. Trieu, H. D. X., Nguyen, P. Van, Nguyen, T. T. M., Vu, H. T. M., & Tran, K. T. (2023). Information technology capabilities and organizational ambidexterity facilitating organizational resilience and firm performance of SMEs. *Asia Pacific Management Review, 28*(4), 544-555. https://doi.org/10.1016/j.apmrv.2023.03.004

62. Valdez-Juárez, L. E., & Castillo-Vergara, M. (2021). Technological capabilities, open innovation, and eco-innovation: Dynamic capabilities to increase corporate performance of smes. *Journal of Open Innovation: Technology, Market, and Complexity, 7*(1), 1-19. https://doi.org/10.3390/joitmc7010008

63. Yang, J., & Qi, Z. (2024). Influence of employee job crafting in Chinese manufacturing enterprises on safety innovation performance: a moderated mediation model. *Chinese Management Studies*, *ahead-of-p*(ahead-of-print), 1–27. https://doi.org/10.1108/CMS-01-2024-0015

64. Santos, J., Gomes, A., Rebelo, D. F. S., Lopes, L. F. D., Moreira, M. G., & da Silva, D. J. C. (2023). The consequences of job crafting and engagement in the relationship between passion for work and individual performance of Portuguese workers. *Frontiers in Psychology, 14*(August). https://doi.org/10.3389/fpsyg.2023.1180239

65. Xie, X., Wu, Y., Palacios-Marqués, D., & Ribeiro-Navarrete, S. (2022). Business networks and organizational resilience capacity in the digital age during COVID-19: A perspective utilizing organizational information processing theory. *Technological Forecasting and Social Change, 177*(August 2021). https://doi.org/10.1016/j.techfore.2022.121548

66. Xu, M., Wang, W., Ou, C. X., & Song, B. (2023). Does IT matter for work meaningfulness?: Exploring the mediating role of job crafting. *Information Technology and People, 36*(1), 313-331. https://doi.org/10.1108/ITP-08-2020-0563

67. Yang, J., & Qi, Z. (2024). Influence of employee job crafting in Chinese manufacturing enterprises on safety innovation performance: a moderated mediation model.

Chinese Management Studies, ahead-of-p(ahead-of-print), 1-27. https://doi.org/10.1108/CMS-01-2024-0015

68. Yuan, R., Luo, J., Liu, M. J., & Yu, J. (2022). Understanding organizational resilience in a platform-based sharing business: The role of absorptive capacity. *Journal of Business Research, 141*(15), 85-99. https://doi.org/10.1016/j.jbusres.2021.11.012

69. Yusif, S., Hafeez-Baig, A., & Soar, J. (2020). An Exploratory Study of the Readiness of Public Healthcare Facilities in Developing Countries to Adopt Health Information Technology (HIT)/e-Health: the Case of Ghana. *Journal of Healthcare Informatics Research, 4*(2), 189-214. https://doi.org/10.1007/s41666-020-00070-8

70. Zeng, M., & Lu, J. (2021). The impact of information technology capabilities on agri-food supply chain performance: the mediating effects of interorganizational relationships. *Journal of Enterprise Information Management, 34*(6), 1699-1721. https://doi.org/10.1108/JEIM-08-2019-0237

71. Zhang, F., Wang, B., Qian, J., & Parker, S. K. (2021). Job crafting towards strengths and job crafting towards interests in overqualified employees: Different outcomes and boundary effects. *Journal of Organizational Behavior, 42*(5), 587-603. https://doi.org/10.1002/job.2517

72. Zhou, Y., Cheng, Y., Liu, G., Zhang, Z., & Zhu, H. (2024). How does empowering leadership promote employee creativity? The sequential mediating mechanism of felt obligation for constructive change and job crafting. *Journal of Vocational Behavior, 148*(December 2023), 103955. https://doi.org/10.1016/j.jvb.2023.103955

http://dx.doi.org/10.21511/im.21(1).2025.15