

“Job crafting and contextual performance in Indonesian banking: A sequential structural model”

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JOB CRAFTING AND CONTEXTUAL PERFORMANCE IN INDONESIAN BANKING: A SEQUENTIAL STRUCTURAL MODEL

Abstract

Commercial banking employees are increasingly expected to exceed formal role requirements, yet how proactive work behavior relates to sustained extra-role performance remains poorly understood. This study tested whether job crafting is associated with contextual performance through a sequential chain in which work engagement and thriving at work were positioned as a proximal and a more distal correlate, respectively. Data were collected through a cross-sectional survey of 245 full-time employees across ten commercial banks in Medan, Indonesia, and analyzed using partial least squares structural equation modeling (PLS-SEM) with second-order reflective constructs. All three hypothesized structural paths were statistically significant: job crafting was positively associated with work engagement ($\beta = 0.540$), engagement with thriving ($\beta = 0.530$), and thriving with contextual performance ($\beta = 0.520$), all large effects ($f^2 = 0.368-0.414$), together explaining 27.4%–30.0% of the variance in the endogenous constructs. The corresponding sequential indirect effects were also significant (job crafting–thriving: 0.286; engagement–performance: 0.275; job crafting–performance via both intervening variables: 0.149; all 95% CIs excluding zero). Because the model did not simultaneously estimate the corresponding direct paths, these indirect effects are reported as sequential associations rather than as evidence of a verified mediating mechanism, and, given the cross-sectional design, the ordering of engagement and thriving reflects a theoretical assumption rather than a demonstrated temporal sequence. With this caveat, the findings suggest that HR practitioners in banking and similar service contexts should pair structural support for job crafting with explicit developmental follow-through.

Keywords

job crafting, engagement, thriving, performance,
sequential association, banking, Indonesia

JEL Classification

G21, M54, M12

INTRODUCTION

Service-sector organizations, particularly commercial banks, face sustained pressure from competitive dynamics, regulatory requirements, and rising customer expectations that increase demands on employee performance beyond formally prescribed role boundaries. In such environments, organizations cannot rely exclusively on task compliance; they increasingly depend on employees who demonstrate discretionary effort, support colleagues, and contribute proactively to organizational effectiveness (Organ, 2018). HR research shows that high-commitment work systems are designed to elicit such extra-role contributions (Beltrán-Martín et al., 2017), yet how employees sustain these contributions under demanding conditions remains an open empirical question. Job crafting, the self-initiated modification of job demands and resources to improve person-job fit, has emerged as a prominent mechanism through which employees act on their work environment rather than merely adapting to it (Tims et al., 2022).

Despite growing research on job crafting, two gaps limit theoretical and practical progress. First, job crafting research has focused predominantly on engagement and task performance, with comparatively fewer studies examining contextual performance as a distinct outcome (Böhnlein & Baum, 2022; J. Lee & Y. Lee, 2018). Second, the mechanisms through which job crafting reaches contextual performance remain underspecified: work engagement and thriving at work are theoretically distinct yet related states that may be sequentially, rather than independently, associated with job crafting and contextual performance, but no study has tested this ordered, four-construct pattern of association. This gap leaves both the theoretical account of how proactive work behavior reaches contextual performance, and the practical guidance for HR system design in banks, incomplete.

1. LITERATURE REVIEW AND HYPOTHESES

This review draws on three theoretical strands to build the proposed model: proactive work behavior theory, JD-R theory, and the socially embedded model of thriving. JD-R offers the most relevant framework: job characteristics are demands or resources, activating either a health-impairment pathway driven by excessive demands or a motivational pathway fueled by sufficient resources and challenging demands (Bakker et al., 2023). Within this motivational pathway, employees reinforce it through proactive work behavior, positioning job crafting as a central JD-R mechanism.

Job crafting is conceptualized as employees' self-initiated changes in the task-related, relational, and cognitive dimensions of their jobs to better align work with their motives and strengths (Tims et al., 2022). Within JD-R, it is operationalized as the proactive modification of job demands and resources: increasing structural and social resources, seeking challenging demands, and reducing hindering demands (Petrout et al., 2012). These four dimensions, categorized by an integrative hierarchical framework into approach- versus avoidance-oriented and behavioral versus cognitive forms, have distinct nomological networks and differential predictive relationships with work outcomes (Hu et al., 2020; Mäkikangas & Schaufeli, 2021; Zhang & Parker, 2019). This approach-avoidance distinction matters for motivational outcomes: approach-oriented crafting is consistently associated with higher engagement, well-being, and performance across individual-difference and cross-cultural samples, whereas avoidance-oriented crafting shows weaker or negative associations (Böhnlein & Baum, 2022; Rudolph et al., 2017). Beyond JD-R, proactive work behavior

theory frames job crafting as self-directed, future-oriented action aimed at changing the work situation, the self, or both, and as a role-based process through which employees proactively redefine and enact their roles (Hu et al., 2022; Kim & Beehr, 2022); HRM systems shape when such behavior occurs, with high-commitment and high-involvement systems positioning it as a central mechanism of employee proactivity (Meijerink et al., 2020).

Work engagement, characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004), is the principal motivational construct in JD-R, mediating the influence of resources and challenging demands on performance, and has been examined extensively, with recent work highlighting interpersonal and contextual dynamics alongside individual-level antecedents (Bakker, 2022). Engagement emerges when resources are sufficient and demands are challenging, fostered by HR practices that establish the psychological conditions enabling employees to invest fully in their work, namely meaningfulness, safety, and availability (Kahn, 1990; Beltrán-Martín et al., 2023), and reinforced by job resources such as autonomy, feedback, and social support, which facilitate goal attainment and need satisfaction and, through employee-centered HR systems, stronger perceived support and organizational commitment (Bakker et al., 2023; Saks, 2022). Meta-analytic evidence confirms that engagement relates positively to task and contextual performance, OCB, and a broad range of attitudinal and behavioral outcomes, and negatively to turnover intentions and counterproductive work behavior (Christian et al., 2011); empowerment-focused HR practices and transformational leadership raise engagement similarly, by increasing job resources and meaningfulness (Salas-Vallina et al., 2021).

Thriving at work is defined as the joint psychological experience of vitality and learning in the work role (Porath et al., 2012). The socially embedded model of thriving proposes that it arises from the interplay of contextual features, such as decision discretion, information sharing, and trust, and agentic behaviors such as task focus, exploration, and heedful relating (Spreitzer et al., 2005); as a dynamic, state-like construct, it fluctuates with these conditions yet can consolidate into durable psychological and social resources. This state is positively associated with job resources, learning opportunities, self-efficacy, OCB, creativity, and performance, and negatively associated with burnout, stress, and withdrawal, a pattern replicated in a multi-level integrative review identifying HR practices and leadership as primary antecedents and in longitudinal evidence that vitality and learning jointly predict employee health outcomes (Goh et al., 2022; Kleine et al., 2019, 2023); high-performance work systems and positive HR practices enhance thriving similarly, by fostering these same agentic conditions (Han et al., 2024; Zhang et al., 2019). Thriving differs from flourishing, a broader positive-functioning indicator (Demerouti et al., 2015); it is constituted specifically by vitality and learning, dimensions tied directly to JD-R's motivational process, with vitality reflecting the energy engagement generates and learning reflecting its translation into growth in competence and adaptability.

Contextual performance comprises discretionary behaviors that support the social and organizational environment of work, such as helping colleagues, cooperating, exercising voice, and demonstrating civic virtue (Organ, 2018). Distinct from task performance, which targets core job outputs, these extra-role contributions are particularly consequential in service settings where interdependence, collaboration, and adaptability shape collective effectiveness, and are robustly linked to unit-level productivity, quality, and overall organizational performance (Christian et al., 2011). Research consistently shows that energized and developing employees, those high in engagement and thriving, are more likely to invest in these behaviors, pointing to motivational and developmental processes as key drivers (Christensen-Salem et al., 2021; Zhang et al., 2019).

The job crafting-work engagement relationship is well replicated within JD-R: by increasing structural and social resources and seeking challenging demands, employees create more motivating jobs that satisfy psychological needs and strengthen goal-attainment beliefs, generating higher engagement (Petrou et al., 2012; Tims et al., 2022). Employees sustain their own engagement by crafting additional resources and seeking challenges during demanding periods, an effect that can spill over to colleagues through modeling and that sustainable HRM practices support by building resilience and enabling resource accumulation (Bakker et al., 2016; Lu et al., 2023). Proactive work behavior theory further argues that job crafting strengthens employees' sense of autonomy, competence, and impact, core psychological conditions underpinning engagement, and activates meaningfulness as an intervening state that further bolsters engagement and related outcomes (Han et al., 2021; Hu et al., 2022; Kim & Beehr, 2022). Cross-lagged evidence confirms the direction and durability of this relationship: increasing resources and challenges predict higher engagement at later time points, and crafting pursued with longer-term developmental goals is more strongly associated with sustained engagement and performance (Shin et al., 2020; Tims et al., 2016).

Work engagement and thriving are related but conceptually distinct: engagement primarily reflects an energized, absorbed involvement in work tasks (Schaufeli & Bakker, 2004), whereas thriving constitutes the joint experience of vitality and learning in the work role (Porath et al., 2012). This energized state is theorized to precede thriving rather than operate as an independent, parallel outcome: without the vigor, goal-directedness, and absorbed focus that characterize engagement, employees are unlikely to sustain the exploration, experimentation, and relationship-building through which vitality and learning accumulate, per the socially embedded model (Spreitzer et al., 2005). Crafting has been linked to thriving through energized-state pathways and to extra-role outcomes via engagement rather than directly (Garg et al., 2021; Mansour & Tremblay, 2021). Meta-analytic work shows thriving is strongly correlated with engagement (corrected $r_c = 0.64$) while still explaining incremental variance in performance and health outcomes, indicating that some of the

observed association reflects conceptual proximity rather than construct redundancy (Kleine et al., 2019); engagement is further shown to mediate the influence of formalization on thriving, consistent with the theoretical ordering of engagement preceding thriving (Goh et al., 2022; Rahaman, 2022).

Thriving is associated with contextual performance through the psychological and social resources it generates: the socially embedded model posits that thriving promotes adaptive and prosocial behaviors because employees who are energized and actively learning possess both the motivation and capability to go beyond formal role requirements (Spreitzer et al., 2005). Thriving enhances self-efficacy and positive affect and builds social resources through heedful relating, together supporting helping, voice behavior, and other contextual performance behaviors (Jiang et al., 2026; Porath et al., 2012); it is positively related to OCB, creativity, proactive behavior, and task performance even when controlling for related positive states, whether supported by psychological capital and supervisor support or generated through high-performance work systems (Kleine et al., 2019; Paterson et al., 2014; Zhang et al., 2019). Field evidence further shows that thriving predicts change-oriented citizenship specifically, and that leadership quality strengthens this pattern in service environments (Jo et al., 2020; Li et al., 2016). Beyond its direct link to engagement, thriving adds a learning and growth dimension that specifically motivates discretionary, other-directed behavior, contributing predictive variance in OCB and citizenship beyond what engagement alone accounts for (Bakker et al., 2012b).

This hypothesized sequential pattern links job crafting to engagement, engagement to thriving, and thriving to contextual performance. It differs from the closest existing model, which links job crafting to creativity through engagement and flourishing (Demerouti et al., 2015): because creativity and contextual performance are conceptually and empirically distinct outcomes, evidence for that chain does not establish whether an analogous, four-construct crafting-engagement-thriving-performance chain holds.

Accordingly, the aim of this study is to examine whether job crafting is associated with contextual performance through a hypothesized sequential

pathway, in which work engagement is positioned as a proximal, motivationally oriented correlate and thriving at work as a further, developmentally oriented correlate, within the joint framework of JD-R theory and the socially embedded model of thriving.

Based on this theoretical synthesis and applied to the commercial banking context examined in this study, the following hypotheses are proposed:

- H1: Job crafting positively influences work engagement.*
- H2: Work engagement positively influences thriving at work.*
- H3: Thriving at work positively influences contextual performance.*
- H4: Job crafting is indirectly associated with thriving at work through work engagement.*
- H5: Work engagement is indirectly associated with contextual performance through thriving at work.*
- H6: Job crafting is sequentially and indirectly associated with contextual performance through work engagement and thriving at work.*

2. METHOD

This section describes the methodology used to test the hypothesized sequential structural model.

2.1. Research design and context

This study employed a cross-sectional survey design, with all constructs measured concurrently in a single questionnaire administered to full-time commercial banking employees in Medan, North Sumatra, Indonesia; because concurrent measurement precludes establishing temporal precedence, all reported associations reflect covariation rather than directional or causal effects.

The commercial banking sector offered a suitable context: front-line employees face high customer expectations, stringent performance targets, and ongoing regulatory reforms, generating meaning-

ful variation in the job demands and resources from which the study's constructs are theorized to emerge. Indonesia also provided a theoretically relevant non-Western site for testing a model developed predominantly in Western settings, where collectivist norms and high power distance may shape the proposed relationships differently.

2.2. Sample and data collection

The target population comprised full-time employees across public, private, regional development, and Islamic commercial banks in Medan; ten banks consented to participate. Purposive sampling targeted employees in customer-facing or operational roles, both of which afford opportunities for job crafting; data were collected from September to November 2025 via questionnaires distributed through HR departments and branch managers. This window avoided the banks' year-end reporting and target-closing period (typically December-January), when front-line workloads intensify, and response quality is known to decline, reducing the risk of workload-driven confounding in employees' reports of job crafting, engagement, thriving, and contextual performance. These survey data were collected specifically for

this study and have not been used, in whole or in part, in any other publication.

Of the 350 questionnaires distributed, 280 were returned (80% return rate). After removing incomplete responses, 245 were retained for analysis, yielding a net usable rate of 70%. Table 1 presents respondent demographic characteristics.

Prior to data collection, the study protocol was reviewed and approved by the Faculty of Economics and Business, Universitas Islam Sumatera Utara. Participation was voluntary and uncompensated; each respondent received a written information sheet explaining the purpose of the study and provided informed consent before completing the questionnaire, and was informed of the right to withdraw at any point without consequence. No personally identifying information was collected; questionnaires were coded numerically, distributed and collected in sealed envelopes through HR departments rather than direct supervisors, and completed data were accessible only to the research team. Respondents were explicitly informed that individual responses would not be shared with their employer or supervisors, and data were used solely for academic research purposes.

Table 1. Respondent characteristics (N = 245)

Characteristic	Category	n	%
Gender	Male	132	53.9
	Female	113	46.1
Age	< 25 years	53	21.6
	25-34 years	118	48.2
	35-44 years	49	20.0
	≥ 45 years	25	10.2
Education	High school	8	3.3
	Diploma	61	24.9
	Bachelor's degree	152	62.0
	Postgraduate	24	9.8
Organizational tenure	1-3 years	63	25.7
	4-6 years	79	32.2
	7-10 years	57	23.3
	> 10 years	46	18.8
Job position	Customer service / teller	98	40.0
	Relationship officer / sales	85	34.7
	Back-office / operations	37	15.1
	Supervisor / managerial	25	10.2
Type of bank	State-owned bank	74	30.2
	Private national bank	98	40.0
	Regional development bank	49	20.0
	Islamic bank	24	9.8

Note: Organizational tenure: Mean = 6.2 years, SD = 3.8.

2.3. Measures

All constructs were measured using well-validated scales translated into Bahasa Indonesia via back-translation, following the sequential order of the proposed model. Job Crafting, the exogenous predictor, was operationalized as a second-order reflective construct comprising four first-order dimensions: increasing structural job resources (5 items), increasing social job resources (5 items), increasing challenging job demands (5 items), and decreasing hindering job demands (6 items), 21 items in total, drawn from the Job Crafting Scale (Tims et al., 2012, 2022), validated in high-commitment HRM contexts (Meijerink et al., 2020); the scale originally used a five-point frequency format (1 = never to 5 = often), with response anchors later standardized to the common agreement format.

The first sequential variable, Work Engagement, comprised three first-order dimensions (vigor, dedication, and absorption; 3 items each), 9 items in total, drawn from the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004; Meijerink et al., 2020), originally using a frequency-based response format. The second sequential variable, thriving at Work, comprised two first-order dimensions (vitality and learning; 5 items each), 10 items in total, from Porath et al. (2012), following the higher-order specification of Walumbwa et al. (2018), originally using a seven-point agreement format.

The distal outcome, Contextual Performance, comprised two first-order dimensions (interpersonal facilitation, 7 items; job dedication, 8 items), 15 items in total, consistent with the two-factor structure confirmed across organizational and service contexts (Lisá et al., 2024; Sub. Pattnaik & Sus. Pattnaik, 2021). These items were originally supervisor-rated in the third person. Beyond the

response-anchor standardization applied to the other three scales, this instrument required an additional shift from third-person supervisor rating to first-person self-report so that all four constructs could be assessed through a single self-administered questionnaire, without altering the underlying behavioral content. Across all four scales, only the response format and language were standardized: to a common five-point Likert agreement scale (1 = strongly disagree, 5 = strongly agree) and Bahasa Indonesia, respectively; no items were added, removed, or reverse-worded relative to the source scales, and translation discrepancies were reconciled by two independent bilingual translators prior to fieldwork. Full item wording, in both English and Bahasa Indonesia, is provided in Appendix A along with the construct hierarchy and original response formats. All second-order constructs were estimated using the two-stage approach in SmartPLS 4.

Four control variables, age, gender, organizational tenure, and education level, were included to isolate the paths of theoretical interest from demographic influences, given their established links with engagement-related outcomes (Bakker et al., 2023) and contextual performance (Christian et al., 2011). Each was directed at all three endogenous constructs, yielding 12 control paths tested alongside the six hypothesized structural paths; coding definitions are provided in Appendix B.

2.4. Bias mitigation

Non-response bias was assessed by comparing early (first 40% of returns, $n = 112$) with late respondents (final 40%, $n = 112$) on all key variables using independent-samples *t*-tests; no significant differences emerged, with all 95% bias-corrected confidence intervals encompassing zero (Table 2).

Table 2. Non-response bias: Comparison of early and late respondents

Variable	Mean Difference	SD	t	df	p	95% CI
Job Crafting	0.027	0.70	0.288	222	0.773	[-0.156, 0.210]
Work Engagement	0.139	0.75	1.387	222	0.167	[-0.059, 0.336]
Thriving at Work	0.125	0.75	1.241	222	0.216	[-0.073, 0.323]
Contextual Performance	0.094	0.71	0.995	222	0.321	[-0.092, 0.280]

Note: Early and late respondents serve as proxies for non-respondents following established practice. Mean Difference = early minus late group mean on composite latent variable scores. SD = pooled standard deviation derived from the standard error of the mean difference reported by SPSS ($SD = SE \times \sqrt{56}$). All $p > 0.05$; all 95% confidence intervals include zero, indicating that non-response bias is unlikely.

Common method bias was addressed through procedural and statistical measures following Podsakoff et al. (2012). Procedurally, anonymity assurances minimized evaluation apprehension, distinct questionnaire sections with varied instructions ensured psychological separation, and clear item wording reduced interpretive bias. Statistically, Harman's single-factor test accounted for 32.9% of total variance (well below 50%), supplemented by full collinearity VIF assessment (all values 1.004-1.012, far below the 3.3 cutoff; Hair et al., 2022) and a marker-variable technique (physical exercise frequency; correlations $r = -0.04$ to 0.07 , all non-significant; partialing left structural estimates unchanged). Collectively, these procedures reduce the plausibility of severe common method inflation without eliminating it.

2.5. Analytical strategy

Data were analyzed using PLS-SEM in SmartPLS 4 (Hair et al., 2022), with hypothesis testing conducted at the second-order level; all paths reflect associations rather than causal effects. Measurement model adequacy was evaluated using standard criteria for outer loadings, AVE, composite reliability, Cronbach's alpha, and HTMT. Structural paths were tested via bootstrapping (5,000 subsamples, bias-corrected CIs), with effect sizes (f^2), predictive relevance (Q^2), and model fit (SRMR) reported.

3. RESULTS

This section reports the measurement model assessment, followed by the structural model results, including hypothesis testing, indirect-effect analysis, and predictive relevance.

3.1. Measurement model

The measurement model was evaluated sequentially at the first- and second-order levels. At the first-order level, all indicator outer loadings exceeded the recommended threshold of 0.70, ranging from 0.735 (CP24) to 0.860 (WE33); AVE values surpassed the 0.50 threshold across all dimensions (range: 0.583-0.715), and Cronbach's alpha ($\alpha \geq 0.775$) and composite reliability ($CR \geq 0.776$) both satisfied the 0.70 benchmark, jointly confirming adequate reliability and convergent validity. All HTMT values at this level fell below the conservative 0.85 threshold (highest: increasing social job resources – decreasing hindering job demands = 0.838), confirming discriminant validity.

Table 3 presents the second-order measurement model results. All second-order outer loadings, AVE, CR, and Cronbach's alpha exceeded their respective thresholds for every construct, confirming that the first-order dimensions adequately represent their higher-order constructs. For constructs with only two or three first-order dimensions (contextual performance, thriving at work, and work engagement), alpha and CR are nearly identical, as expected with few indicators.

Table 4 reports discriminant validity for the second-order constructs using the Fornell-Larcker criterion and HTMT jointly: the square root of each construct's AVE exceeded all inter-construct correlations, and all HTMT ratios remained well below the conservative 0.85 threshold, jointly confirming discriminant validity.

Table 3. Outer loadings, composite reliability, Cronbach's alpha, and AVE: second-order constructs

Second-Order Construct	First-Order Dimension	Outer Loading	α	CR	AVE
Contextual Performance (CP)	CP1 (Interpersonal Facilitation)	0.878	0.713	0.713	0.777
	CP2 (Job Dedication)	0.885			
Job Crafting (JC)	JC1 (Increasing Structural Resources)	0.885	0.905	0.906	0.779
	JC2 (Increasing Social Resources)	0.874			
	JC3 (Increasing Challenging Demands)	0.875			
	JC4 (Decreasing Hindering Demands)	0.897			
Thriving at Work (TW)	TW1 (Vitality)	0.886	0.732	0.733	0.789
	TW2 (Learning)	0.891			
Work Engagement (WE)	WE1 (Vigor)	0.860	0.831	0.831	0.747
	WE2 (Dedication)	0.867			
	WE3 (Absorption)	0.866			

Note: α = Cronbach's alpha; CR = composite reliability; AVE = average variance extracted.

Table 4. Discriminant validity: Fornell-Larcker criterion and HTMT ratios, second-order constructs

Construct	FL				HTMT			
	CP	JC	TW	WE	CP	JC	TW	WE
Contextual Performance (CP)	0.881				n/a			
Job Crafting (JC)	0.514	0.883			0.640	n/a		
Thriving at Work (TW)	0.514	0.513	0.888		0.711	0.630	n/a	
Work Engagement (WE)	0.554	0.544	0.531	0.864	0.720	0.626	0.680	n/a

Note: For the Fornell-Larcker criterion, diagonal elements (bold) are the square root of AVE. For HTMT, all values < 0.85 confirm discriminant validity for all construct pairs.

3.2. Structural model

Table 5 presents the direct effect results, and Figure 1 provides a visual summary of the full structural model. Collinearity diagnostics revealed no multicollinearity concerns (all VIF < 3.0), and the model achieved good fit (SRMR = 0.043, well below the 0.08 threshold).

All three hypothesized structural paths were statistically significant and positively signed – job crafting with work engagement (*H1*), engagement with thriving (*H2*), and thriving with contextual performance (*H3*) – with large effect sizes throughout (Table 5). As these three paths were estimated as a sequential chain without the corresponding direct paths (job crafting on thriving or on contextual

performance; engagement on contextual performance) included in the same model, the results below should be read as sequential path associations rather than as a fully specified mediation test.

None of the four demographic controls exerted a statistically significant effect on any endogenous variable (all $p > 0.05$; all bias-corrected 95% CIs encompassed zero), as detailed in Table 6.

Table 7 presents the indirect effects, computed as the bootstrapped products of the sequential path coefficients reported in Table 5. All three sequential (indirect) associations were statistically significant, with confidence intervals excluding zero throughout: the job crafting-engagement-thriving product (*H4*), the engagement-thriving-performance prod-

Table 5. Direct effects: Hypothesis testing results

Path	β	95% CI (BC)	t-stat	p-value	VIF	f ²	Decision
H1: JC → WE	0.540	[0.349, 0.692]	6.121	0.000	1.006	0.414	Supported
H2: WE → TW	0.530	[0.332, 0.682]	5.987	0.000	1.010	0.391	Supported
H3: TW → CP	0.520	[0.321, 0.676]	5.769	0.000	1.012	0.368	Supported

Note: β = standardized path coefficient; 95% CI = bias-corrected bootstrapped confidence intervals (5,000 subsamples); VIF = variance inflation factor; f² = Cohen's effect size (> 0.35 = large).

Table 6. Control variable path coefficients

Control Variable	Dependent Variable	β	95% CI (BC)	t-stat	p-value	Remarks
Age	Work Engagement	0.022	[-0.087, 0.127]	0.404	0.687	Not significant
Education	Work Engagement	-0.031	[-0.131, 0.075]	0.587	0.557	Not significant
Gender	Work Engagement	-0.106	[-0.328, 0.107]	0.965	0.335	Not significant
Tenure	Work Engagement	-0.013	[-0.109, 0.085]	0.261	0.794	Not significant
Age	Thriving at Work	0.012	[-0.087, 0.117]	0.230	0.818	Not significant
Education	Thriving at Work	-0.008	[-0.141, 0.128]	0.121	0.904	Not significant
Gender	Thriving at Work	-0.013	[-0.224, 0.195]	0.123	0.902	Not significant
Tenure	Thriving at Work	0.087	[-0.005, 0.186]	1.801	0.072	Not significant
Age	Contextual Performance	-0.021	[-0.123, 0.084]	0.401	0.688	Not significant
Education	Contextual Performance	-0.066	[-0.205, 0.059]	0.967	0.334	Not significant
Gender	Contextual Performance	0.049	[-0.151, 0.247]	0.474	0.635	Not significant
Tenure	Contextual Performance	-0.060	[-0.160, 0.041]	1.182	0.237	Not significant

Note: BC = bias-corrected bootstrapped confidence intervals (5,000 subsamples).

Table 7. Sequential path analysis: Indirect associations

Path	Indirect Effect	95% CI (BC)	t-stat	p-value	Association Type	Decision
H4: JC → WE → TW	0.286	[0.130, 0.444]	3.450	0.001	Sequential	Supported
H5: WE → TW → CP	0.275	[0.124, 0.429]	3.407	0.001	Sequential	Supported
H6: JC → WE → TW → CP	0.149	[0.056, 0.267]	2.586	0.010	Sequential	Supported

Note: All indirect effects are bias-corrected bootstrapped estimates (5,000 subsamples). Confidence intervals excluding zero support a significant indirect (sequential) association.

Table 8. Variance explained and predictive relevance: Endogenous constructs

Endogenous Construct	R ²	R ² adj	Q ²	Predictive Relevance
Work Engagement (WE)	0.300	0.285	0.153	Small
Thriving at Work (TW)	0.289	0.274	0.147	Small
Contextual Performance (CP)	0.274	0.259	0.123	Small

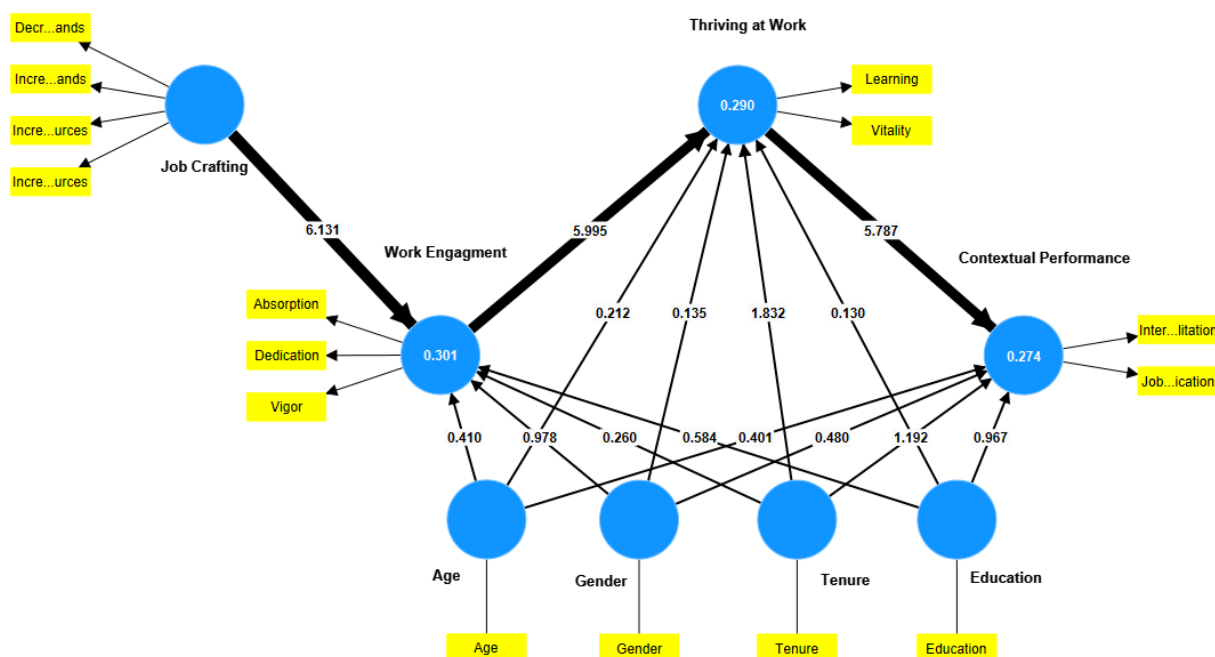
Note: Q² > 0 = small, Q² > 0.25 = medium, Q² > 0.50 = large (Hair et al., 2022).

uct (H5), and the full three-path product linking job crafting to contextual performance through both intervening variables (H6). Because the structural model did not include the corresponding direct paths (job crafting on thriving or on contextual performance; engagement on contextual performance) alongside these indirect paths, it does not permit a formal partial-versus-full mediation test; the “Decision” column accordingly reports these as significant sequential (indirect) associations rather than as confirmed partial mediation.

The model accounted for 27-30% of variance across outcomes (R² = 0.274-0.300). All Q² val-

ues exceeded zero (0.123-0.153), confirming predictive relevance, though the magnitudes place all three constructs in the small category. PLSpredict results showed that 33 of 34 endogenous indicators (97.1%) produced lower PLS-SEM RMSE than the linear model (LM) benchmark. Full variance and predictive relevance statistics are presented in Table 8.

Figure 1 presents the full structural model with standardized path coefficients, 95% bias-corrected confidence intervals, and R² values for all endogenous constructs.

**Figure 1.** Structural model results: Standardized path coefficients and R² values

4. DISCUSSION

The results are consistent with the hypothesized sequential pathway: all three structural paths and the associated sequential (indirect) effects were statistically significant; the three direct paths were uniformly large ($f^2 = 0.368$ - 0.414) and close in magnitude, together warranting substantive interpretation. Job crafting was strongly associated with engagement ($\beta = 0.540$, $f^2 = 0.414$), consistent with JD-R predictions and with converging evidence that approach-oriented crafting predicts engagement across samples and organizational contexts (Böhnlein & Baum, 2022; Rudolph et al., 2017). Two features of the sample plausibly explain this strength: front-line banking employees faced strong, clearly structured demands and resources that amplified the motivational consequences of crafting, and purposive sampling of employees in crafting-conducive roles may have yielded a higher prevalence of approach-oriented crafting, concentrating variance where the crafting--engagement relationship is strongest.

The engagement-to-thriving association ($\beta = 0.530$, $f^2 = 0.391$) is nearly as strong as the crafting--engagement path. This comparability indicates that engagement is independently associated with thriving, not merely transmitting crafting's effects, consistent with directional evidence from prior work on the engagement--thriving relationship (Goh et al., 2022; Rahaman, 2022), though thriving and engagement remain empirically distinct constructs (Kleine et al., 2019) and, as detailed in the Limitations, a reverse or reciprocal relationship cannot be excluded from cross-sectional data.

The thriving-to-performance association ($\beta = 0.520$, $f^2 = 0.368$) is the weakest of the three direct paths, which is theoretically coherent, since contextual performance is multiply determined by motivation, social exchange, role perceptions, and leadership, independently of thriving. Thriving nonetheless explained variance in contextual performance at a large effect size, even after controlling for demographic characteristics, extending evidence previously demonstrated at the HR-system level (Jo et al., 2020; Zhang et al., 2019) and in Western organizational research (Christensen-Salem et al., 2021) to the individual level in a non-Western service sample.

The serial indirect effect (H6: indirect effect = 0.149 , 95% CI [0.056 , 0.267]) is substantially smaller than the single-path indirect effects for H4 (0.286) and H5 (0.275), an attenuation expected mathematically in a serial chain. Because the model was estimated as a sequential chain rather than with each direct path specified alongside its corresponding indirect path, the present data cannot establish whether these associations reflect partial or full mediation; that distinction awaits a re-specified model, discussed in the Limitations. It remains plausible that mechanisms bypassing the hypothesized chain also contribute to the crafting--performance association: task meaningfulness (Geldenhuys et al., 2021) and person-job fit (Tims et al., 2016) may carry crafting's effects independently, while engagement may relate directly to contextual performance through pathways not captured here (Christian et al., 2011).

These direct and indirect findings point to two theoretical contributions. First, the results jointly extend JD-R theory and the socially embedded model of thriving: JD-R explains the crafting-to-engagement link, and the embedded-thriving model explains how that state becomes thriving and, in turn, discretionary behavior, with effect sizes holding steady across the three paths; this ordering is associative, not a confirmed activation-to-development sequence, given the cross-sectional design. Second, the study positions job crafting as an individual-level, bottom-up antecedent of thriving in a non-Western service context, complementing the predominantly top-down, HR-system-level antecedents that dominate the thriving literature and responding to calls for more process-oriented accounts of how proactive behavior generates thriving (Goh et al., 2022; Jiang et al., 2026; Zhang et al., 2019).

These findings carry direct practical implications for managers and HR practitioners: the large crafting-engagement effect suggests that employee-initiated work redesign may meaningfully support organizational effectiveness, though this practical inference extends beyond what the present associative, cross-sectional data can confirm on their own. This is particularly relevant in the Indonesian banking context, where hierarchically structured, heavily regulated roles leave employees with limited formal discretion, making mana-

gerial support for crafting especially consequential: managers and HR directors can act on this by broadening role boundaries explicitly, signaling that resource-seeking, challenge-seeking, and relationship-building are expected rather than risky, and making development resources (training, cross-functional projects, coaching access) visible to front-line staff. Structured job crafting interventions, in which employees identify concrete opportunities to increase resources and challenges in their current roles, are a low-cost complement to formal job design (Tims et al., 2022); in these high power-distance contexts, where employees may wait for supervisory permission before acting proactively, managerial endorsement of crafting may be as important as the structural opportunity itself.

HR initiatives framed around workload reduction are unlikely to generate comparable gains, since the present findings were concentrated in approach-oriented crafting dimensions (resource-seeking, social connection-building, and challenging demand-seeking); performance management, development curricula, and job design should instead expand what employees do rather than narrow what constrains them. High engagement alone is not always sufficient for thriving: employees need developmental feedback, recognition of growing competence, and opportunities to experiment. Organizations that monitor thriving alongside engagement obtain a more differentiated signal of workforce readiness – high engagement paired with low thriving may reflect unconverted motivational energy, a gap that coaching, stretch assignments, or peer-learning structures can address before contextual performance declines.

These practical recommendations are subject to several design constraints that limit causal inference. First, the cross-sectional design means that all associations reflect concurrent covariation rather than a verified temporal order; in particular, the hypothesized ordering of work engagement as “proximal” and thriving at work as a subsequent “developmental” state is a theoretical assumption only, and the design cannot exclude a reverse or reciprocal relationship between the two (i.e., thriving preceding or co-developing with engagement rather than following it). Second, all constructs were assessed through

self-report, a particular concern for contextual performance, originally developed and validated as a supervisor-rated instrument; adapting it to first-person self-report is not a purely technical change, since it alters the perspective of judgment and introduces the possibility that self-ratings are inflated by social desirability relative to supervisor or peer ratings, so the observed $\beta = 0.520$ for the thriving–performance path should be interpreted with this in mind, and future work should collect supervisor- or peer-rated contextual performance alongside self-reports. Third, three of the four instruments (the Job Crafting Scale, UWES-9, and the Thriving Scale) used response-format anchors that differ from their original validated versions (frequency-based formats standardized to a five-point agreement format; the Thriving Scale’s original seven-point format compressed to five points); while item wording was preserved, changes to response format can alter response distributions and psychometric properties, and the measurement properties reported here should not be assumed equivalent to those of the original instruments. Fourth, job crafting was modeled as a second-order reflective construct assuming its four dimensions are interchangeable indicators of one factor; this is debatable, since an employee can increase structural resources without reducing hindering demands, and reducing hindering demands, an avoidance-oriented form of crafting, sometimes relates differently to engagement and performance than the three approach-oriented dimensions, so results treating job crafting as a composite should be interpreted cautiously and future analyses should also report dimension-level paths. Fifth, because the four constructs were modeled as a sequential chain of three direct paths without simultaneously estimating the alternative direct paths connecting non-adjacent constructs (e.g., job crafting’s direct path to contextual performance, or engagement’s direct path to contextual performance, alongside the indirect paths through the intervening variables), the indirect associations reported here are sequential path products rather than the output of a fully specified model with alternative paths partialled out; a re-specified model including these paths is needed before the intervening role of engagement and thriving can be more strongly sup-

ported. Sixth, employees were nested within ten banks without accounting for this clustering; to the extent bank-level factors (leadership climate, HR practices, or workload norms) shape the study variables, standard errors may be underestimated, and a multilevel or clustered-standard-error re-analysis is warranted. Seventh, purposive sampling from a single metropolitan region limits generalizability within Indonesia and across national contexts, particularly more individualistic or lower power-distance settings where crafting behaviors and supervisory encouragement operate differently. Eighth, the model does not incorporate moderating variables, even though individual characteristics such as proactive personality and learning goal orientation, and contextual factors such as team psychological safety and HR system strength, are theoretically likely to condition the identified paths. Ninth, job crafting, work engagement, thriving at work, and contextual performance are all positively framed, work-related constructs, and some items across scales reference closely related content (e.g., work en-

agement's dedication items and contextual performance's job-dedication items both reference enthusiasm, effort, and pride in the work). Although the second-order constructs met conventional discriminant-validity thresholds (Fornell-Larcker criterion and HTMT < 0.85 for all pairs; Table 4), these thresholds do not rule out substantive conceptual overlap; the comparatively high HTMT values for work engagement with thriving at work (0.680) and with contextual performance (0.720) are consistent with meta-analytic evidence that engagement and thriving are strongly correlated even when empirically distinguishable (corrected $r_c = 0.64$; Kleine et al., 2019). Some of the reported associations may therefore partly reflect conceptual proximity among the four constructs rather than fully independent processes. Future work should report HTMT inference (bootstrapped confidence intervals rather than point estimates alone) and consider content-overlap or bifactor analyses to demonstrate more convincingly that the four constructs are empirically, and not only conceptually, distinct.

CONCLUSION

The study tested whether job crafting is associated with contextual performance through a chain running from work engagement, the more proximal and motivational link, to thriving at work, the more distal and developmental one. All three structural paths in this chain were statistically significant, and so were the indirect paths that run through engagement and thriving. Job crafting predicted engagement, which in turn predicted thriving, which in turn predicted contextual performance.

This chain suggests that job crafting affects contextual performance indirectly, through engagement and thriving, not directly. HR programs that encourage employees to redesign their own jobs therefore need more than a single intervention. They need sustained support: measures that maintain engagement in the near term and allow thriving to develop over a longer period. The data are cross-sectional, however, so this ordering should be read as a plausible pattern rather than a demonstrated one; confirming it will require longitudinal research.

DECLARATION OF GENERATIVE AI IN THE WRITING PROCESS

During the preparation of this manuscript, the authors used Grammarly solely for the purposes of copy-editing, including improving the clarity, grammar, and structure of the authors' own original text. No generative AI tool was used to produce, create, or draft any new content, arguments, or findings reported in this work. All intellectual contributions, including the study design, data collection, analysis, interpretation, and conclusions, are entirely the authors' own. The authors reviewed and take full responsibility for the final content of this manuscript.

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APPENDIX A. Construct structure, full item wording

Appendix A reproduces, in a single table, the full item wording for all four constructs (Job Crafting, Work Engagement, Thriving at Work, and Contextual Performance) alongside their dimension structure, item counts, and source scales (Table A1). The Work Engagement items reflect the short-form UWES-9 structure (vigor, dedication, absorption); the original UWES instrument uses a frequency-based response format (e.g., never to always/every day) rather than the 1–5 agreement scale used here.

Table A1. Construct structure, item allocation, wording, and sources

Dimension	Code	Item Wording (English)	Item Wording (Bahasa Indonesia)	Source
Job Crafting (JC) – second-order reflective, 4 dimensions, 21 items (original scale: 5-point frequency, 1 = never to 5 = often; adapted here to a 5-point agreement scale, see Section 2.3)				
Increasing structural job resources	JC1	I try to develop my capabilities	Saya berusaha mengembangkan kemampuan saya	Tims et al. (2012, 2022)
	JC2	I try to develop myself professionally	Saya berusaha mengembangkan diri saya secara profesional	
	JC3	I try to learn new things at work	Saya berusaha mempelajari hal-hal baru di tempat kerja	
	JC4	I make sure that I use my capacities to the fullest	Saya memastikan bahwa saya menggunakan kemampuan saya secara maksimal	
	JC5	I decide on my own how I do things	Saya menentukan sendiri cara saya melakukan pekerjaan	
Increasing social job resources	JC6	I ask my supervisor to coach me	Saya meminta atasan untuk membimbing atau melatih saya	
	JC7	I ask whether my supervisor is satisfied with my work	Saya menanyakan kepada atasan apakah ia puas dengan pekerjaan saya	
	JC8	I look to my supervisor for inspiration	Saya menjadikan atasan sebagai sumber inspirasi	
	JC9	I ask others for feedback on my job performance	Saya meminta umpan balik dari orang lain mengenai kinerja saya	
	JC10	I ask colleagues for advice	Saya meminta saran dari rekan kerja	
Increasing challenging job demands	JC11	When an interesting project comes along, I offer myself proactively as a project co-worker	Ketika ada proyek menarik, saya secara proaktif menawarkan diri untuk terlibat	
	JC12	If there are new developments, I am one of the first to learn about them and try them out	Jika ada perkembangan baru, saya menjadi salah satu orang pertama yang mempelajari dan mencobanya	
	JC13	When there is not much to do at work, I see it as a chance to start new projects	Ketika pekerjaan sedang tidak banyak, saya melihatnya sebagai kesempatan untuk memulai proyek baru	
	JC14	I regularly take on extra tasks even though I do not receive extra salary for them	Saya secara rutin mengambil tugas tambahan meskipun tidak menerima tambahan gaji	
	JC15	I try to make my work more challenging by examining the underlying relationships between aspects of my job	Saya berusaha membuat pekerjaan saya lebih menantang dengan memahami hubungan mendasar antar-aspek pekerjaan saya	
Decreasing hindering job demands	JC16	I make sure that my work is mentally less intense	Saya memastikan agar pekerjaan saya tidak terlalu membebani secara mental	
	JC17	I try to ensure that my work is emotionally less intense	Saya berusaha memastikan agar pekerjaan saya tidak terlalu membebani secara emosional	
	JC18	I manage my work so that I try to minimize contact with people whose problems affect me emotionally	Saya mengatur pekerjaan agar dapat meminimalkan kontak dengan orang-orang yang masalahnya memengaruhi saya secara emosional	
	JC19	I organize my work so as to minimize contact with people whose expectations are unrealistic	Saya mengatur pekerjaan agar meminimalkan kontak dengan orang-orang yang memiliki harapan tidak realistis	
	JC20	I try to ensure that I do not have to make many difficult decisions at work	Saya berusaha agar tidak terlalu sering harus membuat keputusan sulit dalam pekerjaan	
	JC21	I organize my work in such a way to make sure that I do not have to concentrate for too long a period at once	Saya mengatur pekerjaan agar tidak harus berkonsentrasi terlalu lama dalam satu waktu	

Dimension	Code	Item Wording (English)	Item Wording (Bahasa Indonesia)	Source
Work Engagement (WE) – second-order reflective, 3 dimensions, 9 items (adapted short-form UWES-9; original scale: frequency-based; adapted here to a 5-point agreement scale, see Section 2.3)				
Vigor	WE1	At my work, I feel bursting with energy	Saya merasa penuh energi ketika bekerja	Schaufeli et al. (2006)
	WE2	At my job, I feel strong and vigorous	Saya merasa kuat dan bersemangat dalam menjalankan pekerjaan	
	WE3	When I get up in the morning, I feel like going to work	Ketika bangun pagi, saya merasa ingin segera bekerja	
Dedication	WE4	I am enthusiastic about my job	Saya antusias terhadap pekerjaan saya	
	WE5	I am proud of the work that I do	Saya bangga terhadap pekerjaan yang saya lakukan.	
	WE6	My job inspires me	Pekerjaan saya memberikan inspirasi bagi saya	
Absorption	WE7	I am immersed in my work	Saya merasa larut sepenuhnya dalam pekerjaan saya	
	WE8	I get carried away when I am working	Saya terbawa suasana ketika sedang bekerja	
	WE9	I feel happy when I am working intensely	Saya merasa senang ketika bekerja secara intens	
Thriving at Work (TW) – second-order reflective, 2 dimensions, 10 items (stem: “At work, ...”; original scale: 7-point agreement; adapted here to a 5-point agreement scale, see Section 2.3)				
Vitality	TW1	...I feel alive and vital	Di tempat kerja, saya merasa hidup dan penuh semangat	Porath et al. (2012)
	TW2	...I have energy and spirit	Di tempat kerja, saya memiliki energi dan semangat	
	TW3	...I do not feel very energetic (reverse-coded)	Di tempat kerja, saya tidak merasa terlalu berenergi (R)	
	TW4	...I feel alert and awake	Di tempat kerja, saya merasa waspada dan segar	
	TW5	...I am looking forward to each new day	Saya menantikan setiap hari baru dalam pekerjaan saya	
Learning	TW6	...I find myself learning often	Di tempat kerja, saya sering merasa sedang belajar	
	TW7	...I continue to learn more as time goes by	Di tempat kerja, saya terus belajar lebih banyak seiring berjalannya waktu	
	TW8	...I see myself continually improving	Di tempat kerja, saya melihat diri saya terus mengalami peningkatan	
	TW9	...I am not learning (reverse-coded)	Di tempat kerja, saya merasa tidak sedang belajar (R)	
	TW10	...I am developing a lot as a person	Di tempat kerja, saya merasa berkembang banyak sebagai pribadi	
Contextual Performance (CP) – second-order reflective, 2 dimensions, 15 items (original scale: supervisor-rated, 5-point likelihood; adapted here to first-person self-report on a 5-point agreement scale, see Section 2.3)				
Interpersonal facilitation	CP1	...praise co-workers when they are successful	Saya memuji rekan kerja ketika mereka berhasil	Van Scotter and Motowidlo (1996), as reported in Sub. Pattnaik and Sus. Pattnaik (2021)
	CP2	...support or encourage a co-worker with personal problems	Saya mendukung atau menyemangati rekan kerja yang sedang menghadapi masalah pribadi	
	CP3	...talk to others before taking actions that might affect them	Saya berbicara dengan rekan kerja sebelum mengambil tindakan yang dapat memengaruhi mereka	
	CP4	...say things to make people feel good about themselves or the work group	Saya mengatakan hal-hal yang membuat orang lain merasa lebih baik tentang diri mereka atau kelompok kerja	
	CP5	...encourage others to overcome their differences and get along	Saya mendorong rekan kerja untuk mengatasi perbedaan dan menjaga hubungan kerja yang baik	
	CP6	...treat others fairly	Saya memperlakukan orang lain secara adil	
	CP7	...help someone without being asked	Saya membantu orang lain tanpa diminta	
Job dedication	CP8	...put in extra hours to get work done on time	Saya bersedia bekerja lebih lama agar pekerjaan selesai tepat waktu	
	CP9	...pay close attention to important details	Saya memberikan perhatian serius pada detail-detail penting dalam pekerjaan	
	CP10	...work harder than necessary	Saya bekerja lebih keras daripada yang diwajibkan	
	CP11	...ask for a challenging work assignment	Saya bersedia menerima tugas kerja yang menantang	
	CP12	...exercise personal discipline and self-control	Saya menunjukkan disiplin pribadi dan pengendalian diri dalam bekerja	
	CP13	...take the initiative to solve a work problem	Saya mengambil inisiatif untuk menyelesaikan masalah pekerjaan	
	CP14	...persist in overcoming obstacles to complete a task	Saya tetap gigih mengatasi hambatan sampai tugas selesai	
	CP15	...tackle a difficult work assignment enthusiastically	Saya menangani tugas kerja yang sulit dengan antusias	
Total 11 dimensions 55 items				

APPENDIX B. Control variable coding

Table B1. Control variable definitions and coding

Variable	Data Type	Coding	Directed To
Age	Numeric	Years	Work Engagement, Thriving at Work, Contextual Performance
Gender	Dummy	0 = Female, 1 = Male	Work Engagement, Thriving at Work, Contextual Performance
Tenure	Numeric	Organizational tenure, years	Work Engagement, Thriving at Work, Contextual Performance
Education	Ordinal	1 = High school, 2 = Diploma, 3 = Bachelor's degree, 4 = Postgraduate	Work Engagement, Thriving at Work, Contextual Performance

Note: Total control paths tested: 12 (4 control variables x 3 endogenous constructs).