

Predicting the Effect of Job Crafting on Employee Innovative Performance: Employee Adaptability as a Mediating Variable

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DOI: <https://doi.org/10.51583/IJLTEMAS.2026.150700101>

Received: 01 August 2026; Accepted: 06 August 2026; Published: 18 August 2026

ABSTRACT

One of the key factors influencing innovative employee performance is job crafting, where employees proactively modify their tasks, relationships, and perceptions to better align with their strengths and interests. Job crafting empowers employees to take control of their roles, leading to increased motivation, engagement, and creative problem-solving. By redesigning their work to align with their skills and aspirations, employees can drive innovation. However, the effectiveness of job crafting in enhancing innovative performance depends on the employee's adaptability the ability to adjust to changes in the work environment, challenges, and expectations. Adaptable employees are more open to change, willing to learn new skills, and resilient in overcoming various problems. When work is accompanied by high adaptability, employees are better prepared to enhance their job roles. By cultivating a workforce that actively shapes its role and adapts to evolving demands, organizations can maintain long-term success and organizational sustainability. This study employed a quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze data. The study found that job crafting has a positive effect on innovative employee performance: Employee adaptability mediates the effect of job crafting on innovative employee performance.

Keywords: Employee Adaptability, Employee Innovative Performance, Job Crafting, SEM, Partial Least Square

INTRODUCTION

Organizational dynamics and organizational behavior have not been extensively researched, particularly in exploring the idea that job crafting plays a key role in influencing creative and innovative performance (Berdicchia et al., 2024). Empirical studies have shown a positive correlation between job crafting and innovative performance. For example, research indicates that employees engaged in job crafting behavior are more likely to enhance their innovative capabilities through continuous learning and reflective practices (McElroy et al., 2006). By proactively altering and designing aspects of their work, these individuals channel their resources into innovative efforts, leading to improved innovative performance (Jiang et al., 2024).

Additionally, personal attributes such as resilience and adaptability have been found to influence the relationship between job crafting and innovative performance. A study by Teng & Chen (2024) found that employee adaptability plays a crucial role in the influence of job crafting on innovative performance. This suggests that resilient employees are more likely to engage in job crafting behaviors, which in turn enhances their capacity for innovation. Similarly, employee agility mediates part of this relationship, indicating that agile individuals adapt their job roles to promote innovation (Panda & Singh, 2024).

Employee adaptability plays an important mediating role in the relationship between job crafting and innovative performance (Rafiq et al., 2023). Job crafting involves employees proactively modifying their tasks, relationships, or perceptions to better align with their skills and interests. This proactive behavior fosters adaptability, enabling employees to effectively adjust to changes in the work environment and challenges (Teng & Chen, 2024). Hevi et al. (2024) add that adaptable employees are more likely to embrace new ideas and approaches, enhancing their capacity for innovation. However, there is still no literature examining the mediating role of employee adaptability. Therefore, by engaging in job crafting, employees develop greater adaptability, which in turn leads to improved innovative performance.

Job crafting serves as an important mechanism through which employees can enhance their innovative performance. By proactively adjusting their tasks, relationships, and perceptions, individuals not only align their work with their personal strengths and interests but also create a conducive environment for innovation. Organizations seeking to enhance innovation should consider developing a culture that supports job crafting behavior. Therefore, the objective of this study is to examine the effect of job crafting on employee innovative performance: to test the mediating role of employee adaptability in the influence of job crafting on employee innovative performance.

LITERATURE REVIEW

Job Crafting and Employee Innovative Performance

Job crafting, defined as proactive efforts made by employees to reshape their tasks, relationships, and perceptions of their work, has attracted significant attention due to its potential impact on innovative performance in organizations (Bakker et al., 2020). By actively modifying their roles, employees can align their work with their personal strengths and interests, fostering an environment conducive to creativity and innovation (Hetland et al., 2018).

The concept of job crafting encompasses three main dimensions: task crafting, relational crafting, and cognitive crafting (Berg et al., 2015). Task crafting involves changing the type, scope, sequence, and number of tasks performed by employees, thereby giving them greater control over their work processes. Relational crafting involves changing the nature of interactions with co-workers, which can lead to the development of supportive networks that encourage the exchange of innovative ideas. Cognitive crafting involves modifying one's perception of work tasks to find greater meaning and purpose in work, which can increase intrinsic motivation and encourage innovative efforts.

H1: Job crafting has a significant positive effect on innovative employee performance.

Job Crafting and Employee Adaptability

Job crafting is a concept that describes an individual's proactive ability to modify their professional work routine in order to keep up with current trends and market demands (Hevi et al., 2024). Bakker et al. (2012) argue that job crafting can enable employees to take initiative and adapt to changes and demands in their environment.

Kidron & Rispler (2025) stated that employees who are able to design work that is relevant to them will find it easier to adapt. Employees have the ability to adapt to their environment because they have the capability to design their own work. Employee adaptability also enables employees to thrive in any conditions and fosters employee embeddedness (Teng & Chen, 2024).

H2: Job crafting has a significant positive effect on employee adaptability.

Employee Adaptability and Employee Innovative Performance

Engagement in work and craftsmanship influences employees' work activities and leisure time to overcome challenges in the workplace, thereby enhancing their resilience at work (Teng & Chen, 2024). Employees who

can adapt to their environment are more likely to generate new ideas and become more innovative. Employees have good abilities because adaptation makes them feel less stressed in their work (Cullen et al., 2014).

Cárdenas-Muñoz et al. (2024) in their research emphasize that employee adaptability has many benefits, especially for employees because they feel able to adjust to existing demands, making them more innovative in their work. Therefore, employee adaptability is one of the determinants of achieving innovative performance that benefits both individuals and organizations.

H3: Employee adaptability has a significant positive effect on innovative employee performance.

Job Crafting on Employee Innovative Performance: Employee Adaptability as Mediating Variable

Adaptability can enhance an individual's ability to understand customer needs, perform tasks, build valuable relationships with other employees, and reduce work-related stress (Chen & Zhou, 2017). Of course, adaptability is influenced by various factors, one of which is an employee's ability to modify their work in a way that is relevant to them (Park & Park, 2021).

Employees' ability to design their work has various impacts, one of which is that employees will be more innovative in their work (Mansour & Nogues, 2022). Therefore, it can be understood that employees' ability to design their work will impact their adaptability, which in turn will impact their innovative performance.

H4: Employee adaptability mediates the influence of job crafting on employee innovative performance

RESEARCH METHODS

The type of research used by the author in this study is quantitative research. Quantitative research methods are a specific type of research that is systematic, planned, and clearly structured from the beginning to the creation of the research design. The unit of analysis is the individual level, where respondents who participate are given questionnaires through an online survey method.

The sampling technique used in this study is purposive sampling, targeting employees whose companies allow remote work or flexible working hours by sample size 298 respondents. The collected data is then analyzed using SEM (Structural Equation Modeling). The data is analyzed in two stages. In the first stage, the measurement model is evaluated based on practical rules to determine the acceptable levels of reliability and validity.

The model evaluation consists of two parts: the outer model and the inner model. The outer model is evaluated using convergent and discriminant validity of the indicators and composite reliability for the indicator blocks. The inner model was measured using several criteria, namely: R-square for endogenous latent variables and positive path coefficient values indicating that exogenous variables are positively related to endogenous variables, while negative coefficient values indicate that exogenous variables are negatively related to endogenous variables.

Job crafting is a form of proactive behavior where employees change job characteristics according to their interests to develop their skills (Bakker et al., 2012). In this study, job crafting was measured using indicators from (Berg et al., 2015), consisting of 9 questions on a Likert scale (1-5): (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

Qian et al. (2024) define employee innovative performance as individual behavior directed toward the initiation and introduction of new and beneficial ideas, processes, products, or procedures within a job role, group, or organization. Employee innovative performance was measured using a scale developed by (Janssen, 2000). This scale includes three stages of innovative performance: idea creation, idea promotion, and idea realization, each with three items. The Likert scale (1-5) items are: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

According to Zhou & Zheng (2022) employee adaptability as the ability to align oneself with modifications in job specifications or circumstances and to respond to changes in priorities or demands at work. The employee adaptability instrument was adapted from (Bodla & Ningyu, 2017). The Likert scale (1-5) question items are: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

RESULT AND DISCUSSION

Evaluation of Measurement Model

This study evaluates the quality of the measurement instrument using a reflective measurement model, as the constructs are derived from established theories and relevant literature. Reflective measurement models are assessed through factor loadings for each indicator, which also serve to evaluate validity and reliability. Validity is tested through convergent and discriminant validity, while reliability is assessed using composite reliability and Cronbach's alpha. According to Jr et al. (2008), convergent validity is demonstrated when factor loadings exceed 0.50. The detailed results of the convergent validity test are shown in Table 1.

Table 1. Factor Loading

Variable	Item	Loading	Cronbach's Alpha	Composite Reliability
Job Crafting	JC1	0.717	0.765	0.842
	JC2	0.808		
	JC3	0.678		
	JC4	0.774		
	JC5	0.608		
Employee Adaptability	EP1	0.708	0.848	0.880
	EP2	0.695		
	EP3	0.665		
	EP4	0.535		
	EP5	0.664		
	EP6	0.647		
	EP7	0.652		
	EP8	0.663		
	EP9	0.708		
	EP10	0.679		
	EP11	0.588		
Innovative Employee Performance	IEP1	0.749	0.928	0.939
	IEP2	0.680		
	IEP3	0.755		
	IEP4	0.765		
	IEP5	0.756		
	IEP6	0.852		
	IEP7	0.832		
	IEP8	0.802		
	IEP9	0.783		
	IEP10	0.807		

Table 1 presents the results of the measurement evaluation. In this study, all items was identified and fulfilled a structural analysis. All constructs meet the criteria for internal consistency reliability, with both Cronbach's alpha and composite reliability values exceeding 0.60.

The next step involves assessing discriminant validity by comparing the square root of the average variance extracted (AVE) with the inter-construct correlations. The results of this analysis are presented in Table 2.

Table 2. Correlation Among Variable

	JC	IEP	EP
JC	0.720		
IEP	0.469	0.779	
EP	0.233	0.357	0.641

Table 2 confirms that the discriminant validity criteria have been met. The square roots of the AVE values, shown along the diagonal, are greater than the correlations between constructs in the corresponding columns. This indicates that each construct is more strongly related to its own indicators than to other constructs, demonstrating adequate discriminant validity.

Evaluation of Structural Model

To assess the structural model, this study uses effect size (f^2) to determine the individual contribution of each predictor latent variable to the R^2 value of the dependent variable. Based on Hair et al. (2010), effect sizes are interpreted as follows: 0.02 (small), 0.15 (medium), and 0.35 (large). Table 3 presents the detailed effect size calculations for each path coefficient.

Table 3. Effect Size

	JC	IEP	EP
IEP	0.380	-	0.340
EP	0.466	-	-

Table 3 shows that the effect size (f^2) of job crafting on innovative employee performance is 0.380, indicating a strong practical impact, effect size (f^2) of job crafting on employee adaptability is 0.466, indicating a strong practical impact, and the last effect size (f^2) of employee adaptability on innovative employee performance is 0.340, indicating a strong practical impact. The structural model was evaluated using the coefficient of determination (R^2) and predictive relevance (Q^2).

The R^2 value for the endogenous variable, innovative employee performance, is 0.72, meaning that 72% of the variance in innovative employee performance is explained by job crafting and employee adaptability. Employee adaptability, is 0.47, meaning that 47% of the variance in employee adaptability is explained by job crafting. This indicates a explanatory power of the model.

Predictive relevance was assessed using the Q^2 value. According to the rule of thumb, a Q^2 value greater than zero indicates that the model has predictive relevance. The Q^2 value for adaptive performance is 0.585, confirming that the model has strong predictive capability.

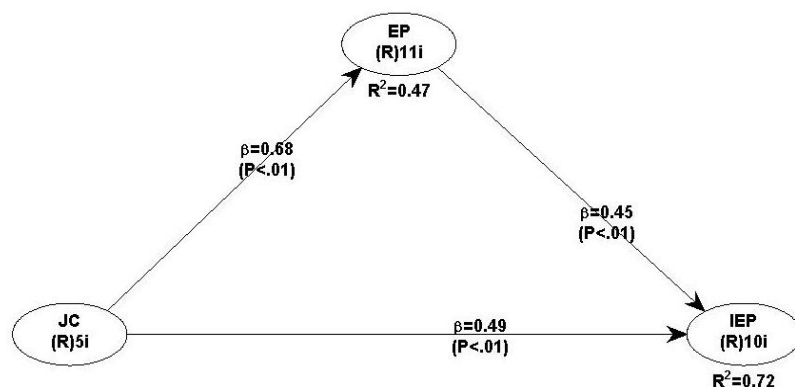


Figure 1. Research Model

Table 4 presents the results of the hypothesis testing. Hypothesis 1 proposes that job crafting positively influences innovative employee performance. The path coefficient for JC → IEP is 0.491 with a p-value of <0.001, indicating a statistically significant positive effect. Therefore, the results of Hypothesis 1 was supported, confirming that job crafting significantly enhances innovative employee performance.

Table 4. Hypothesis Test

Variable Correlation	Path Coefficient	P-Value
JC → IEP	0.491	<0,001***
JC → EP	0.682	<0,001***
EP → IEP	0.448	<0,001***
JC → EP → IEP	0.306	<0,001***

*Significant at level 0.1 (2-tailed)

** Significant at level 0.05 (2-tailed)

*** Significant at level 0.01 (2-tailed)

Job crafting positively influences employee adaptability. The path coefficient for JC → EP is 0.682 with a p-value of <0.001, indicating a statistically significant positive effect. Therefore, the results of Hypothesis 2 was supported, confirming that job crafting significantly enhances employee adaptability. Employee adaptability positively influences innovative employee performance. The path coefficient for EP → IEP is 0.448 with a p-value of <0.001, indicating a statistically significant positive effect. Therefore, the results of Hypothesis 3 was supported, confirming that employee adaptability significantly enhances innovative employee performance. Employee adaptability was mediates the relationship between job crafting on innovative employee performance. The interaction term (JC → EP → IEP) has a path coefficient of 0.306 with a p-value of <0.001. Therefore, Hypothesis 4 was supported.

DISCUSSION

Job crafting is a proactive approach that enables employees to take charge of their roles in a way that positively impacts their organizations, particularly in fostering innovation. Essentially, job crafting involves employees making changes to their jobs to better align them with their skills, interests, and values (Wrzesniewski & Dutton, 2001). This process helps employees redefine their tasks, relationships, and the way they think about their work. As a result, it boosts their engagement and sparks creativity in the workplace.

Innovative performance refers to an employee's ability to generate, promote, and implement new ideas that enhance the organization's effectiveness (Janssen, 2000). In today's fast-paced and competitive world, innovation isn't just the job of research and development teams; it's something that's expected from employees in all roles. Therefore, it's crucial to understand what drives employee innovation.

One important driver is job crafting, which has been linked to increased innovation. When employees craft their jobs, they gain more autonomy and control over their work, which boosts their intrinsic motivation—a key factor in fostering innovative behavior (Deci & Ryan, 1985; Tims & Bakker, 2010). By actively reshaping their roles, employees create an environment that encourages creative thinking, experimentation, and taking risks.

However, the connection between job crafting and innovation isn't straightforward. Employee adaptability plays a vital role in this relationship. Adaptability is the ability to adjust effectively to changes in the environment, demands, or unexpected situations (Pulakos et al., 2000). Employees who are adaptable can better navigate uncertainty and seize opportunities for innovation that arise from changes in their tasks, technologies, and work settings.

When employees engage in job crafting, they often develop a wider range of skills, greater resilience, and improved problem-solving abilities—all of which enhance their adaptability (Petrou et al., 2012). In turn,

adaptable employees are more likely to engage in innovative behaviors because they feel more confident in tackling new challenges and proposing creative solutions (Shin et al., 2012). Thus, adaptability serves as a psychological resource that helps translate the benefits of job crafting into real innovation outcomes.

Recent research backs up this idea. For example, Zhang and Parker (2019) found that job crafting significantly predicted innovative work behavior by enhancing individual adaptability. Similarly, a meta-analysis by Rudolph et al. (2017) concluded that job crafting not only promotes positive employee attitudes and well-being but also equips employees with the adaptive skills necessary for innovation.

CONCLUSION AND RECCOMENDATION

Job crafting has a positive impact on how innovative employees can be, and this connection is greatly influenced by how adaptable those employees are. By creating a work environment that encourages job crafting and helps employees become more adaptable, organizations can tap into their employees' innovative potential, giving them a strong edge in the competitive landscape. From a practical perspective, organizations should recognize the beneficial relationship between job crafting and adaptability. By encouraging employees to engage in job crafting through supportive leadership, flexible job designs, and a culture of psychological safety, companies can create a foundation for greater adaptability. Additionally, offering training and development opportunities focused on adaptability can further enhance employees' capacity.

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