

The effect of job crafting on work performance: Mediating role of work engagement and social capital

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ABSTRACT

Police as law enforcement officers often have limited means to achieve their work performance. Therefore, job crafting skills are important to obtain optimal work performance. This research analyzes the direct and indirect influence of job crafting on work performance through work engagement and social capital. The research method used was explanatory research with research samples consisting of members of the Indonesian National Police from various units spread throughout Indonesia. The sample number in this research was 601 police officers who had worked for at least one year, taken using convenience sampling. Partial least squares structural equation modeling is the method of analysis employed. According to the study's findings, job crafting improves work engagement, job crafting improves social capital, job crafting improves job work performance, work engagement improves work work performance, and social capital improves work work performance. Through work engagement and social capital, job crafting has a favorable and significant impact on work work performance for Indonesian National Police personnel. This study suggests that job making skills can be used to improve the work work performance of Indonesian National Police personnel. This research has limitations is the sample obtained was not taken proportionally per the regional police legal area in Indonesia.

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1. Introduction

In a work environment that experiences significant changes and job demands, employees must be highly adaptable. Employees also need to innovate to complete their work (Turek et al., 2024). Therefore, employees should develop personal initiative to work well (Vieira dos Santos et al., 2023). Thus, employees can work more proactively and are more flexible in their roles (Harju et al. 2021). Through this phenomenon, the concept of job crafting emerged. Job crafting is a form of natural adjustment of task, relational, and cognitive

constraints by a person that has two different forms: approach and avoidance (Lin et al., 2025).

Likewise, police officers who are required to have abilities can easily adapt aspects of their work to be more aligned with their personal needs, goals, and skills (Zhang & Parker, 2019). To sustain sentiments of peace and quiet, the community must always be protected, served, and protected with sincerity in order to accomplish security and order by abiding by law. Police have a number of important responsibilities, such as upholding public safety and order, executing the law, and offering assistance, protection, and advice to the community (Adnyani, 2021). Considering the gravity of the tasks carried out by members of the police, to achieve all the goals and success of these tasks, the police need members with high organizational commitment. substantially protect and serve society (Ismail et al., 2018). In other cases, police officers are committed to carrying out their responsibilities and roles in their work. Apart from the practical need for research regarding the role of job crafting in police officers, the results of the identification also show that there is still little research regarding the role of job crafting in police officers.

This research was conducted on members of the Indonesian National Police because when carrying out their duties, especially in the field, police members often have to use inadequate equipment and support, so that in the end, these members think of their own ways of utilising what is available for optimal work performance. Police officers with good job crafting skills can easily achieve their best work performance. Numerous studies have offered explanations for how job design affects productivity. Knight et al. (2021) suggest that job crafting influences work performance through work engagement (Zhang & Liu, 2021) and investigate how job crafting affects work performance through the use of social capital. Social exchange theory, which contends that people view their interactions in terms of money, is the foundation of both theories. The way individuals weigh the advantages of keeping the connection against the sacrifices they make is related to their economic circumstances (Thomas & Gupta, 2021).

Each of these mechanisms has benefits. According to Letona-Ibañez et al. (2021), job crafting is seen to be a predictor of work engagement. Giving employees authority encourages zeal, commitment, and immersion, all of which are elements of work engagement (Dubbelt et al., 2019). Meanwhile, including social capital can highlight that police officers are members of the police force and do not operate in isolation. This is in contrast to other models that treat police officers as independent units (Jutengren et al., 2020). This model shows that marketing staff members can create mutually advantageous relationships with other team members and exchange valuable resources with colleagues (Lin et al., 2025). It is just that there has never been any research that compares which mechanism is more dominant in influencing job crafting on work performance. Therefore, this study aims to examine the mediating role of work engagement and social capital on the influence of job crafting on work performance. Second, we compared the mediating role of work engagement and social capital on the influence of job crafting on work performance.

2. Literatur Review and Hypothesis Development

2.1. Literatur Review

2.1.1. Job Design Theory

Job design is the process of allocating duties to work, including their connection with other jobs, while attempting to balance the possibly contradictory effects of efficiency and incentives. Job design is the process of designing jobs and determining their tasks, duties, and responsibilities. Physiological and psychological costs associated with occupational demands are features of a profession that call for prolonged effort.

According to Bakker and Demerouti (2017), job resources are elements of a job that support the accomplishment of job-related objectives, lessen job demands and associated expenses, and foster personal development.

2.1.2. Job Crafting

Job crafting is defined as the change that employees make to match existing resources with job demands, so that their work is more meaningful and enjoyable (Turek et al., 2024). This refers to the upward transfer of employee activities and job-related limitations. Workplace crafting can motivate employees to learn and upgrade their abilities to match their workplace demands with their requirements. Job crafting is a proactive approach to turning unpleasant work situations into positive outcomes (Hornung, 2019; Liang et al. 2023). Researchers believe that proactive job-crafting behaviour is an essential factor in explaining the uneven link between organizational limitations and employee success (Turek et al., 2024).

2.1.3. Work Engagement

Work engagement is a favourable mental state for employees toward their work. Work engagement is divided into three dimensions. First, vigour, which is a person's mental resilience, and tenacity. Second, dedication symbolises an employee's deep participation and enthusiasm for their organization and absorption, which is a state when someone is engaged in work (Mazzetti et al., 2023). Engagement encompasses both individual and organizational components. Certain academics argue that uncertainty distinguishes itself from other types of organizational activities. Job rotation encompasses several factors including job features, job enrichment, job weariness, self-rotation, and personal rotation. Additionally, it is connected to psychological disorders, such as flow and work addiction, as well as extra-role, job involvement, organizational commitment, personal insecurity, job satisfaction, and positive affect (Ly, 2024).

2.1.4. Social Capital

Organizations increasingly recognize the importance of integrating social capital with an individual's intellectual capital to improve their work performance (Berraies & Abidine, 2019). Social capital includes strong relationships, mutual understanding, shared values, goals, friendships and trust. This is an important factor in optimizing the use of human resources in an organization (Ganguly et al., 2019). Employees feel more prosperous if there is strong social interaction and a higher level of trust between members in their organization or team (Berraies et al., 2021). Social capital creates a positive work environment. Ehsan et al. (2019) added that social capital has a major influence in influencing employee subjective well-being. Social capital, which consists of connections, trust, and shared values, meets this need (Ko and Campbell 2021). Furthermore, social capital can encourage strong cooperation and coordination between members of a particular team or workgroup. Social capital is formed by networks, norms, and trust (Ganguly et al., 2019).

2.1.5. Work Performance

An employee's work performance is defined as a pattern of behaviour and particular outcomes that can be seen and evaluated using criteria previously established by the company. Employee job performance is separated into task and contextual work performance (Hosie & Nankervis, 2016). The manner in which people

behave when performing a specific role is known as the scope of task work performance. Conversely, contextual well-being considers the interpersonal connections that individuals willingly form to assist in completing tasks that increase organizational effectiveness (Imran & Abbas, 2020). Although employee work performance is a complicated concept, it can be seen from the perspectives of inventive and in-role job performance (Duan et al., 2020). According to the job description, in-role job performance calls for people to exhibit formal behaviours to meet their performance objectives. To generate novel outcomes, innovative employee work performance focuses on actions outside the standard job requirements. To improve overall organizational work performance, innovative employee work performance necessitates the development and use of new concepts. An individual's contribution to the overall objectives of a business can be evaluated using both innovative and in-role job task performance (Swanson et al., 2020).

2.2. Hypothesis Development

2.2.1. Positive Effect of Job Crafting on Work Engagement

Employees are vulnerable to psychological stress in the course of their regular work, particularly those with heavy workloads. Thus, it is crucial to provide a welcoming work environment and implement administrative guidelines that can enhance workers' integration with their workplace and promote job crafting (Bacaksiz et al., 2017). According to Bakker (2018), job crafting can create a positive work environment by boosting engagement and enjoyment. Workers with high levels of engagement are more likely to be excited and make their best efforts, which increases work efficiency (Vieira dos Santos et al., 2023).

H₁: Job Crafting Has a Positive Effect on Work Engagement

2.2.2. Positive Effect of Job Crafting on Social Capital

Craft workers enjoy the benefit of sharing valuable resources with their colleagues and are adept at creating networks with other team members that benefit both parties (Zhang & Parker, 2019). From the standpoint of social exchange theory, job crafters actively assist their colleagues, and their colleagues frequently return their favour by adding to their work. Employees' social capital increases in tandem with the perceived level of social exchange. According to Zhang and Liu (2021), job crafting can improve social capital. According to social exchange theory, the social capital perspective concentrates on specific coworkers, whereas the job-planning perspective is self-oriented. Nonetheless, social exchange theory states that if coworkers value an employee's efforts, they will have greater significance (Thomas & Gupta, 2021).

H₂: Job Crafting Has a Positive Effect on Social Capital

2.2.3. Positive Effect of Job Crafting on Work Performance

Job crafting is an individual effort to redesign jobs at a more advanced level that combines organizationally initiated (top-down) and individually initiated (bottom-up) approaches (Lazazzara et al., 2020). Job Crafting has been empirically proven to improve individual work performance and ultimately organizational work performance (Bacaksiz et al., 2017). Improving employees' job crafting skills through training will enable them to analyze their jobs effectively, ultimately increasing productivity and efficiency (Bakker & Demerouti, 2017; Moreira et al., 2022).

H₃: Job Crafting Has a Positive Effect on Work Performance

2.2.4. Positive Effect of Work Engagement on Work Performance

Job engagement is a positive emotional and cognitive state related to a job as a whole (Aldabbas et al. 2023). Based on previous research findings, a relationship exists between job engagement and job work performance. Several researchers have suggested that with increased job engagement, employees' emotional and cognitive behaviours will increase positively, which will also lead to increased employee work performance (Wang & Chen, 2020). Yao et al. (2022) showed that there is a relationship between job uncertainty and employee work performance which is initially linear up to a certain point.

H₄: Work Engagement Has a Positive Effect on Work Performance

2.2.5. Positive Effect of Social Capital on Work Performance

Individual acts within a certain social structure can be facilitated by the value created by social relationships and systems, according to social capital theory. Empirical evidence suggests that social capital has a positive impact on employee work performance (Huang et al., 2021). According to Kim and Shim (2018), social capital has a stronger beneficial effect on employees' work performance through cognitive social capital than through relational social capital. Additionally, previous studies have demonstrated that social capital can improve workers' work performance by reducing the detrimental effects of stress (Kim & Shim, 2018).

H₅: Social Capital Has a Positive Effect on Work Performance

2.2.6. The Effect of Job Crafting on Work Performance Through Work Engagement

Shang's (2022) study of educational professionals mediates the relationship between job crafting and job work performance. Furthermore, the relationship between job crafting and employee work performance is mediated by work engagement, according to job demand-resource theory (Moreira et al., 2022). Workers who modify their jobs to better fit their talent are said to engage in job crafting. Higher levels of work performance will result from this fit since there is more coherence between the worker and the activities completed (Rudolph et al., 2017). Job design can indirectly affect job performance through work engagement (Boehnlein et al., 2020). While the mediating role of work engagement may suggest that workers who engage in crafting behaviours give their work more meaning, which leads to higher work engagement, improved work attitudes, and improved work performance, the direct relationship can be explained by a better fit between worker characteristics and the tasks performed (Moreira et al., 2022).

H₆: Job Crafting Has an Effect on Work Performance Through Work Engagement

2.2.7. The Effect of Job Crafting on Social Capital Through Work Engagement

Social capital is defined as the various resources that individuals have and obtain from their networks. Social capital describes the norms and networks that shape collective action. Employees who engage in job crafting exchange high-value resources with coworkers to build mutually beneficial networks with other team members (Zhang & Liu, 2021). According to the social exchange theory, employees who engage in job crafting will help their coworkers, and in return, their coworkers will also provide benefits. As the level of perceived social exchange increases, employee social capital accumulates (Tran, 2021).

H₇: Job Crafting Has an Effect on Social Capital Through Work Engagement

2.3. Research Framework

Figure 1 illustrates the research model (the direction of the relationships between each variable) tested in this study. According to Vermooten et al. (2019), job crafting is the process by which workers modify their workspace on their own initiative to satisfy their need for harmony with their surroundings and make work-related activities more meaningful. Job crafting can have an impact on job satisfaction because when workers efficiently plan their work, things alter, making them feel better and more content (Oubibi et al., 2022). Job crafting can increase employee engagement because employees are allowed to organise their work according to their interests and abilities which causes them to have high employee engagement with the company so that they are dedicated to the company (Nguyen et al., 2019). It is possible to say that changes in task boundaries occur when employees alter the quantity or shape of their work-related activities, whereas changes in cognitive form occur when employees alter their job perspectives. Employee-made changes are valued because they can enhance and benefit worker performance at work (Zhang & Liu, 2021).

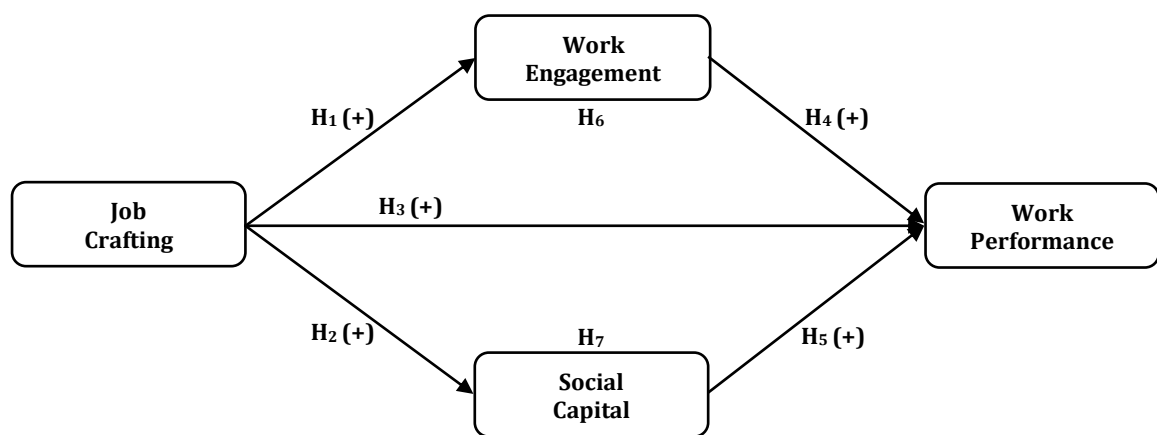


Figure 1. Research Framework

3. Research Method

3.1. Population and Sampling Method

Officers from different units of the Indonesian National Police dispersed throughout Indonesia constituted the population employed in this study. A random sample was selected for the study based on how simple it was to contact the respondents. Thus, 601 police officers who had been on the job for at least a year constituted the study's sample. Convenience random sampling, a sampling approach that randomly chooses samples based on their accessibility, was employed in this study.

3.2. Data Collection Method

This research is quantitative, and based on its objectives, is a type of explanatory research aimed at testing the influence of hypothesis variables (Casula et al., 2021). Data collection techniques included survey techniques and data collection tools in the questionnaires on a Likert scale. The research instrument was adopted from the Job Crafting (JC) 15 items instrument (Slemp & Vella-Brodrick, 2013), work performance (PF) five items (Zhang & Liu, 2021), work engagement (WE) 17 items (Moreira et al., 2022), and social capital (SC) 9 items (Zhang & Liu, 2021).

3.3. Data Analysis Method

To examine the association between variables, Smart PLS was used to analyse each hypothesis. The inner and outer models were assessed to implement the PLS evaluation model. The nature of the relationship between the construct and the measure must be considered when defining the outer model, which is a measurement model specification. By examining the validity and reliability statistics of the indicators linked to the variables, the measurement model assessed the relationship between the indicators and variables. Establishing the connection between indicators and latent variables (constructs) they signify. When the loading value of an indicator was greater than 0.5, it was considered to be valid (Ju et al. 2018). Cronbach's alpha coefficient and composite reliability values were used in this study's reliability test. The requirements are that the composite dependability value should be greater than 0.7, and the Cronbach's alpha value should be greater than 0.6 (Hair & Alamer, 2022). Examining the p-value of the path coefficient in Smart PLS determines how hypothesis testing is performed. The suggested study hypothesis was not supported if the p-value was greater than 0.05. However, if the p-value is less than 0.05, the suggested study hypothesis is validated (Hair & Alamer, 2022).

4. Results and Discussion

4.1. Characteristics of Respondents

Table 1 shows that most of the research respondents were male, 582 people (96.8%). The majority of respondents were aged 36 -45 years, namely 247 people (41.1%), had a high school education or equivalent, as many as 392 people (65.2%), and served in the Bhayangkara Samapta Unit as many as 183 people (40.4%).

Table 1. Characteristics of Respondents

| Classification | Description | Frequency | |
|--------------------|--------------------------------|-----------|---------|
| | | Total | Percent |
| Gender | Male | 582 | 96.8 |
| | Female | 19 | 3.2 |
| Age | < 26 Years Old | 126 | 21 |
| | 26-35 Years Old | 113 | 18.8 |
| | 36-45 Years Old | 247 | 41.1 |
| | > 46 Years Old | 115 | 19.1 |
| | | | |
| Level of Education | Senior High School | 392 | 65.2 |
| | Diploma | 2 | 0.3 |
| | Bachelor | 178 | 29.6 |
| | Post-Graduate | 29 | 4.8 |
| Unit | Community Development Unit | 149 | 24.8 |
| | Intelligence and Security Unit | 51 | 8.5 |
| | Traffic Unit | 54 | 9 |
| | Criminal Investigation Unit | 117 | 19.5 |
| | Drug Investigation Unit | 47 | 7.8 |
| | Bhayangkara Samapta Unit | 183 | 30.4 |

Source: Primary Data Analysis (2025)

4.2. Validity Test

Table 2 displays the outcomes of processing using the Smart PLS. Owing to loading factor values below 0.6, several outer model values or correlations between constructs and variables do not satisfy convergent validity. Constructs with factor loading values < 0.6.

were excluded from the model, namely JC 2, JC 3, JC 4, JC13, WE 3, WE 6, WE 11, WE13, WE14, and WE16.

Table 2. Validity Test Results

| Indicator | Job Crafting | Work Engagement | Social Capital | Work Performance |
|-----------|--------------|-----------------|----------------|------------------|
| JC 1 | 0.618 | | | |
| JC 5 | 0.630 | | | |
| JC 6 | 0.714 | | | |
| JC 7 | 0.865 | | | |
| JC 8 | 0.857 | | | |
| JC 9 | 0.867 | | | |
| JC 10 | 0.682 | | | |
| JC 11 | 0.835 | | | |
| JC 12 | 0.812 | | | |
| JC 14 | 0.679 | | | |
| JC 15 | 0.720 | | | |
| WE 1 | | 0.899 | | |
| WE 2 | | 0.897 | | |
| WE 4 | | 0.881 | | |
| WE 5 | | 0.907 | | |
| WE 7 | | 0.871 | | |
| WE 8 | | 0.722 | | |
| WE 9 | | 0.909 | | |
| WE 10 | | 0.888 | | |
| WE 12 | | 0.612 | | |
| WE 15 | | 0.750 | | |
| WE 17 | | 0.762 | | |
| SC 1 | | | 0.828 | |
| SC 2 | | | 0.833 | |
| SC 3 | | | 0.698 | |
| SC 4 | | | 0.844 | |
| SC 5 | | | 0.863 | |
| SC 6 | | | 0.755 | |
| SC 7 | | | 0.764 | |
| SC 8 | | | 0.834 | |
| SC 9 | | | 0.834 | |
| WP 1 | | | | 0.788 |
| WP 2 | | | | 0.878 |
| WP 3 | | | | 0.685 |
| WP 4 | | | | 0.902 |
| WP 5 | | | | 0.832 |

Source: Primary Data Analysis (2025)

The measurement model is shown in Fig. 2. This model shows the relationship between work performance, influenced by job crafting, and the mediating role of work engagement and social capital.

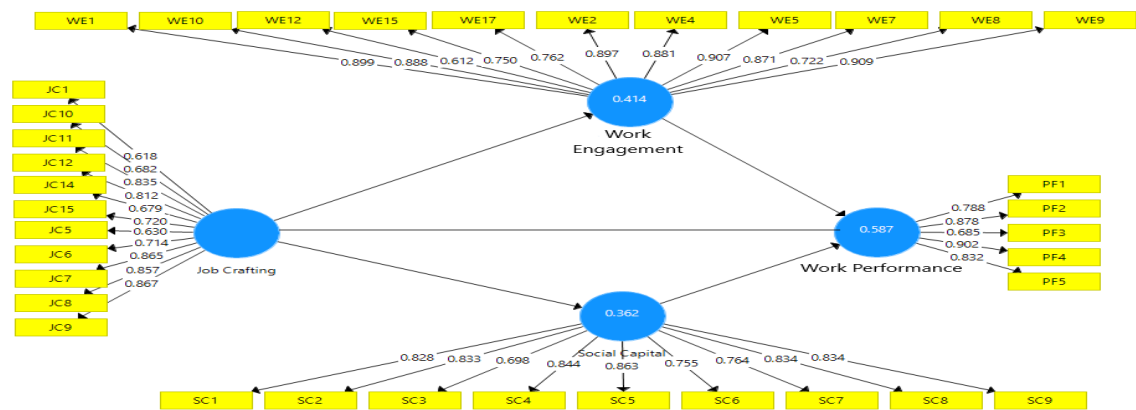


Figure 2. Measurement Model

4.3. Reliability Test

The results of the reliability tests are listed in Table 3. Cronbach's alpha (CA) and composite reliability (CR) are the two key measures used to assess internal consistency. The results showed that the variables of job crafting (CA=0.924; CR=0.936), work engagement (CA=0.954; CR=0.961), social capital (CA=0.933; CR=0.944), and work performance (CA=0.977; CR=0.911) exceeded 0.7.

Table 3. Reliability Test Results

| Variable | Cronbach's Alpha | Composite Reliability |
|------------------|------------------|-----------------------|
| Job Crafting | 0.924 | 0.936 |
| Work Engagement | 0.954 | 0.961 |
| Social Capital | 0.933 | 0.944 |
| Work Performance | 0.877 | 0.911 |

Source: Primary Data Analysis (2025)

4.4. Hypothesis Test

Table 4 presents the results for the direct and indirect hypotheses. All hypotheses were accepted based on the results. They met the direction hypothesis and significance threshold with a p-value < 0.05.

Table 4. Hypothesis Test Results

| Hypothesis | Original sample | Sample mean | Standard deviation | T Statistics | P Values |
|---|-----------------|-------------|--------------------|--------------|----------|
| Job Crafting → Work Engagement | 0.642 | 0.645 | 0.045 | 14.424 | 0.000 |
| Job Crafting → Social Capital | 0.602 | 0.604 | 0.046 | 13.064 | 0.000 |
| Job Crafting → Work Performance | 0.300 | 0.295 | 0.065 | 4.645 | 0.000 |
| Work Engagement → Work Performance | 0.420 | 0.423 | 0.080 | 5.234 | 0.000 |
| Social Capital → Work Performance | 0.172 | 0.175 | 0.079 | 2.182 | 0.030 |
| Job Crafting → Work Engagement → Work Performance | 0.270 | 0.273 | 0.055 | 4.885 | 0.000 |
| Job Crafting → Social Capital → Work Performance | 0.103 | 0.107 | 0.050 | 2.050 | 0.041 |

Source: Primary Data Analysis (2025)

Job crafting positively affects work engagement (first hypothesis). Job crafting positively affects social capital (second hypothesis). Job crafting positively affects work performance (third hypothesis). Work engagement positively affects work performance (fourth hypothesis). Social capital positively affects work performance (fifth hypothesis). Job crafting affects work performance through work engagement (sixth hypothesis). Job crafting affects work performance through social capital.

4.5. Discussion

4.5.1. The Effect of Job Crafting on Work Engagement

Job crafting involves employees changing their cognition, relationships, and work tasks. While changes in relationships and functions pertain to changes in form, scope, or quantity, cognition refers to the inner workings of an individual's outlook (Bakker 2018). Job creation is the process by which workers actively modify their work content according to their choices, needs, and abilities (Tims et al., 2022). Task crafting (altering the type or quantity of work completed), relational crafting (being selective about who you collaborate with at work), and cognitive crafting (altering your perspective on work activities to make them more relevant to you) are the three categories of job crafting according to Tims et al. (2022). The findings suggest that job design positively affects employee engagement at work. This is consistent with the findings of Bakker (2018) and Vieira dos Santos et al. (2023).

4.5.2. The Effect of Job Crafting on Social Capital

The results show that job crafting has a positive and significant effect on social capital. This finding is in line with Zhang and Liu (2021) and Tran (2021). Tims et al. (2022) explained that job crafting in employees can improve social relations, increase resources such as support and autonomy, increase abilities in challenging matters such as participation in new projects, and reduce demands on work such as avoiding working long hours. Job crafting can increase social capital by building social support; obtaining advice or feedback from coworkers and superiors; increasing social work resources; and proactively increasing structural and social resources.

4.5.3. The Effect of Job Crafting on Work Performance

Work performance is defined as an individual's ability to carry out activities inherent in their function using available resources to achieve this. The term evaluates workers' work performance in terms of their activities (Moreira et al., 2022). There are three work-performance assessment methodologies. First, work performance evaluation is based on output, such as the quantity of sales of a certain product. Second, supervisors and managers evaluate each employee's workplace performance. Third, constructive self-evaluation helps employees to define their goals. Job work performance as a construct has advanced rapidly in recent years, moving away from more traditional viewpoints, concentrating on repetitive work structures with set tasks, and adopting dynamic work configurations to better understand the roles that employees play (Moreira et al., 2022). The results of this study indicate that job crafting has a positive effect on workplace performance. This is consistent with the findings of Bakker (2017).

4.5.4. The Effect of Work Engagement on Work Performance

Employee performance is positively impacted by work engagement. This implies that employee performance increases with work engagement (Qodariah, 2019).

According to the research findings, employee work performance is positively impacted by work engagement. Persistence and dispersion are traits linked to work engagement, a good and comprehensive emotional and cognitive state (Aldabbas et al. 2023). According to the results of previous research, there is still disagreement regarding the connection between workplace involvement and job success. This is consistent with the results of Wang and Chen (2020) and Yao et al. (2022).

4.5.5. The Effect of Social Capital on Work Performance

According to academics, social capital theory provides a helpful framework for understanding how individuals connect with one another in social networks to reap both material and psychological rewards. Consequently, social media may alter how employees communicate with one another. This affordability can enhance workers' employment outcomes, including job performance, as social media can be used, for instance, to efficiently and promptly plan meetings, send papers, schedule appointments, and communicate about work activities with coworkers. This study's findings demonstrate that social capital significantly and favourably affects job performance. This is in line with research by Kang and Jang (2019) and Huang et al. (2021).

4.5.6. The Effect of Job Crafting on Work Performance Through Work Engagement

Higher levels of work engagement result from job design, which involves searching for difficulties related to the job and improving professional and social resources (Yao et al. 2022). Job engagement improves task performance and organizational commitment. It can also boost individual vigour and perseverance, which, in turn, improves job performance. Job crafting affects work performance by increasing work engagement, according to another meta-analysis (Oprea et al., 2019). Job crafting has been shown to indirectly impact work performance through engagement (Yao et al. 2022). Overall, the findings of the analysis showed that jobs also enhance job performance by mediating work engagement. These results are in line with Knight et al. (2021), who stated that job crafting impacts work performance through work engagement.

4.5.7. The Effect of Job Crafting on Work Performance Through Social Capital

According to Zhang and Liu (2021), job crafting involves social capital and affects workplace performance. The findings of the present study support those of previous studies. The direct and indirect effects of job crafting on work performance through social capital and work engagement provide evidence for this. All things considered, though, job crafting has a greater direct impact on work performance than social capital or work engagement. The influence of job crafting on work performance is shown by a path coefficient value that is higher than the indirect influence path through work or social engagement. Social exchange theory states that workers perform better when they take the initiative to take on more work. Workers like to be friends with people who share their talents, and they rely on their friends to help them when their skills are lacking, so that they can perform their jobs more effectively. Positive attitudes increase employees' enjoyment of their work and lead to improved performance when they shift their perspectives on activities (Tran, 2021).

5. Conclusion

The results of this study show that job crafting, both directly and indirectly through work engagement and social capital, can have a positive effect on work performance. This means that the better the job crafting of Indonesian National Police members, the greater their work engagement and social capital will increase, and job work performance will ultimately increase. Work engagement and social capital proved to be mediating variables in job crafting and job work performance. This research has limitations, namely that the sample obtained was not taken proportionally per regional legal police area in Indonesia, even though the characteristics of different regions can provide relationships between various variables. Therefore, further research can differentiate samples based on regional characteristics as a moderating variable to determine whether there are differences in the results between the regions studied.

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