

The Effects Of Job Crafting On Task Performance : The Mediating Role Of Work Engagement And Employee Creativity

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Abstract

This research aims to determine the role of work engagement and employee creativity in mediating the influence of job crafting on task performance in the Bapenda of West Java Province. Data was collected using a questionnaire distributed online to employees at CPPD Bapenda offices in five regions in West Java. A total of 267 respondents participated in filling out the questionnaire, which was distributed via Google Form by selecting samples using proportionate stratified random sampling, and then the data was processed using the structural equation modelling (SEM) approach with the partial least squares (PLS) method. The research results found that job crafting does not have a positive effect on task performance, but it needs a mediating role in work engagement. The role of employee creativity arises when work engagement exists as a variable that mediates the influence of job crafting on employee creativity, and work engagement acts as a variable that encourages employee creativity as a variable that mediates its influence on task performance. Future research is expected to expand testing on variables that encourage job crafting to influence employee creativity and task performance. Apart from that, it is necessary to examine other variables that influence task performance in other public and private sectors.

Keywords: *Job Crafting, Task Performance, Work Engagement, Employee Creativity.*

INTRODUCTION

Organizational performance is the performance achieved by an organization compared to the organization's goals and objectives (Almatrooshi, 2016). Organizational performance is the actual result of an organization as measured against the organization's intended output. (Tomal and Jones, 2015).

The Regional Revenue Agency (Bapenda) of West Java Province manages income originating from regional taxes including Motor Vehicle Tax (PKB), Motor Vehicle Title Transfer Fee (BBNKB), Motor Vehicle Fuel Tax (PBBKB), surface water tax and cigarette tax. Tims et al (2014) stated that task performance is influenced by job crafting positively and significantly. Inge et al. (2020) in their research stated that job crafting allows employees to work to achieve goals by creating a work environment that can provide additional or meaningful contributions to the organization by providing stimulus and increasing work engagement.

The task performance of employees at the West Java Province Bapenda that has not been effective is indicated by the presence of Vehicles Not Re-Registered (KTMDU), namely vehicles that do not pay taxes. Based on data in 2020, KTMDU data reached more than 5 million vehicles.

The service of innovations produced to increase tax revenues have not been able to reduce KTMDU significantly, the large number of which still demands job crafting and employee creativity and still requires space for employees to increase job crafting and employee creativity. One of the innovative developments in tax services that encourages job crafting and employee creativity is "Samsat Keliling," which produces car-free day services, namely tax services during car-free days in the Dago Bandung area and "Sambara". However, service innovation to support task performance still requires the support of job crafting and employee creativity because not all PPPD offices can immediately apply the innovation results because of the different characteristics of each region in the Bapenda area of West Java Province.

Every organisation must rely on its employees as its main resource, namely employee creativity, which encourages task performance with the aim that the organisation can survive and develop further (Yang et al., 2021). Organisations that can achieve sustainable goals in today's dynamic business environment require creative employees, because employee creativity is a valuable asset for organisations (Tian et al., 2021). Creative employees are a valuable asset for an organisation to achieve its goals, tending to express ways to carry out tasks more efficiently and effectively (Bakker et al., 2020).

Employee creativities are a valuable asset for an organisation to obtain and achieve its goals. Bakker et al. (2020) define creativity as the emergence of ideas that come from the employee's self or attitude that are useful for running the organisation (Khan et al., 2019). To achieve goals in an organisation, employee creativity is needed as a valuable asset. Employees with a high level of education tend to have better task performance and creativity. (Hongxia Li & Yang, 2018) The research results of Yang et al. (2022) state that employees with a high level of education tend to have better task performance and employee creativity (Yang et al., 2022). However, Tian stated in his research that the influence of employee creativity will weaken on task performance as the length of service increases. Regarding employee creativity, Yang, in his research, emphasised the importance of skills that are relevant to the task and employee creativity to achieve organisational goals. (Yang et al., 2022). Tian et al. (2021) explain in their research that job crafting behaviour is an effective action that employees can take to manage the employee creativity process through increasing work engagement. Research conducted by Pattnaik et al. (2021) states that there is an influence of job crafting on employee creativity, which is mediated by work engagement. The results of research conducted by Jaakkola et al. (2014) state that employee creativity has a positive and significant effect on task performance. (Jaakkola & Alexander, 2014).

Regarding the existing problems, it can be stated that the task performance of employees at the West Java Province Bapenda has not been effective, as can be seen from the budget not yet being absorbed and the still high KTMDU, which has an impact on West Java Province regional income. Achieving targets is carried out by creating innovation as a result of creativity to maximise tax revenue targets. This is closely related to the efforts made so that targets are achieved as set goals through employee task performance. Based on the background above, this research aims to explain the role of employee creativity and work engagement in mediating the influence of job crafting on task performance in the West Java Province of Bapenda. This research is mainly based on the research results of Tian et al. (2021), which have explained the influence of work engagement on task performance with employee creativity as a mediating variable, and research by Pattnaik et al. (2020), who have explained the influence of job crafting on task performance with work engagement as a mediating variable. Another study shows that work engagement can help change creativity. According to Demerouti et al. (2015), job crafting increases work engagement and increases employee creativity. In contrast, Petrou et al. (2012) stated that work engagement can make employees feel detached, which ultimately hinders their creativity. The aim of this research is to determine the effect of job creation on creativity through work engagement as a mediating variable. Pattnaik et al. (2020) also explained the influence of job crafting on task performance, with work engagement as a mediating variable. From this research, there is a research gap to link job crafting with task performance, which is mediated by work engagement and employee creativity.

This research aims to confirm the influence of job crafting on task performance, which is mediated by work engagement and employee creativity in the Bapenda of West Java Province. The role of work engagement as a variable that mediates the influence of job crafting on task performance is assumed to be a new finding in this research.

Conceptual Framework

This research was carried out referring to previous research conducted by Tian et al. (2021) and research conducted by Pattnaik, S. (2021). The study aims to examine and analyze the influence of job crafting on task performance mediated by work engagement and employee creativity at the Bapenda of West Java Province.

The research wants to investigate the role of employee creativity in mediating the relationship between job crafting, work engagement, and task performance. Based on the findings of the Tian et al. (2021), it shows that work engagement through employee creativity has an effect on task performance. Supported by research from Pattnaik et al. (2021), which states that job crafting has an effect on employee creativity, which is mediated by work engagement. (S. C. Pattnaik & Sahoo, 2020). From several opinions and research results, to facilitate understanding of this research, the researcher describes this research model in a conceptual framework in Figure 1 as follows:

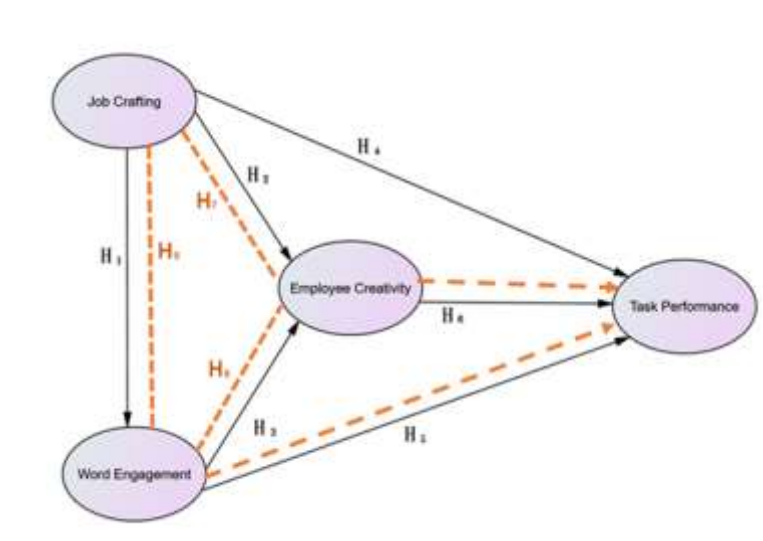


Figure 1. Conceptual Framework

RESEARCH METHODS

This research was designed with a quantitative approach, with hypothesis testing to explain the relationship between variables. The type of influence between the variables studied is causal because it explains the causes of one or more problems related to employee task performance, then forms a conceptualization framework, formulates hypotheses, operates variables, collects relevant data, and analyses research findings so that conclusions and suggestions are obtained. future research. The respondent population for this research was all employees of the West Java Bapenda Office, a total of 876 people spread across 5 regional offices in West Java Province. The number of samples in this study used the Slovin formula; the population was 876 and the margin of error was 7.5%, so the minimum sample size was 211. The questionnaires that were collected using Google Form had 267 respondents, so they met the minimum sample requirements that had to be used. The determination of the sample in this research was carried out using the proportional stratified random sampling technique. The sample was determined proportionally at each level of position in the existing population. Each stratum is then included in the sample in the same proportion as the stratum proportion in the Population sampling in which a large population is divided into subgroups called strata.

(Turyandi, 2021). Validity and reliability testing was carried out in this research, referring to Hair et al. (2018), using the help of Smart PLS Version 3.0 analysis software, which takes into account three things: internal consistency reliability, convergent validity, and discriminant validity.

RESULT AND DISCUSSION

Profile responden .

Respondent's profile is based on: gender, age, length of service in the current position, length of service, position group, education level, and classes. Gender is dominated by male at 84.6%, with the largest age range being 40-< 50 years old, namely 33.0%, length of service in the current position at 36%, and the executive position group at 80.9% level of education. Most were high school seniors, namely 40.1%; those with the most years of work were less than 5 years, at 40.4%; and group III was 52.7%. The respondent profile shows that currently, West Java Bapenda has adequate employee standards.

Table 1. Test Results of Validity and Reliability Variables

Variables	Dimension	Indicator	Outer Loading	Corn Bach Alpha	AVE
Job Crafting (JC)	JC1	TC1	0.904	0,944	0,752
	JC1	TC2	0.875		
	JC1	TC3	0.901		
	JC1	TC4	0.909		
	JC1	TC5	0.765		
	JC1	TC6	0.878		
	JC1	TC7	0.830		
	JC2	RC1	0.802	0,931	0,654
	JC2	RC2	0.801		
	JC2	RC3	0.739		
	JC2	RC4	0.811		
	JC2	RC5	0.804		
	JC2	RC6	0.809		
	JC2	RC7	0.844		
Work Engagement (WE)	JC2	RC8	0.831	0,878	0,805
	JC2	RC9	0.784		
	JC3	CC1	0.864		
	JC3	CC2	0.906		
	JC3	CC3	0.920		
	WE1	V1	0.879	0,894	0,707
	WE1	V2	0.893		
	WE1	V3	0.894		
	WE1	V4	0.839		
	WE1	V5	0.678		
	WE2	D1	0.878		
	WE2	D2	0.911	0,924	0,769
	WE2	D3	0.909		
	WE2	D4	0.871		
	WE2	D5	0.812		
	WE3	A1	0.881		
	WE3	A2	0.935	0,915	0,752
	WE3	A3	0.898		
	WE3	A4	0.898		
	WE3	A5	0.707		
	EC1	RS1	0.886	0,855	0,777
	EC1	RS2	0.921		

Employee Creativity (EP)	EC1	RS3	0.835	0,900	0,774
	EC2	PRS1	0.932		
	EC2	PRS1	0.936		
	EC2	PRS1	0.880	0.615	0,722
	EC2	PRS1	0.760		
	EC3	PRD1	0.859		
Task Performance (TP)	EC3	PRD2	0.840	0,961	0,837
	TP1	TP1	0.883		
	TP1	TP2	0.936		
	TP1	TP3	0.957		
	TP1	TP4	0.925		
	TP1	TP5	0.933		
	TP1	TP6	0.853		
	TP2	K1	0.909	0,889	0,819
	TP2	K2	0.940		
	TP2	K3	0.865		
	TP3	M1	0.901	0,879	0,805
	TP3	M2	0.881		
	TP3	M3	0.910		

Source : Primary Data Processing 2023 with SEM-PLS

All indicators that make up the dimensions for the variables job crafting, work engagement, employee creativity, and task performance have been shown to be valid and reliable based on the findings of testing validity and reliability. Such that study hypotheses are generated using all indicators.

Descriptive statistics

Descriptive statistics is a part of statistics that is related to data collection, presentation, determining statistical values, and making diagrams or pictures about something. Here, the data is presented in a form that is easier to understand or read. Descriptive statistics only relate to describing or providing information about data, conditions, or phenomena that function to explain conditions, symptoms, or problems (Kuncoro, 2018). Descriptive analysis uses grouping of respondents' answers with the following conditions :

Table 2. Descriptive Statistis of Variable

No.	Dimension	Mean	Standard Deviation
1	Job Crafting	4.079	0.643
2	Work Engagement	4.225	0.624
3	Employee Creativity	4.116	0.658
4	Task Performance	4.287	0.680

Source : Primary Data Processing 2023 with SEM-PLS

Measurement Model Evaluation

The inner model and outer model, the SEM-PLS research model is produced as shown in Figure 2

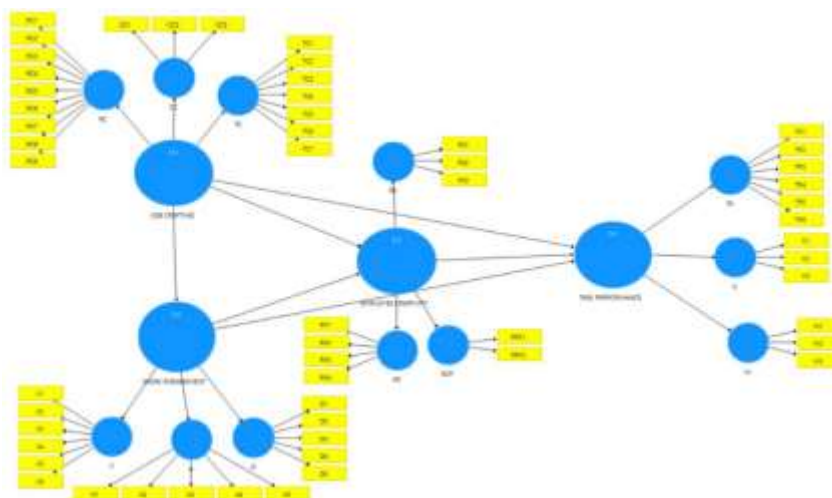


Figure 2. SEM-PLS Research Model

Source : Primary Data Processing 2023 with SEM-PLS

Multicollinearity Testing

The results of multicollinearity testing for the variables have a value of $VIF < 10$, it indicated no multicollinearity in the independent variable. Shown in table 3

Table 3. Multicollinearity Testing

Variabel Independen	Model Work Engagement	Model Employee Creativity	Model Task Performance
<i>Employee creativity</i>			4.487
<i>Job crafting</i>	1.000	1.841	1.859
<i>Work engagement</i>		1.841	4.984

Source : Primary Data Processing 2023 with SEM-PLS

Coefficient Determination

The results of processing the fit model to show the value of Coefficient Determination (R-Square) can be seen in the following table 4:

Table 4. Coefficient Determination

Model Struktural	R Square	R Square Adjusted
<i>Work engagement</i>	0.457	0.455
<i>Employee creativity</i>	0.777	0.775
<i>Task performance</i>	0.821	0.819

Source : Primary Data Processing 2023 with SEM-PLS

Testing the Coefficient of Determination (R2)

The coefficient of determination test is used to explain how much variation in the dependent variable can be explained by the dependent variable (Ghozali, I. Latan, 2015). The coefficient of determination value is in the internal range between 0 and 1, where the coefficient

of determination is closer to 1, the more goodness of fit the model is, and conversely, the value of the coefficient of determination is closer to 0, the less goodness of fit the model is.

Hypothesis testing

Hypothesis testing in this research is to test the influence of each independent variable on the dependent variable. The hypothesis is carried out in stages:

Decision-making:

If the p-value of $t < 0.05$, then the hypothesis is not supported. If the p-value of $t > 0.05$, then the hypothesis is supported. Shown in table 5.

Table 5. Research Hypothesis Testing

Hypotesis		Coefisien of Estimation	V-Value	Decision
H1	JC → WE	0.676	0000	Supported
H2	JC → EP	0,064	0,115	Not Supported
H3	WE → EC	0,837	0.000	Supported
H4	JC → TP	0,093	0,106	Not Supported
H5	WE → TP	0,657	0.000	Supported
H6	EC → TP	0,202	0,006	Supported
H7	JC → TP → EC	0,013	0,149	Not Supported
H8	JC → TP → WE	0,566	0,000	Supported
H9	WE → TP → EC	0,169	0,009	Supported

Source : Primary Data Processing 2023 with SEM-PLS

Hypotesis 1 : Job Crafting has a positive effect to Work Engagement

The results of testing hypothesis 1 show that job crafting has a positive and significant effect on work engagement. This is indicated by job crafting, which has an impact on employees at the Bapenda Office to redesign their tasks so that they are more meaningful. Employees feel greater involvement in their work, have greater responsibility for the results of their work, and are more dedicated to achieving the organisation's goals. The increase in employee job creation in the West Java Province of Bapenda can be seen by increasing work engagement in the work environment. Employees already look engaged because most employees have carried out job crafting without any coercion from their superiors. This is in line with research conducted by Tims et al. (2012), who examined 109 employees working in various industrial sectors in the Netherlands, showing the results that job crafting was carried out by employees to improve the work tasks they chose independently; improving existing work tasks or eliminating unwanted work tasks has a positive impact on task performance. (Arnold B. Bakker et al., 2012). In this research, the results of data analysis show that Bapenda employees in West Java Province are able to carry out effective job crafting and tend to produce better task performance.

Hypothesis 2: Job crafting has no positive effect on employee creativity.

The test results show that job crafting has no positive effect on employee creativity. This is characterised by limitations in the roles and responsibilities of employees at the West Java Bapenda Office, which has an impact on job crafting and affects creativity because the roles and responsibilities of employees are limited due to the routine of their work. The tasks given to employees are too narrow and do not provide many opportunities for exploration or new discoveries, so job crafting does not have a significant impact on employee creativity. This is in line with research conducted by Tims et al. (2012) showing that job crafting will have a positive influence on employee creativity if this influence depends on the proactive personality and intrinsic motivation of employees. Employees who have a proactive personality and high intrinsic motivation tend to be more active in creating a work atmosphere that supports creativity and making changes that can increase their creativity. Therefore, job crafting can be an effective

strategy to increase employee creativity, especially for those who have a proactive personality and high intrinsic motivation. The research from Beer et al. (2012) confirms that there is a negative influence between job crafting and employee creativity, or, in other words, there is no positive influence between job crafting and employee creativity. Beer et al. (2012), in their research, confirmed that if employees carry out high levels of job crafting, the level of employee creativity will decrease. This is because employees' focus will be centered on changing tasks and responsibilities to better suit their preferences rather than exploring creative solutions to existing problems. (De Beer et al., 2016a) Research conducted by Tims et al. (2013) shows that job crafting has a positive effect on creativity. However, this influence depends on the employee's proactive personality and intrinsic motivation.

Employees who have a proactive personality and high intrinsic motivation tend to be more active in creating a work atmosphere that supports creativity and making changes that can increase their creativity. Therefore, job crafting can be an effective strategy for increasing employee creativity, especially for those who have a proactive personality and high intrinsic motivation. (M. Tims et al., 2013).

A number of studies show that there is a negative influence between job crafting and employee creativity. One study conducted by Tims et al. (2012) stated that when employees carry out high levels of job crafting, the employee's level of creativity will decrease. This is because employees' focus will be centred on changing tasks and responsibilities to better suit their preferences rather than exploring creative solutions to existing problems. (Bakker AB, Tims M, 2012) (Berg & Dutton, 2013).

Other research that is in line is that conducted by Wrzesniewski et al. (2001), with results showing that when employees try to change their own tasks to make them more enjoyable and exciting, they tend to focus on routine tasks and are less creative because they are more used to them and feel comfortable with these tasks. (D. Wrzesniewski, 2001). Employees at the West Java Bapenda Office are capable of carrying out job crafting, but when required to be more creative, they are unable to do so. In contrast, research conducted by Berg et al. (2021) shows that there is a positive influence between job crafting and employee creativity. (Berg & Dutton, 2013).

The research they conducted was a development of their previous research showing that when employees carry out job crafting, which is oriented towards developing interpersonal influence and increasing work perspectives, they tend to be more creative in completing their tasks. (Berg & Dutton, 2013). The results of Aisyah's research (2022) at a government bank confirm that job crafting has a positive and significant effect on employee creativity, where employees who carry out job crafting have the potential to create creativity when they work. (Aisyah, 2022)

Hypothesis 3: Work engagement has a positive effect on employee creativity.

The results of testing Hypothesis 3 show that work engagement has a positive effect on employee creativity. Work engagement, which includes the sense of involvement, love, and enthusiasm of employees at the West Java Bapenda for their work, Bapenda employees feel emotionally and cognitively involved in their work, so they tend to have high motivation to contribute creatively. High motivation from employees is a strong driver for employees to look for new solutions, develop innovative ideas, and participate actively in the creative process. An empirical study conducted by Alfes et al. (2013) found that engaged employees are better at developing creativity, thinking innovatively, and using flexible reasoning in challenging organisational situations. (Brockner et al., 2013). Findings from Slåtten et al. (2011) show that work engagement and creativity in the workplace are the main things and are very important. (Slåtten & Mehmetoglu, 2011). Research conducted by Baker et al. (2020) states that work engagement has a positive effect on creativity, based on research presented by Baker, which

states that employees involved will be flexible in their thinking and can carry out useful activities in their work. (Arnold B. Bakker et al., 2020). Research conducted by Baas et al. (2015) states that work engagement has a positive effect on creativity because engaged employees persistently demonstrate cognitive flexibility. (Baas et al., 2015) is in line with research conducted by Al-Ajlouni Mohammed Iqbal (2021), which verifies that work engagement mediates the influence of employee creativity, which then influences innovation in the organization. Empirical findings from Nesha et al. (2020) state that work engagement has a significant positive influence on employee creativity. Work engagement also has a positive and significant effect as a variable that is able to mediate the influence of authentic leadership on employee creativity. (Nesha et al., 2020) Other similar research was conducted by Wrzesniewski et al. (2001). The results showed that when employees try to change their own tasks to make them more fun and exciting, they tend to focus on routine tasks and are less creative. because they are more used to and feel comfortable with these tasks. (A. Wrzesniewski & Dutton, 2001).

Hypothesis 4: Job crafting has no positive effect on task performance.

The test results show that job crafting does not have a positive effect on task performance. Job crafting has no impact on changes in the tasks carried out by employees at the West Java Bapenda office. These changes should be made to suit job demands or assigned responsibilities. Several employees at the Bapenda office changed their tasks to something irrelevant or shifted their focus from the core tasks they were supposed to do, so that these conditions had no effect on task performance. This is in line with research conducted by Ji Yeon Sung et al. (2023), whose research results show that job crafting does not have a significant positive influence on task performance. According to Sung, in his research, there is a need for moderate organisational support, which will influence job crafting and task performance In contrast to research conducted by Zhang et al. (2021) verifying the influence between job crafting and task performance as well as the mediating role of work engagement, the results of his research confirm that job crafting has a significant positive influence on task performance and work engagement has a mediating role in that influence. The findings from his research show that job crafting and work engagement can help employees improve their task performance. (Zhang et al., 2021).

Hypothesis 5: Work engagement has a positive effect on task performance.

The test results show that work engagement has a positive effect on task performance. West Java Bapenda employees are emotionally and cognitively involved in their work, so they tend to focus more on important tasks, thus having a significant impact on task performance. Most Bapenda employees are able to identify and prioritise tasks that are most relevant to organisational goals and carry them out with full attention and commitment, so that work engagement has a positive effect on task performance. The results of this test are in line with research conducted by Bakker et al. (2016), who stated that work engagement has a positive effect on task performance. (De Beer et al., 2016b), in line with the results of research conducted by Zahra et al. (2021), show that work engagement has a positive and significant effect on task performance.

Hypothesis 6: Employee creativity has a positive effect on task performance.

The test results for Hypothesis 6 show that employee creativity has a positive effect on task performance. It can be seen that there is emotional and cognitive involvement in the work carried out by Bapenda employees. They have a sense of ownership over their duties and responsibilities. In line with the results of research conducted by Abbas et al. (2021), which states that employee creativity has a positive and significant effect on task performance. Likewise, the results of research conducted by Kurniawan et al. (2021) have stated that employee creativity influences task performance. An empirical study conducted by Eschleman et al. (2014) stated that creativity was proven to have a significant positive relationship with task performance.

Hypothesis 7: Job Crafting has no positive effect on Task Performance through Employee Creativity

The test results show that job crafting has no effect on task performance, which is mediated by employee creativity. This is in line with research conducted by Feng et al. (2020), which confirmed the results of his research discussing how job crafting does not have a positive effect on task performance through the mediation of employee creativity. In his research, he collected data from 278 employees in China and analyzed the influence between job crafting, employee creativity, and task performance. The research results show that job crafting does not have a direct positive effect on task performance but has an indirect positive effect through employee creativity.

Bapenda employees each have different characteristics, skills, and preferences. There are some employees who are involved in job crafting but do not have sufficient skills or knowledge to effectively increase their creativity. In this case, job crafting may not have a significant impact on employee creativity and task performance. Even though job crafting can increase the creativity of Bapenda employees, this creativity may not have a significant influence on task performance. This is because there are several factors that can influence task performance. In contrast to the results of research conducted on employee creativity and task performance, (Xinxin et al., 2021).

Hypothesis 8: Job crafting has a positive effect on task performance through work engagement.

The test results show that job crafting has a positive effect on task performance, which is mediated by work engagement. This is relevant to research conducted by Joo et al. (2014) using a questionnaire on 220 employees at manufacturing companies in South Korea. The results of the analysis show that work engagement has a positive effect on task performance, while job crafting has a positive effect on work engagement and also functions as a moderator of work engagement.

West Java Bapenda employees have carried out job crafting, as indicated by the fact that many employees have made changes to their duties so that they are more in line with their preferences, interests, and strengths. This can be seen when employees feel they have control over the work they do; they tend to be more satisfied and motivated to carry out tasks that they consider relevant and interesting, which can improve overall task performance. In contrast to research conducted by Tims et al. (2013), whose research results show that job crafting does not have a positive effect on task performance through the mediation of work engagement, In their research, the researchers collected data from 288 employees in the Netherlands and analyzed the influence of job crafting, work engagement, and task performance. The research results show that job crafting does not have a direct positive effect on task performance and that work engagement mediates the influence between job crafting and task performance.

Hypothesis 9: There is a positive influence of work engagement on task performance, through employee creativity.

The test results show that there is a positive influence of work engagement on task performance, which is mediated by employee creativity. In line with the results of research conducted by Haiying et al. (2021), work engagement has a positive and significant effect on employee creativity and task performance. Apart from that, employee creativity also mediates the influence between work engagement and task performance.

Employees at the West Java Bapenda have carried out job crafting by creating a work environment that supports and provides flexibility in their tasks. Apart from that, leaders have also provided support, provided positive feedback, and recognized the efforts of employees involved in job crafting. This will strengthen job crafting and improve overall task performance in the West Java Province of Bapenda.

This is different from research conducted by Molinari et al. (2019), which explored the influence of work engagement, job crafting, psychological need satisfaction, employee creativity, and task performance. The research results show that work engagement does not have a direct influence on task performance, and employee creativity does not mediate the influence between work engagement and task performance.

CONCLUSION

The results of the research can be concluded that job crafting has a positive effect on task performance mediated by work engagement but not by employee creativity in the Bapenda of West Java Province. This research finds that job crafting has no direct effect on task performance. The influence of job crafting on task performance requires variables that mediate, namely work engagement. In this research, it was also found that job crafting had no effect on employee creativity, so the employee creativity variable could not be a variable that mediates job crafting on task performance.

This research finds that job crafting has a positive effect on task performance mediated by work engagement, so this research provides positive implications, namely the development of a concept regarding the role of work engagement as a variable that mediates the influence of job crafting on task performance, which is a new finding in this research. The results of this research provide practical implications for the development of human resource management in the West Java Province of Bapenda in the form of managerial implications related to employee behavior to support task performance in an effort to achieve set organizational targets.

All values in the research variables have high and very high values, meaning that the West Java Province Bapenda can develop other variables such as education and training, group discussion forums, comparative studies, seminars, workshops, and other activities that can encourage job crafting to have a direct and positive effect on task performance and employee creativity so as to be able to solve existing problems, one of which is KTMDU. This research was conducted on employees at the West Java Province of Bapenda to analyze the influence of job crafting on task performance through work engagement and employee creativity. The factors that influence task performance are not only work engagement and employee creativity, so further research can be developed by conducting studies with other variables that influence task performance, such as organizational culture, leadership style, management support, work environment, motivation, and other variables.

The limitation of the results of this research is that it cannot be applied to situations or conditions that are different from those in the West Java Province Regional Revenue Agency. Unique external environmental variables or organizational culture may influence the overall research results. Further research can be carried out in other public sectors, thereby enriching research results in the public sector and also in the private sector so that the research results can be used as an effort for comparison.

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