



# Driving Individual Performance: The Mediating Role of Innovation and Moderating Impact of Work-Life Balance among Indonesia's Professional Village Facilitators

Udik Jatmiko <sup>a\*</sup>, Pribadiyono <sup>a</sup> and Suhermin <sup>a</sup>

<sup>a</sup> Doctorate Program, Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya, Indonesia.

## Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

## Article Information

DOI: <https://doi.org/10.9734/ajebe/2025/v25i11652>

## Open Peer Review History:

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://www.sdiarticle5.com/review-history/130025>

Original Research Article

Received: 13/11/2024

Accepted: 15/01/2025

Published: 18/01/2025

## ABSTRACT

**Aims:** This study investigates the role of Innovative Work Behavior (IWB) in mediating the effects of Job Crafting and Work Integrity on Individual Performance among professional village facilitators in Kediri Regency, Indonesia. Additionally, it examines the moderating effect of Work-Life Balance on the relationship between IWB and Individual Performance.

**Study Design:** The research adopts a quantitative approach to explore the interrelations between the variables, focusing on professional village facilitators in a specific regional context.

**Methodology:** This Research using by complete enumeration sampling (census), data were collected through offline surveys from 203 respondents and analyzed using Structural Equation Modeling (SEM). The variables studied include Job Crafting, Work Integrity, Innovative Work Behavior, Individual Performance, and Work-Life Balance.

\*Corresponding author: E-mail: [jatmikoudik@gmail.com](mailto:jatmikoudik@gmail.com);

**Cite as:** Jatmiko, Udik, Pribadiyono, and Suhermin. 2025. "Driving Individual Performance: The Mediating Role of Innovation and Moderating Impact of Work-Life Balance Among Indonesia's Professional Village Facilitators". *Asian Journal of Economics, Business and Accounting* 25 (1):305-24. <https://doi.org/10.9734/ajebe/2025/v25i11652>.

**Results:** The result of study is Job Crafting and Work Integrity significantly influence Innovative Work Behavior. Job Crafting, Work Integrity, and Innovative Work Behavior do not significantly affect Individual Performance. Innovative Work Behavior does not mediate the relationship between Job Crafting, Work Integrity, and Individual Performance. Work-Life Balance does not moderate the relationship between Innovative Work Behavior and Individual Performance.

**Conclusion:** The findings suggest that Job Crafting, Work Integrity, and Innovative Work Behavior are not significant contributors to Individual Performance among professional village facilitators in Kediri Regency. This highlights the need to explore alternative mediating and moderating variables to better understand the factors influencing their performance. However, as IWB does not directly improve individual performance (IP), strategies should also address performance outcomes through targeted training, performance monitoring, and support mechanisms.

*Keywords: Job Crafting; integrity; individual performance; innovative work behavior; work-life balance.*

## 1. INTRODUCTION

This study is situated in Kediri Regency, Indonesia, a region that exemplifies the challenges and opportunities of rural development in emerging economies. Professional village facilitators, who serve as key agents in implementing government programs and fostering local community development, were chosen as the focus of this study. Their roles in promoting innovative work behavior and enhancing individual performance are critical, particularly in environments where resource constraints, cultural dynamics, and evolving job demands intersect. By investigating the interplay between job crafting, work integrity, and innovative work behavior within this context, the study provides valuable insights into how these facilitators can drive sustainable development and address the unique needs of rural communities.

The conception that achieving self-reliant villages requires a sustainable development framework where social, economic, and ecological aspects synergize to maintain the potential and capacity of villages in improving their welfare is crucial in Kediri Regency, as part of Indonesia's territory. Setyowati (2019) explained that rural area development involves accelerating the quality of services, development, and community empowerment through a participatory development approach. This issue is also reflected in the performance of professional village assistants, where women play a critical role in fostering self-reliant villages and advancing rural development. However, challenges such as limited access to leadership opportunities and lower-quality employment conditions can hinder their optimal contribution to individual and team performance. Addressing these barriers is crucial to enhancing the

effectiveness and equity of village development programs (Segovia-Pérez et., al, 2021). However, indications of underperformance in village development, as measured by the Village Development Index in Kediri Regency, form the basis of this research framework. This condition becomes a primary responsibility for village professional facilitators in their tasks of assisting 26 sub districts and 343 villages, most of which are still classified as developing or advanced villages. The Village Development Index (IDM) across Kediri Raya, which includes the districts of Blitar, Tulungagung, Trenggalek, Nganjuk, and Kediri, averages above 0.707, classifying these areas as "Developed Villages". However, this achievement still falls short of the targets set by local governments. In particular, Kediri Regency, despite being categorized as "Developed", has not yet reached the goal of achieving the status of "Independent Villages". This reality highlights that the majority of villages in Kediri Regency have yet to meet the target of becoming self-reliant. This phenomenon intrigues researchers to observe job crafting and work integrity behaviors in evaluating the individual performance of village professional facilitators, as these are linked to the optimization of facilitators' performance. These facilitators, directly appointed by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, have not effectively fulfilled their roles and responsibilities.

Job crafting refers to proactive work behavior where employees actively reshape the characteristics (or perceptions) of their work (Tims et al., 2016). It involves modifications to balance employee expectations and desires, regardless of work environments and available resources (Berg et al., 2013). This process is vital in fostering engagement and job satisfaction in a workforce increasingly experiencing

dissatisfaction and burnout (Gordon et al., 2018; Le Blanc et al., 2017). Studies show that job crafting significantly affects innovative work behavior (Afsar et al., 2019; Dixit & Upadhyay, 2021; Lambriex-Schmitz et al., 2020; Miao et al., 2022; Pradana & Suhariadi, 2020). However, other research suggests no significant impact of job crafting on innovative work behavior (Ok & Lim, 2022; Tho, 2022). Furthermore, studies have linked job crafting to performance improvement (Nguyen et al., 2019; Saryono et al., 2022; Supriatna et al., 2023; Yulivianto, 2019). Job crafting, driven by individual initiative, represents a modern approach to work design that promotes stability in enhancing job performance. This approach is often effective in boosting employee engagement, primarily due to the autonomy it provides in task execution and the increased sense of purpose it fosters (Lee & Lee, 2023). Job crafting, driven by individual initiative, represents a modern approach to work design that promotes stability in enhancing job performance. This approach is often effective in boosting employee engagement, primarily due to the autonomy it provides in task execution and the increased sense of purpose it fosters (Rózsa et al., 2023).

The suboptimal implementation of the tasks of professional facilitators is also due to the lack of mastery of duties and individual capacity in carrying out each key performance indicator in assisting village communities. This can be seen from placement positions not aligned with technical guidelines, leading to underdeveloped creative and innovative work behavior for each individual. Another issue that deserves attention as a scientific study is the underperformance of professional facilitators in reporting their performance through daily reports, causing significant delays in submissions. One of the visible indicators is the failure to meet the operational work hours, which are still below the requirement of >140 work hours/month. Professional facilitators do not assist in the implementation of projects entering the village or supervise the use of village funds but provide comprehensive assistance to the village (Meilina, 2021). Sandani et al., (2022) emphasized that facilitation should stand as an equal partnership with the facilitated entity. Research on the relationship between integrity and innovative work behavior suggests a positive influence (Manoppo et al., 2021; Paine, 1994; Palanski & Vogelgesang, 2011), though other studies dispute this (Kistan, 2018; Radjin, 2022). Similarly, while some research highlights the

significant impact of integrity on performance (Palanski & Yammarino, 2009; Sabil et al., 2021), others find no substantial effect (Devi et al., 2022; Priyono et al., 2019; Sumardi et al., 2022).

Empirical studies on the relationship between the Big Five personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism) and innovative work behavior reveal mixed findings (Baer & Oldham, 2006). While some researchers believe innovation occurs solely at the organizational level (Oldham & Cummings, 1996), others argue it originates from individual behavior (Jong & Hartog, 2010). Sudibjo & Prameswari (2021) further support this by linking innovation to knowledge-sharing antecedents. Innovative work behavior significantly impacts performance (Fairuz et al., 2018; Yumhi, 2021), though some findings contradict this (Leong & Rasli, 2014; Purwanto et al., 2020; Widyantari & Cipto, 2021). Other studies suggest that innovative work behavior mediates the positive effect on individual performance (Berliana & Arsanti, 2018; Fitrio et al., 2020; Ibrahim et al., 2022; Salwa et al., 2018), while contrasting findings claim otherwise (Dedahanov et al., 2017). Taking a self-empowerment perspective, we investigated the mediating impact of psychological empowerment on the relationship between expansion-oriented job crafting behaviors (seeking resources and seeking challenges) and job performance (Maden-Eyiusta & Alten, 2024).

The study also considers work-life balance as a factor in examining the performance of professional village facilitators. Work-life balance is the ability of employees to manage both their work and family life (Blanchard, 2012). This issue often arises in any work environment, as employees demand not only work-related support but also welfare (Talukder & Galang, 2021). Work-life balance refers to an individual's effectiveness in balancing satisfaction in work and family roles aligned with life priorities at a particular time (Clark, 2000). Studies by Medina & Prieto, (2022); Wan & Liu, (2020) explain that work-life balance positively strengthens the relationship between innovative work behavior and performance.

The phenomena and empirical studies presented on the role of job crafting, work integrity, innovative work behavior, and work-life balance in relation to the individual performance of professional facilitators need to be linked to the grand theory of Goal Setting Theory, which

states that setting specific, challenging, and measurable goals can improve individual performance. The novelty of this study lies in including work-life balance as a moderator, which has not been previously linked to innovative work behavior and individual performance. The primary objective of this study are aim to build a theoretical and empirical model based on the concept of psychological contract theory (Argyris, 1960). The psychological contract reflects an individual's perception of what they should receive and contribute within the context of a working relationship (Rousseau, 1989). This study seeks to determine the direct influence of job crafting (JC) and work integrity (WI) on individual performance (IP). Additionally, it explores the mediating role of innovative work behavior (IWB) and the moderating role of work-life balance (WLB). The innovative aspect of this research is the integration of Goal Setting Theory and psychological contract theory as the primary theoretical foundations. This dual theoretical framework not only enhances the understanding of the complex interrelations between JC, WI, and IP, with IWB as a mediator and WLB as a moderator, but also sets a precedent for future research in this field. It highlights the interconnected relationships among cognitive processes, behavioral biases, and the overall organizational environment.

## 2. LITERATURE REVIEW

According to Wrzesniewski & Dutton (2001), is defined job crafting as behavior related to modifying or redesigning an employee's work, involving changes either in the physical or psychological aspects of their job while remaining within the boundaries of their tasks or roles (Baroudi & Khapova, 2017). Job crafting can take various forms, such as altering, redesigning, and redefining the scope of an employee's work. This scope includes physical, psychological, emotional, and relational aspects of the employee's interaction with their work (Blazejewski & Walker, 2018). The research findings Wang et al., (2020) suggest that job crafting contributes to employees' work creativity. These findings are supported by studies indicating that job crafting plays a positive and significant role in influencing employees' innovative behavior patterns (Adikara & Soetjpto, 2020; Afsar et al., 2019; Miao et al., 2022; Pradana & Suhariadi, 2020; Uppathampracha & Guoxin, 2021). However, different studies reveal that job crafting has an indirect effect on innovative behavior (Ok & Lim,

2022; Tho, 2022). Based on this theoretical development, the first hypothesis in this study is:

H1: Job crafting has a positive and significant effect on innovative work behavior

Integrity is a crucial aspect of professionalism and work ethics, while innovative work behavior involves an individual's ability to generate creative ideas and contribute to positive changes in the workplace (Sadiah & Rasmini, 2023). Integrity can influence innovative work behavior through various mechanisms. Employees perceived as having high integrity are more likely to gain trust from coworkers and supervisors, allowing them more freedom and support to develop innovative ideas (Manoppo et al., 2021; Paine, 1994). Integrity has been found to impact employees' innovative behavior at work (Palanski & Vogelgesang, 2011). In line with these findings, integrity has a direct effect on innovative work behavior (Hadi et al., 2020; Lestari & Simatupang, 2020; Wasim & Ur Rehman, 2022). Other studies, however, indicate differing results, suggesting that integrity does not directly influence innovative behavior (Kistan, 2018; Radjin, 2022). Based on these considerations, the hypothesis is proposed:

H2: *Work integrity* has a positive and significant effect on innovative work behavior

The changes initiated by employees aim to foster positive feelings about meaning and identity in their work (Blazejewski & Walker, 2018). The relationship between job crafting and job performance is explained by Khan et al., (2020) define job crafting as an employee's behavior in finding more meaningful ways to perform their work, enhancing alignment between tasks and their strengths and interests. Moon et al., (2020) state that job crafting can be understood as an employee's proactive approach to altering work content and methods to find meaning in their jobs. Tims et al., (2016) mention that job crafting positively and significantly affects performance. Job crafting directly contributes to performance (Nguyen et al., 2019; Saryono et al., 2022; Supriatna et al., 2023; Yulivianto, 2019). However, different findings, such as those of Albana (2019), indicate that job crafting has no effect on performance, supported by Setyawati & Nugrohoseno (2019) argue that job crafting does not contribute to employees' performance. Based on this theoretical review, the hypothesis is proposed:

H3: Job crafting has a positive and significant effect on individual performance

Work integrity plays a crucial role in enhancing individual performance, as it fosters a sense of accountability, ethical conduct, and responsibility in the workplace. Employees who demonstrate high work integrity are more likely to exhibit consistent effort, dedication, and reliability in their tasks, which directly contributes to improved job performance. The alignment between personal values and organizational expectations strengthens decision-making processes and problem-solving abilities, leading to higher productivity and overall effectiveness. Therefore, promoting work integrity within organizations is essential for achieving sustained individual performance and organizational success. Integrity, as a moral concept, is generally defined as upholding moral values in a consistent manner (Bauman, 2013). Honesty, virtue, and integrity build trust and social exchange relationships, ultimately enhancing organizational commitment (Ones & Viswesvaran, 2001). Yolanda & Syamsir (2020) found that integrity has the most significant effect on performance. This finding is supported by research showing a positive and significant relationship between integrity and professionalism in improving employee performance in the digital era (Rosmi & Syamsir, 2021). Other studies also suggest that integrity significantly affects employee performance (Palanski & Yammarino, 2009; Sabil et al., 2021; Salwa et al., 2018). Conversely, some studies indicate that integrity positively but insignificantly affects employee performance (Devi et al., 2022; Prijono et al., 2019). Moreover, reveal that integrity has no significant positive effect on employee performance (Sumardi et al., 2022; Yulianti & Wuryanti, 2020). Based on this research gap, the hypothesis is proposed.

H4: Work integrity has a positive and significant effect on individual performance

Innovative work behavior is a critical factor for organizational performance and long-term sustainability (Hosseini & Shirazi, 2021). It involves not only generating new ideas but also developing, adopting, and implementing these ideas to create new products, improve work methods, enhance service quality, and even boost job satisfaction (Mussner et al., 2017; Afsar & Rehman, 2015). Theurer et al., (2018) explain that identifying gaps in implementing innovation contributes to improving

organizational performance. Woods et al., (2018) assert that employee innovation indirectly influences performance. Montani et al., (2014) acknowledge that innovation is vital for better organizational performance, emphasizing that organizations focusing on employee innovation and productivity are more competitive in the market. Research findings show that innovative work behavior significantly affects performance (Fairuz et al., 2018; Reynal et al., 2023; Yumhi, 2021). Other studies, however, report that innovative work behavior negatively and insignificantly influences performance (Leong & Rasli, 2014; Purwanto et al., 2021; Widyantari & Cipto, 2021). Based on these considerations, the hypothesis is proposed:

H5: Innovative work behavior has a positive and significant effect on individual performance

Starting with a meta-analytic study on *Openness to Experience* conducted by Madrid et al., (2014), the research aimed to examine organizational criteria and the openness trait by investigating facets at the trait level in predicting organizational outcomes. Innovative work behavior (IWB) is characterized by the generation, promotion, and implementation of new ideas by employees with open personality traits (Onne, 2000). Individuals with open-minded traits possess the ability to create and implement new and unique ideas, contributing to innovative work behavior. Lead them to generate new ideas and perspectives in crafting their work tasks (Baer & Oldham, 2006). Several studies have shown that innovative work behavior plays a positive mediating role in performance (Berliana & Arsanti, 2018; Fitrio et al., 2020; Purwanto et al., 2020). Other studies have revealed that innovative work behavior significantly mediates the relationship between job crafting and work engagement with performance (Aryee et al., 2012; Naranjo-Valencia et al., 2017). Innovative behavior has been found to mediate the role of job crafting on performance (Sung & Choi, 2021), with a significant role in mediating the relationship between job crafting and job performance (Noerchoidah et al., 2021). Therefore, the proposed hypothesis is:

H6: Innovative work behavior mediates the effect of job crafting on individual performance. Integrity plays a crucial role not only for the individual but also for the organization. Good integrity enables human resources to leverage other organizational resources and helps the organization achieve its objectives (Bataineh,

2020; Murphy & Lee, 1994; Rogers, 1961; Sekar et al., 2022). This study explains the role of innovative work behavior as a mediator between work integrity and the performance of professional village assistants. When an assistant exhibits a high level of innovative work behavior, they are expected to have the capability to find creative and innovative solutions to perform their duties with high integrity. Research findings explain the mediating role of innovative work behavior between integrity and performance (Ibrahim et al., 2022; Salwa et al., 2018). Other studies have shown that innovative work behavior positively and significantly mediates the role of integrity on performance effectiveness (Radjin, 2022). On the other hand Dedahanov et al., (2017) found that innovative work behavior does not mediate the relationship between integrity and performance. Based on these findings, the proposed hypothesis is:

H7: Innovative work behavior mediates the effect of work integrity on individual performance.

The connection between work-life balance and innovative work behavior is explained by Storm & Muhr (2022) stating that innovative behavior should have measurable effects on both the organization and the individual employee. These effects include increased role effectiveness, a

greater sense of compatibility between perceived job demands and employee resources, improved job satisfaction, and better interpersonal communication (Chen et al., 2018; Theurer et al., 2018; Woods et al., 2018). Research findings indicate that work-life balance positively strengthens the relationship between innovative behavior and job performance (Wan & Liu, 2020). Other findings suggest that work-life balance moderates the relationship between perceived innovative work behavior and work performance (Medina & Prieto, 2022). Chen et al., (2018) highlighted that work-life balance, through the conflict between work and innovative behavior, weakens the relationship between high-commitment work systems and performance. Conversely, other studies have found that work-life balance policies do not significantly moderate the relationship between job demands, work-family conflict, and performance (Nayak & Pandey, 2022). Work-life balance has been shown to moderate the influence of innovative work behavior on employee performance, enhancing performance when innovative work behavior is strengthened by work-life balance (Darmawan & Widanaputra, 2022; Hasan et al., 2020). Referring to these findings, the proposed hypothesis is:

H8: Work-life balance moderates the effect of innovative work behavior on individual performance.

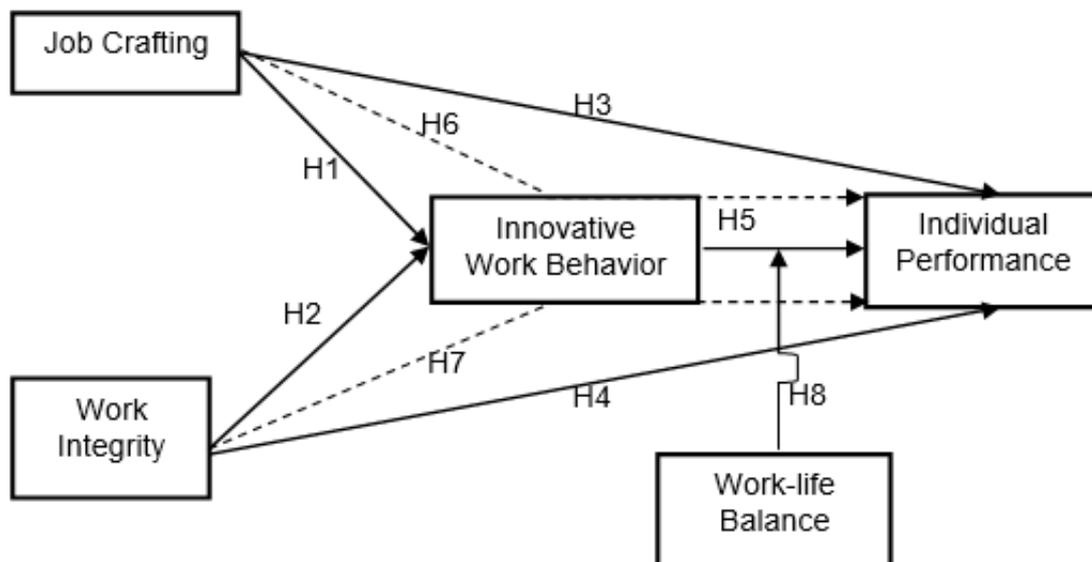


Fig. 1. Framework design

### **3. METHODOLOGY**

#### **3.1 Research Design**

This study employs a quantitative design approach to investigate the influence of Job Crafting (JC) and Work Integrity (WI) on Innovative Work Behavior (IWB) and Individual Performance (IP). The study adopts a theoretical framework that integrates IWB as a mediator and proposes a model illustrating Work-Life Balance (WLB) as a moderator in the relationship between IWB and IP. It provides a comprehensive understanding of how JC, WI, and IWB empirically contribute to the individual performance system of professional village assistants in Indonesia.

#### **3.2 Sampling Procedure**

Data were collected from 203 individuals who work as professional village assistants from a specific region in Indonesia. The study uses a non-probability sampling method known as Complete enumeration sampling or census sampling (Sekaran & Bougie, 2016). This approach ensures that all members of the population are included in the study, with no selection process, as every individual in the population has an equal opportunity to be part of the sample (Saunders et al., 2009).

#### **3.3 Data Collected and Strategy Analysis**

Data were collected offline using questionnaires distributed to professional village assistants. The responses were measured using a Likert scale ranging from 1 to 5, where 1 indicates "strongly disagreement" and 5 indicates "strongly agreement". This scale provides an in-depth understanding of their perceptions and work experiences. The data were analyzed using SmartPLS, software designed for Partial Least Squares Structural Equation Modeling (PLS-SEM) (Hair et al., 2014). Additionally, SmartPLS is flexible with non-normally distributed data. To assess the reliability and validity of the constructs, the analysis is divided into two main stages: evaluation of the measurement model and assessment of the structural model (Ringle et al., 2020). Furthermore, to ensure the accuracy of results and the strength of the hypothesized relationships between constructs, a non-parametric resampling procedure known as bootstrapping was used to test the significance of path coefficients.

### **4. RESULTS AND DISCUSSION**

#### **4.1 Results**

##### **4.1.1 Characteristics of participant's**

The demographic profile of the respondents, as depicted in Table 1, shows that 145 respondents (71%) were male, while 58 respondents (29%) were female, from a total of 203 respondents. This data indicates that the respondents are predominantly male professional village assistants in Kediri Regency. This finding may be attributed to traditional patterns in recruitment processes in rural areas, where men are often considered more suitable or prioritized for such roles. Regarding the respondents' age characteristics, 35 respondents (17%) were aged >21–30 years, 135 respondents (71%) were aged >31–40 years, and 23 respondents (12%) were aged >41–50 years. These results suggest that the average respondent is a professional village assistant predominantly in the >31–40 years age group. This age range represents a mid-career phase marked by productivity maturity, where individuals have carved their career paths and achieved stability in their roles as village assistants. This stage may be a determining factor in choosing or remaining in such roles, enabling professional village assistants to consistently develop the skills and knowledge necessary to enhance the potential of the villages they support. In terms of education, 60 respondents (30%) had completed high school or its equivalent, 13 respondents (6%) had a diploma or its equivalent, 119 respondents (59%) held a bachelor's degree (S1), and 11 respondents (5%) had a master's degree (S2). These findings indicate that the respondents in this study were predominantly professional village assistants with a bachelor's degree (S1). This reflects the need for a higher level of knowledge and skills in fulfilling their duties. While education level is not always the primary determinant of performance or competence, it can contribute to a better understanding of the issues encountered in the field. The in-depth understanding of village development issues and analytical capabilities acquired through higher education may provide added value for professional village assistants in supporting local development. Regarding work experience, 3 respondents (1%) had less than 2 years of experience, 41 respondents (20%) had >2–4 years of experience, 97 respondents (47%) had >4–6 years of experience, and 62 respondents (31%) had >6 years of experience. These

findings indicate that the respondents in this study were predominantly professional village assistants with 4–6 years of work experience. This suggests that a significant portion of the population of professional village assistants in Kediri Regency has substantial experience in performing their duties. This experience can be interpreted as an advantage in understanding their roles and responsibilities, as well as in the skills and knowledge they have accumulated over their years of assisting villages.

**4.1.2 Descriptive statistic**

Based on the descriptive statistics in Table 2, the data analysis indicates that the average scores (mean) for each item range from 3.936 to 4.468. In terms of distribution shape, excess kurtosis suggests that the data distribution tends to approximate or slightly deviate from normal distribution. Most items show positive kurtosis, with the highest value observed in IWB4 at 1.993, indicating a sharper peak in the distribution compared to normal. Skewness values are mostly negative, indicating a slightly left-skewed distribution, with the most negative skewness observed in item W11 at -1.379. Overall, the data demonstrate a tendency toward positive responses with relatively low variation across most items and a data distribution pattern that is largely near symmetric.

**4.1.3 Common method bias**

The Collinearity Statistics criteria, where the inner VIF values of each variable are < 5.00, indicate that the multicollinearity assumption is not violated (Hair, et al., 2014), This includes direct relationships (e.g., JC to IP) and mediation interactions (e.g., JC→IWB→IP).

Table 3 shows the results of the Collinearity Statistics (VIF), where the inner VIF value for the variable JC→IP is 1,582. The Value inner VIF JC→IWB is 1,254. Value of WI→IP is 2,974. Nilai inner VIF WI→IWB is 2,234. The inner VIF value for the IWB→IP is 1,268. WLB→IP is 1,010. The inner VIF value for the moderasi WLB→IWB→IP is 1,042. Overall, the variables in this study have inner VIF collinearity statistics values ranging from > 0.2 to < 5, indicating that the assumption of multicollinearity is not violated.

**4.1.4 Validity and realibility test**

Table 4 reveals the factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE) for each construct. Factor loadings indicate the strength of the relationship between items and their respective latent constructs. In accordance with the thresholds established in PLS-SEM literature, items with loadings below 0.7 are typically recommended for elimination as they do not contribute sufficiently to construct representation (J. F. Hair et al., 2017). The analysis results in our study demonstrate that all items have sufficiently high factor loadings, indicating strong relationships between these items and their respective constructs. The factor loadings range from 0.800 to 0.929, all exceeding the minimum threshold of 0.6, confirming the significant contribution of each item to the measured constructs. Some items, such as WLB1 (0.946) and WLB2 (0.929), show excellent Composite Reliability (CR) values, with overall CR values ranging from 0.916 to 0.946. These values far exceed the minimum threshold of 0.7, confirming the reliability of the constructs in this model. Additionally, the Average Variance

**Table 1. Overview of the respondents' characteristics.**

Category	Frequency	Percentage
Male	145	70.5%
Female	58	29.5%
> 21 - 30 years	35	17%
> 31 - 40 years	144	71%
> 41 - 50 years	24	12%
High School	60	30%
Diploma	13	6%
Bachelor's Degree	119	59%
Master's Degree	11	5%
< 2 years	3	1%
>2 - 4 years	41	20%
> 4 - 6 years	97	48%
> 6 years	62	31%

Extracted (AVE) for each construct also demonstrates good values, ranging from 0.720 to 0.855, exceeding the minimum threshold of 0.5, thereby validating the constructs' validity. Overall, these results indicate that the model employed in this study exhibits high reliability and validity, with items effectively measuring the intended constructs.

**4.1.5 Validity test result**

Based on Table 5, it can be observed that each indicator has the highest Fornell-Larcker Criterion value on its own latent construct compared to the Fornell-Larcker Criterion values on other constructs. This indicates that the

indicators used in this study demonstrate good discriminant validity in forming their respective variables.

**4.1.6 Model Goodness of Fit (GoF)**

Referring to Table 6, it can be explained that the SRMR value is < 0.10, the RMS Theta value is 0.044 < 0.102, and the NFI values for the Saturated Model and Estimated Model are 0.956 and 0.956 > 0.9, respectively. Therefore, based on the model evaluation, the data in this study meet the criteria for model fit (Goodness of Fit), indicating that the model in this study is appropriate and has an acceptable level of feasibility.

**Table 2. Deskriptive statistics of this studies**

Item	Mean	Standard Deviation	Excess Kurtosis	Skewness
IP1	4,123	0,762	-0,137	-0,549
IP2	3,936	0,860	0,118	-0,625
IP3	4,000	0,842	-0,516	-0,449
IP4	4,000	0,854	0,527	-0,718
IP5	4,005	0,766	1,015	-0,738
IWB1	4,261	0,880	1,515	-1,280
IWB2	4,345	0,694	1,415	-1,031
IWB3	4,355	0,731	0,588	-0,972
IWB4	4,429	0,715	1,993	-1,336
IWB5	4,360	0,725	1,425	-1,140
JC1	4,369	0,754	1,074	-1,148
JC2	4,310	0,707	1,086	-0,949
JC3	4,394	0,704	1,521	-1,157
JC4	4,330	0,698	0,872	-0,908
WI1	4,468	0,711	1,888	-1,379
WI2	4,256	0,668	1,505	-0,849
WI3	4,394	0,675	0,924	-0,965
WI4	4,374	0,657	1,047	-0,893
WLB1	4,054	0,703	0,400	-0,504
WLB2	3,980	0,702	0,479	-0,490
WLB3	4,015	0,712	0,189	-0,434

**Table 3. Inner VIF**

Construct	VIF
JC-->IP	1,582
JC-->IWB	1,254
WI-->IP	2,974
WI-->IP	2,234
IWB-->IP	1,268
WLB-->IP	1,010
IWB*WLB-->IP	1,042

**Table 4. Reliability test result**

Item	Factor Loadings	Composite Reliability	AVE
IP1	0,872	0,941	0,762
IP2	0,844		
IP3	0,892		
IP4	0,883		
IP5	0,872		
IWB1	0,830	0,928	0,720
IWB2	0,800		
IWB3	0,842		
IWB4	0,864		
IWB5	0,905		
JC1	0,894	0,923	0,751
JC2	0,823		
JC3	0,893		
JC4	0,855		
WI1	0,868	0,916	0,732
WI2	0,802		
WI3	0,893		
WI4	0,856		
WLB1	0,922	0,946	0,855
WLB2	0,929		
WLB3	0,922		

**Table 5. Fornell-larcker criterion**

Construct	IP	IWB	IWB*WLB	JC	WI	WLB
IP	0,873					
IWB	-0,036	0,849				
IWB*WLB	0,073	-0,129	1,000			
JC	-0,018	0,909	-0,170	0,867		
WI	-0,021	0,892	-0,177	0,937	0,855	
WLB	0,826	-0,028	0,057	-0,051	-0,026	0,924

**Table 6. Goodness of fit result test**

Criteria	Value	Procedure Test
SRMR (Saturated Model)	0.080	< 0,10 atau < 0,08
SRMR (Estimated Model)	0.080	< 0,10 atau < 0,08
NFI (Saturated Model)	0.957	Nilai NFI > 0,9
NFI (Estimated Model)	0.956	
Rms Theta	0.044	< 0,102

**4.1.7 Structural model and hypotesis testing result**

This analysis enables the study to determine which paths are statistically significant, thereby providing empirical evidence for theoretical propositions supported by the data. Table 7 details the hypothesis testing results, showing both significant and non-significant findings.

According to Table 7 display for the effect of JC → IWB shows significant results with a p-value of 0.000 and a T-statistic of 4.027, thus this

hypothesis is accepted. Similarly, WI → IWB also shows significant results with a p-value of 0.032 and a T-statistic of 2.147, making this hypothesis accepted as well. However, other hypotheses do not support the proposed theoretical propositions. The effect of Job Crafting (JC) on Individual Performance (IP), despite having a T-statistic of 1.669, does not reach the desired level of significant (p-value = 0.096), leading to the rejection of this hypothesis. Likewise, Work Integrity (WI) on Individual Performance (IP) with a p-value of 0.404 and IWB on IP with a p-value of 0.196 are also rejected because has no

significant. The mediation relationships of  $JC \rightarrow IWB \rightarrow IP$  dan  $WI \rightarrow IWB \rightarrow IP$ , show p-values greater than 0.05, specifically 0.236 and 0.301, respectively, leading to the rejection of these hypotheses as well. Overall, these results indicate that only the direct effects of JC and WI on IWB are proven to be significant, while their effects on IP and the other mediation relationships cannot be substantiated within this model. Additionally,  $WLB * IWB \rightarrow IP$  does not act as a moderator affecting the relationship between IWB and IP in this model, leading to the rejection of this moderation hypothesis. These findings indicate that WLB does not significantly influence the strengthening or weakening of the relationship between IWB and IP.

## 4.2 Discussion

### 4.2.1 The effect of job crafting and work integrity on innovative work behavior

The direct effects of JC and  $WI \rightarrow IWB$  were proven to be positively significant, as evidenced by the positive direction of the relationships. Thus, the first hypothesis (H1) is accepted. The finding that job crafting significantly and positively influences innovative work behavior can be explained by goal setting theory, a key theory in organizational psychology. This theory posits that setting specific, challenging, and measurable goals can enhance individual performance. This result aligns with Wang et al., (2020) that job crafting contributes to workplace innovation by employees. It also supports findings indicating that job crafting plays a positive and significant role in shaping employees' innovative behaviors (Adikara & Soetjipto, 2020; Afsar et al., 2019; Miao et al., 2022; Pradana & Suhariadi, 2020; Uppathampracha & Guoxin, 2021). However, the findings differ from studies suggesting that job crafting does not directly influence innovative

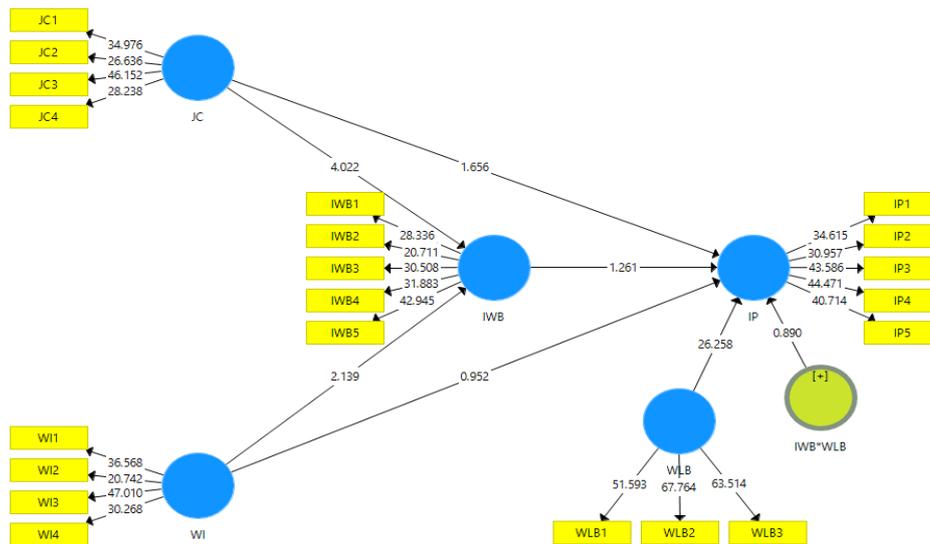
behavior (Ok dan Lim, 2022; Tho, 2022). Similarly, the finding that work integrity (WI) significantly and positively influences innovative work behavior is consistent with studies by Manoppo et al., (2021) & Paine (1994) which argue that integrity affects innovative work behavior. Additional support comes from (Palanski & Vogelgesang, 2011) and others, conclude that integrity directly impacts innovative work behavior (Hadi et al., 2020; Lestari & Simatupang, 2020; Wasim & Ur Rehman, 2022). Contrastingly, some studies found no positive effect of integrity on innovative behavior (Kistan, 2018; Radjin, 2022).

### 4.2.2 The effect of job crafting and work integrity on Individual Performance

The Relationship of  $JC \rightarrow IP$  dan  $WI \rightarrow IP$  were found to be insignificant. Although the trends were positive, the contributions of JC and WI to individual performance were not statistically strong. This result, viewed through the lens of psychological contract theory, suggests that although village assistants attempt to craft their jobs to make them more meaningful, the results are not directly reflected in measurable performance improvements. The findings indicate that the relationships between Job Crafting (JC) and Individual Performance (IP), as well as Work Integrity (WI) and Individual Performance (IP), are statistically insignificant. This suggests that neither job crafting efforts nor adherence to work integrity directly translate into measurable improvements in individual performance among professional village facilitators. These results challenge the traditional assumption that proactive job design or ethical adherence unequivocally enhances individual outcomes, highlighting the need to explore additional factors influencing performance.

**Table 7. Hypothesis result**

Summary Result	Original Sample (O)	T Values	P Values	Decision
JC on IWB	0,603	4,027	0,000	Accepted
WI on IWB	0,327	2,147	0,032	Accepted
JC on IP	0,298	1,669	0,096	Rejected
WI on IP	-0,115	0,836	0,404	Rejected
IWB on IP	-0,178	1,294	0,196	Rejected
<b>Mediated</b>				
JC $\rightarrow$ IWB $\rightarrow$ IP	-0,107	1,187	0,236	Rejected
WI $\rightarrow$ IWB $\rightarrow$ IP	-0,058	1,036	0,301	Rejected
<b>Moderated</b>				
WLB as moderates IWB on IP	0,038	0,910	0,363	Rejected



**Fig. 2. Bootstrapping result of study**

According to Tims et al., (2016) that show job crafting positively and significantly affects performance. These results are also in line with several studies revealing that job crafting directly contributes to performance (Nguyen et al., 2019; Saryono et al., 2022; Supriatna et al., 2023; Yulivianto, 2019). This study does not align with the findings of Albana (2019) which state that job crafting has no effect on performance. The results of this study are also not supported by Setyawati dan Nugrohoseno (2019) who argue that job crafting does not contribute to employees' performance. These findings can be explained by the mismatch between individual expectations and the organization. Assistants who prioritize integrity often face bureaucratic or rigid system constraints, so their potential to optimally contribute cannot be fully realized. The results of this study are consistent with the research by Manoppo et al., (2021) & Paine (1994) which stated that integrity can influence innovative work behavior. This is further reinforced by research showing that integrity has a direct effect on innovative work behavior (Hadi et al., 2020; Lestari & Simatupang, 2020; Wasim & Ur Rehman, 2022). However, these findings are not in line with studies reporting that integrity does not directly have a positive effect on innovative work behavior (Kistan, 2018; Radjin, 2022).

#### 4.2.3 The effect of innovative work behavior on Individual Performance

The findings that Innovative Work Behavior (IWB) has a negative impact on the individual

performance of professional village facilitators can be interpreted through the lens of psychological contract theory. When village facilitators exhibit high levels of initiative, creativity, and openness to change, they tend to develop higher expectations for recognition, rewards, or other positive outcomes from the organization or management. However, if the organization fails to meet these expectations or if the impact of the innovation does not align with individual expectations, a misalignment in the psychological contract may occur. Contrary to widely held beliefs, the study reveals that Innovative Work Behavior (IWB) exerts a negative impact on individual performance. This unexpected result suggests that innovation-related behaviors may inadvertently disrupt established workflows or overextend resources, leading to reduced efficiency and effectiveness in the short term. Such findings emphasize the importance of contextual and organizational factors, particularly in rural environments, where resource limitations and rigid operational structures may hinder the benefits of innovation.

The findings of this study are supported by research that aligns with the notion that innovative work behavior has a significantly negative effect on performance (Leong & Rasli, 2014; Purwanto et al., 2021; Widyantari & Cipto, 2021). This study contradicts the arguments of Woods et al., (2018) who believe that innovative work influences performance. Furthermore, this study contrasts with research indicating that innovative work behavior has a positive and significant effect on performance (Reynal et al.,

2023). Additionally, the findings are inconsistent with Montani et al., (2014), who acknowledged that innovative work behavior positively and significantly influences performance.

#### **4.2.4 Innovative work behavior as mediation in the relationship between job crafting and integrity on individual performance**

The findings also reveal that IWB cannot mediate the effects of JC and WI on IP. This study shows that innovative work behavior has not been able to play a significant role, either as a direct factor or as a mediator in influencing individual performance among professional village assistants in Kediri Regency. These findings emphasize the need for further efforts to create a work environment that supports effective innovation implementation, either by strengthening resources, providing rewards, or reducing bureaucratic obstacles, so that the potential for innovation from assistants can have a tangible impact on the performance of professional village assistants. The analysis further demonstrates that Innovative Work Behavior (IWB) does not serve as a mediating variable between Job Crafting (JC) and Individual Performance (IP), nor between Work Integrity (WI) and Individual Performance (IP). This finding suggests that while IWB is an important behavioral construct, it does not sufficiently bridge the gap between job-related efforts or ethical practices and individual performance outcomes. This highlights the complexity of the relationships among these variables and calls for further investigation into alternative mediators or mechanisms.

This study contradicts research that states that innovative work behavior has a positive and significant effect on performance (Fairuz et al., 2018; Reynal et al., 2023; Yumhi, 2021). This result also does not align with Montani et al., (2014) acknowledge that innovative work behavior has a significant positive effect on performance. The results of this study do not align with research by Berliana & Arsanti (2018); Fitrio et al., (2020) dan Purwanto et al., (2020) which show that innovative work behavior plays a positive mediating role in performance. These findings are also supported by studies that state innovative work behavior significantly mediates the relationship between job crafting and performance (Aryee et al., 2012; Naranjo-Valencia et al., 2017). The presence of innovative behavior mediates the role of job crafting on performance (Sung & Choi, 2021).

Innovative work behavior significantly mediates the relationship between job crafting and job performance (Noerchoidah et al., 2021).

#### **4.2.5 Work-life Balance as Moderation in the Relationship between Innovative Work Behavior and Individual Performance**

Work-life balance does not play a moderating role in the effect of innovative work behavior and individual performance among professional village assistants. The balance between work and personal life for assistants does not strengthen or weaken the influence of innovative work behavior on individual performance. This shows that although assistants can balance work demands and their personal lives, these conditions are not sufficient to influence the extent to which their displayed innovative behavior can be translated into better performance. The study also reveals that Work-Life Balance does not play a moderating role in the relationship between Innovative Work Behavior (IWB) and Individual Performance (IP). This result implies that the interaction between personal life and work roles does not significantly alter the impact of innovation-related behaviors on performance outcomes among professional village facilitators. This finding underscores the context-specific nature of work-life balance and suggests that its influence on performance may be more pronounced in other settings or job roles.

This study is supported and reinforced by findings that work-life balance does not significantly moderate the relationship between work behavior (job demands and work-family conflict) but does not significantly moderate the relationship between performance (Nayak & Pandey, 2022). These findings contradict the results of studies that state that work-life balance positively strengthens the relationship between innovative behavior and work performance (Medina & Prieto, 2022). Chen et al., (2018) revealed that work-life balance weakens the relationship between innovative behavior and performance. These findings also do not align with studies showing that work-life balance can moderate the effect of work behavior on improving performance (Darmawan & Widanaputra, 2022; Hasan et al., 2020).

## **5. CONCLUSION**

Based on the findings and analysis, it can be concluded that JC and WI have a significant

impact on IWB among professional village assistants in Kediri Regency. This emphasizes that improvements in JC and WI can encourage innovative work behavior. However, JC and WI do not show a significant impact on IP, with WI even having a negative effect, indicating a weak or opposing relationship. IWB does not significantly affect IP, even showing a negative direction. This suggests that an increase in innovative work behavior may potentially decrease the individual performance of professional village assistants. Additionally, IWB does not serve as a mediator in the relationship between JC and WI and IP, indicating that innovation in work behavior does not effectively link to improving individual performance. Lastly, WLB does not function as a moderator in the relationship between IWB and IP. This suggests that work-life balance has no strengthening or weakening effect on this relationship, leading to the empirical rejection of WLB as a moderator. Overall, this study provides insight that although job crafting and work integrity play a role in enhancing innovative work behavior, these factors do not directly or indirectly affect the individual performance of professional village assistants in Kediri Regency.

The findings suggest that policymakers and practitioners should focus on enhancing job crafting (JC) and work integrity (WI) to foster innovative work behavior (IWB) among professional village assistants. However, as IWB does not directly improve individual performance (IP), strategies should also address performance outcomes through targeted training, performance monitoring, and support mechanisms. Additionally, integrating work-life balance (WLB) initiatives may need reevaluation to ensure alignment with performance and innovation objectives. The Indonesian government can develop employee training and development programs focusing on the concept of job crafting. Ministries and related agencies can introduce training programs that allow village assistants to understand and apply the concept of job crafting, thereby encouraging them to adapt tasks and roles to meet local needs and social dynamics. To strengthen the values of work integrity among professional village assistants, clear policies regarding ethical standards and work integrity should be established, along with providing adequate resources to support practices aligned with these values. Regular monitoring and evaluation should be conducted to ensure compliance with the established work integrity values. The Ministry of Village Development,

Disadvantaged Regions, and Transmigration can introduce policies and programs that support work-life balance, including flexible working hours, remote work facilities, and support for comprehensive health and wellness programs. This will enable individuals to achieve a healthy balance between work demands and personal needs, ultimately improving their performance as professional village assistants.

## DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of this manuscript.

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

## REFERENCES

- Adikara, W., & Soetjipto, B. W. (2020). The impacts of leader-member exchange, psychological capital, and job crafting on innovative behavior: Evidence from the public sector. *Intellectual Economics*, 14(1), 161–183. <https://doi.org/10.13165/IE-20-14-1-10>
- Afsar, B., & Rehman, M. (2015). The relationship between workplace spirituality and innovative work behavior: The mediating role of perceived person-organization fit. *Journal of Management, Spirituality and Religion*, 12(4). <https://doi.org/10.1080/14766086.2015.1060515>
- Afsar, B., Masood, M., & Umrani, W. A. (2019). The role of job crafting and knowledge sharing on the effect of transformational leadership on innovative work behavior. *Personnel Review*, 48(5). <https://doi.org/10.1108/PR-04-2018-0133>
- Albana, H. (2019). The influence of job crafting on employee performance mediated by work engagement at PT. Terminal Teluk Lamong Surabaya. *Journal of Management Science*, 7(1), 210–219. [www.indonesia-investments.com](http://www.indonesia-investments.com)
- Argyris, C. (1960). *Understanding organizational behavior*. The Dorsey Press. <https://doi.org/https://psycnet.apa.org/record/1960-07517-000>

- Aryee, S., Walumbwa, F. O., Zhou, Q., & Hartnell, C. A. (2012). Transformational leadership, innovative behavior, and task performance: Test of mediation and moderation processes. *Human Performance*, 25(1), 1–25. <https://doi.org/10.1080/08959285.2011.631648>
- Baer, M., & Oldham, G. R. (2006). The curvilinear relation between experienced creative time pressure and creativity: Moderating effects of openness to experience and support for creativity. *Journal of Applied Psychology*, 91(4). <https://doi.org/10.1037/0021-9010.91.4.963>
- Baroudi, S. El, & Khapova, S. N. (2017). The effects of age on job crafting: Exploring the motivations and behavior of younger and older employees in job crafting. *Springer Proceedings in Business and Economics*. [https://doi.org/10.1007/978-3-319-43434-6\\_42](https://doi.org/10.1007/978-3-319-43434-6_42)
- Bataineh, M. T. (2020). The effect of work ethics on job performance in international SMEs in Al-Hassan Industrial Estate. *International Review of Management and Marketing*, 10(5). <https://doi.org/10.32479/irmm.10364>
- Bauman, D. C. (2013). Leadership and the three faces of integrity. *Leadership Quarterly*, 24(3), 414–426. <https://doi.org/10.1016/j.leaqua.2013.01.005>
- Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2013). Job crafting and meaningful work. In *Purpose and meaning in the workplace* (pp. 81–104). American Psychological Association. <https://doi.org/10.1037/14183-005>
- Berliana, V., & Arsanti, T. A. (2018). Analysis of the influence of self-efficacy, capability, and innovative work behavior on performance. *Maksipreneur Journal: Management, Cooperatives, and Entrepreneurship*, 7(2), 149. <https://doi.org/10.30588/jmp.v7i2.364>
- Blanchard, M. H. (2012). Work-life balance. *Obstetrics and Gynecology*, 119(1), 177–179. <https://doi.org/10.1097/AOG.0b013e31823c026d>
- Blazejewski, S., & Walker, E. M. (2018). Digitalization in retail work: Coping with stress through job crafting. *Management Revue*, 29(1), 79–94. <https://doi.org/10.5771/0935-9915-2018-1-79>
- Chen, Y., Jiang, Y. J., Tang, G., & Cooke, F. L. (2018). High-commitment work systems and middle managers' innovative behavior in the Chinese context: The moderating role of work-life conflicts and work climate. *Human Resource Management*, 57(5). <https://doi.org/10.1002/hrm.21922>
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747–770. <http://hum.sagepub.com/cgi/content/abstract/53/6/747>
- Darmawan, I. P. A., & Widanaputra, A. A. G. P. (2022). Work-life balance memoderasi equity sensitivity dan internal locus of control pada perilaku etis auditor. *E-Jurnal Akuntansi*, 32(4), 928. <https://doi.org/10.24843/eja.2022.v32.i04.p08>
- Dedahanov, A. T., Rhee, C., & Yoon, J. (2017). Organizational structure and innovation performance: Is employee innovative behavior a missing link? *Career Development International*, 22(4), 334–350. <https://doi.org/10.1108/CDI-12-2016-0234>
- Devi, N. K., Tewal, B., & Uhing, Y. (2022). The influence of teamwork, creativity and integrity on employee performance at PT. Pegadaian (Persero) Regional Office V Manado. *EMBA Journal: Journal of Economics, Management, Business and Accounting Research*, 10(2), 632. <https://doi.org/10.35794/emba.v10i2.40022>
- Dixit, A., & Upadhyay, Y. (2021). Role of JD-R model in upticking innovative work behavior among higher education faculty. *RAUSP Management Journal*, 56(2), 156–169. <https://doi.org/10.1108/RAUSP-03-2020-0060>
- Fairuz, Lubis, A. R., & Chan, S. (2018). Work engagement and innovative behavior of employees of the Sabang Area Business Agency. *Journal of Master of Management*, 2(2), 180–186. <https://jurnal.usk.ac.id/JMM/article/view/21355>
- Fitrio, T., Budiyanto, & Agustedi. (2020). The role of organizational citizenship behavior and innovative work behavior in mediating the influence of organizational commitment and culture to employee performance. *Accounting*, 6(7), 1351–1360. <https://doi.org/10.5267/j.ac.2020.8.014>

- Gordon, H. J., Demerouti, E., Le Blanc, P. M., Bakker, A. B., Bipp, T., & Verhagen, M. A. M. T. (2018). Individual job redesign: Job crafting interventions in healthcare. *Journal of Vocational Behavior*, 104, 98–114. <https://doi.org/10.1016/j.jvb.2017.07.002>
- Hadi, P., Hamidah, & Saerang, D. P. (2020). The influence of transformational leadership and employee integrity through organizational citizenship behavior (OCB) on employee innovation in regency/city inspectorates. *Journal of Business and Behavioral Entrepreneurship*, 4(1), 81–90. <https://doi.org/10.21009/jobbe.004.1.06>
- Hair, J. F. J., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM). *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hair, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: Updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107–114. <https://doi.org/10.1504/IJMDA.2017.087624>
- Hasan, Z. U., Khan, M. I., Butt, T. H., Abid, G., & Rehman, S. (2020). The balance between work and life for subjective well-being: A moderated mediation model. *Journal of Open Innovation: Technology, Markets, and Complexity*, 6(4), 1–18. <https://doi.org/10.3390/joitmc6040127>
- Hosseini, S., & Shirazi, Z. R. H. (2021). Towards teacher innovative work behavior: A conceptual model. *Cogent Education*, 8(1). <https://doi.org/10.1080/2331186X.2020.1869364>
- Ibrahim, I. H., Haliah, H., & Habbe, A. H. (2022). The effect of time pressure, role conflict, and integrity on audit quality with job stress as an intervening variable. *Owner*, 7(1), 102–122. <https://doi.org/10.33395/owner.v7i1.1347>
- Jong, J. De, & Hartog, D. De. (2010). Measuring innovative work behavior. *Creativity and Innovation Management*, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>
- Khan, M. M., Mubarak, S., & Islam, T. (2020). Leading the innovation: Role of trust and job crafting as sequential mediators relating servant leadership and innovative work behavior. *European Journal of Innovation Management*. <https://doi.org/10.1108/EJIM-05-2020-0187>
- Kistan, K. (2018). The relationship between behavioral integrity, trust and innovative work behavior. *Gordon Institute of Business Science*, 7(November). <https://repository.up.ac.za/handle/2263/68864>
- Lambriex-Schmitz, P., Van der Klink, M. R., Beusaert, S., Bijker, M., & Segers, M. (2020). When innovation in education works: Stimulating teachers' innovative work behaviour. *International Journal of Training and Development*, 24(2), 118–134. <https://doi.org/10.1111/ijtd.12175>
- Le Blanc, P. M., Demerouti, E., & Bakker, A. B. (2017). How can I shape my job to suit me better? Job crafting for sustainable employees and organizations. In *An Introduction to Work and Organizational Psychology: An International Perspective* (pp. 48–63). <https://doi.org/10.1002/9781119168058.ch3>
- Leong, C. T., & Rasli, A. (2014). The relationship between innovative work behavior and work role performance: An empirical study. *Procedia - Social and Behavioral Sciences*, 129, 592–600. <https://doi.org/10.1016/j.sbspro.2014.03.717>
- Lestari, I., & Simatupang, P. (2020). Professional, integrity, credible, teamwork, innovative, creative (PIKKIR) organizational culture and its influence on employee creativity at the Tanjung Balai City POM Agency office. *Management: Journal of Economics*, 2(1), 18–30. <https://doi.org/10.36985/zpajnw68>
- Maden-Eyiusta, C., & Alten, O. (2024). Expansion-oriented job crafting and employee performance: A self-empowerment perspective. *European Management Journal*, 41(1), 79–89. <https://doi.org/10.1016/j.emj.2021.10.012>
- Madrid, H. P., Patterson, M. G., Birdi, K. S., Leiva, P. I., & Kausel, E. E. (2014). The role of weekly high-activated positive mood, context, and personality in innovative work behavior: A multilevel and interactional model. *Journal of Organizational Behavior*, 35(2). <https://doi.org/10.1002/job.1867>
- Manoppo, P. K. P., Tewel, B., & Trang, I. (2021). The influence of workload, work environment, and integrity on employee productivity at PT. Empat Saudara Manado. *EMBA Journal*, 9(4), 773–781. <https://doi.org/10.35794/emba.v9i4.36595>

- Medina, E., & Prieto, L. (2022). Moderating effects of work-life balance programs' perceived value on relationships between organizational support and employee outcomes. *Journal of Managerial Issues*, 34(1), 61–81. [https://www.pittstate.edu/business/\\_files/documents/jmi/annualindex2022.pdf](https://www.pittstate.edu/business/_files/documents/jmi/annualindex2022.pdf)
- Meilina. (2021). Evaluation of the performance of local assistants in Batu Kucing Village, Rawas Ilir District, North Musi Rawas Regency. *PAsira: Journal of Public Administration Musi Raya*, 4(1), 12–26. <http://download.garuda.kemdikbud.go.id/article.php?article=3249312&val=28481&title=EVALUASI%20KINERJA%20PENDAMPING%20LOKAL%20DESA%20BATU%20KUCING%20KECAMATAN%20RAWAS%20ILIR%20KABUPATEN%20MUSI%20RAWAS%20UTARA>
- Miao, R., Cao, Y., Cheng, M., Yu, J., & Xi, N. (2022). Join forces from top and bottom: The influential mechanism of job crafting, high-performance work system on employee innovation behavior. *Current Psychology*. <https://doi.org/10.1007/s12144-022-03525-w>
- Montani, F., Odoardi, C., & Battistelli, A. (2014). Individual and contextual determinants of innovative work behavior: Proactive goal generation matters. *Journal of Occupational and Organizational Psychology*, 87(4). <https://doi.org/10.1111/joop.12066>
- Moon, T. W., Youn, N., Hur, W. M., & Kim, K. M. (2020). Does employees' spirituality enhance job performance? The mediating roles of intrinsic motivation and job crafting. *Current Psychology*, 39(5). <https://doi.org/10.1007/s12144-018-9864-0>
- Murphy, K. R., & Lee, S. L. (1994). Does conscientiousness explain the relationship between integrity and job performance? *International Journal of Selection and Assessment*, 2(4), 226–233. <https://doi.org/10.1111/j.1468-2389.1994.tb00144.x>
- Mussner, T., Strobl, A., Veider, V., & Matzler, K. (2017). The effect of work ethics on employees' individual innovation behavior. *Creativity and Innovation Management*, 26(4). <https://doi.org/10.1111/caim.12243>
- Naranjo-Valencia, J. C., Jimenez-Jimenez, D., & Sanz-Valle, R. (2017). Organizational culture and radical innovation: Does innovative behavior mediate this relationship? *Creativity and Innovation Management*, 26(4), 407–417. <https://doi.org/10.1111/caim.12236>
- Nayak, A., & Pandey, M. (2022). A study on moderating role of family-friendly policies in work-life balance. *Journal of Family Issues*, 43(8), 2087–2110. <https://doi.org/10.1177/0192513X211030037>
- Nguyen, H. M., Nguyen, C., Ngo, T. T., & Nguyen, L. V. (2019). The effects of job crafting on work engagement and work performance: A study of Vietnamese commercial banks. *Journal of Asian Finance, Economics and Business*, 6(2), 189–201. <https://doi.org/10.13106/jafeb.2019.vol6.no.2.189>
- Noerchoidah, N., Harjanti, D., & Suprpto, W. (2021). Knowledge sharing and job performance: The mediating role of innovative work behavior. *Ekbis Journal*, 22(2), 135. <https://doi.org/10.30736/je.v22i2.839>
- Ok, C. M., & Lim, S. (Edward). (2022). Job crafting to innovative and extra-role behaviors: A serial mediation through fit perceptions and work engagement. *International Journal of Hospitality Management*, 106, 103288. <https://doi.org/10.1016/j.ijhm.2022.103288>
- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39(3). <https://doi.org/10.2307/256657>
- Ones, D. S., & Viswesvaran, C. (2001). Managing for organizational integrity. *International Journal of Selection and Assessment*, 9(1–2), 31–39. <https://doi.org/10.1111/1468-2389.00161>
- Onne, J. (2000). Job demands, perceptions of effort-reward fairness and innovative work behavior. *Journal of Occupational and Organizational Psychology*, 73, 287–302. <https://doi.org/10.1348/096317900167038>
- Paine, L. S. (1994). Integrity, in the sense relevant to business ethics, is associated with moral self-governance. Derived from the Latin word. *Harvard Business Review*, 72(2), 106–117. <https://doi.org/10.1002/9781118785317.wom020124>
- Palanski, M. E., & Vogelgesang, G. R. (2011). Virtuous creativity: The effects of leader behavioral integrity on follower creative thinking and risk taking. *Canadian Journal*

- of *Administrative Sciences*, 28(3), 259–269. <https://doi.org/10.1002/CJAS.219>
- Palanski, M. E., & Yammarino, F. J. (2009). Integrity and leadership: A multi-level conceptual framework. *Leadership Quarterly*, 20(3), 405–420. <https://doi.org/10.1016/j.leaqua.2009.03.008>
- Pradana, E. R., & Suhariadi, F. (2020). The effect of job crafting on innovative behavior through mediation work engagement. *Airlangga Journal of Indonesian Management*, 1(1), 77–91. <https://doi.org/10.20473/ajim.v1i1.19402>
- Prijono, W. P., Cahyono, D., Qomariah, N., & Nursaid. (2019). Efforts to improve employee performance in the regional government work unit of the inspectorate environment of Jember Regency. *Indonesian Journal of Management Science and Business*, 9(1), 20–33. <http://jurnal.unmuhjember.ac.id/index.php/SMBI/article/view/2368>
- Purwanto, A., Asbari, M., Prameswari, M., Ramdan, M., & Setiawan, S. (2020). The impact of leadership, organizational culture and innovative work behavior on the performance of health center employees. *Journal of Public Health Sciences*, 9(01), 19–27. <https://doi.org/10.33221/jikm.v9i01.473>
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). The role of transformational leadership, leader-member exchange, digital transformation on organizational citizenship behavior and work innovation capabilities during the Covid-19 pandemic. *LINGUISTICA ANTVERPIENSIA*, 7(2), 203–216. <https://doi.org/10.29210/020211163>
- Radjin, M. (2022). Innovative work behavior mediates the effect of integrity, competence and leadership for auditors on the effectiveness of the Inspectorate General's work at the Ministry of Transportation. *State University of Jakarta*. <http://repository.unj.ac.id/34552/>
- Reynal, I., Piki, M., Ardimi, M. G., Suwandi, C. I., & Ferdinan, B. A. (2023). The effect of entrepreneurial leadership and organizational culture on employee performance through innovative work behavior in Jakarta. *Widya Cipta: Journal of Secretary and Management*, 7(1), 45–52. <https://doi.org/10.31294/widyacipta.v7i1.15153>
- Ringle, C. M., Sarstedt, M., Mitchell, R., & Gudergan, S. P. (2020). Partial least squares structural equation modeling in HRM research. *International Journal of Human Resource Management*, 31(12), 1617–1643. <https://doi.org/10.1080/09585192.2017.1416655>
- Rogers, C. R. (1961). *On Becoming a Person: A Therapist's View of Psychotherapy*. Houghton Mifflin Company: Boston. <http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4397/1/On%20Becoming%20a%20Person%20A%20Therapist%E2%80%99s%20View%20of%20Psychotherapy.pdf>
- Rosmi, R., & Syamsir, S. (2021). The effect of integrity and professionalism on employee performance in the digital era. *Proceedings of the 1st Tidar International Conference on Advancing Local Wisdom Towards Global Megatrends*, 1(1). <https://doi.org/10.4108/eai.21-10-2020.2311846>
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121–139. <https://doi.org/10.1007/BF01384942>
- Rózsa, Z., Folvarčná, A., Holúbek, J., & Veselá, Z. (2023). Job crafting and sustainable work performance: A systematic literature review. *Equilibrium. Quarterly Journal of Economics and Economic Policy*, 18(3), 717-750. <https://doi.org/10.24136/eq.2023.023>
- Sabil, S., Hakim, L., Martias, A., Kamal, F., Oktiani, N., Hadi, S. S., Masahere, U., & Wiyanti, R. (2021). How leadership and integrity affect employee performance with organizational commitment. *Journal of Industrial Engineering & Management Research*, 2(5), 164–172. <https://doi.org/10.7777/jiemar.v2i5.208>
- Sadiyah, I. S., & Rasmini, N. K. (2023). Job satisfaction moderates the effect of integrity, work experience, and organizational commitment on audit quality. *International Research Journal of Management, IT and Social Sciences*, 10(2), 76–90. <https://doi.org/10.21744/irjmis.v10n2.2279>
- Salwa, A., Away, Y., & Tabrani, M. (2018). The influence of commitment, integrity, and competence on employee performance and its impact on the performance of the Aceh Independent Election Commission

- (KIP). *Unsyiah Business*, 2(1), 58–67. <https://jurnal.usk.ac.id/JMM/article/view/10242>
- Sandani, M., Alqarni, W., & Afrijal. (2022). The role of local village facilitators in empowerment in Simpang Balek Village, Wih Pesam District, Bener Meriah Regency. *USK FISIP Student Scientific Journal*, 07(03), 1–17. <https://jim.usk.ac.id/FISIP/article/view/22201>
- Saryono, S., Amin, S., & Yacob, S. (2022). Job crafting as a mediating factor in the big five model personality on the performance of Batanghari Police employees. *Journal of Applied Management Science*, 4(1), 117–130. <https://dinastirev.org/JIMT/article/view/1164>
- Saunders, M. A., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students* (8th ed.). In *Research Methods for Business Students*. [https://www.researchgate.net/publication/240218229\\_Research\\_Methods\\_for\\_Business\\_Students](https://www.researchgate.net/publication/240218229_Research_Methods_for_Business_Students)
- Segovia-Pérez, M., Rubio-Andrada, L., Figueroa-Domecq, C., & De la Fuente-Cabrero, C. (2021). Facilitators and barriers to women's access to top management positions in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 20(3), 442–471. <https://doi.org/10.1080/15332845.2021.1923941>
- Sekar, A., Suryanto, R., & Purba, H. P. (2022). Creative self-efficacy as a moderator in the influence of job autonomy on innovative work behavior of startup employees. *Sibatik Journal*, 1(8), 1575–1584. <https://publish.ojs-indonesia.com/index.php/SIBATIK>
- Sekaran, U., & Bougie, R. (2019). *Research Methods for Business: A Skill Building Approach* (8th ed.). John Wiley & Sons. <https://www.wiley.com/en-us/Research+Methods+For+Business%3A+A+Skill+Building+Approach%2C+8th+Edition-p-00061044>
- Setyawati, S. M., & Nugrohoseno, D. (2019). HR practices, job crafting and work engagement on employee performance. *Journal of Management Science*, 7(3), 619–628. <https://ejournal.unesa.ac.id/index.php/jim/article/view/28702>
- Setyawati, E. (2019). Village governance on differences in the village development index (IDM): Study of three villages in Malang Regency. *Journal of Law & Development*, 53(9), 1689–1699. <https://journal.uinsgd.ac.id/index.php/jispo/article/view/5324>
- Storm, K. I. L., & Muhr, S. L. (2022). Work-life balance as gaslighting: Exploring repressive care in female accountants' careers. *Critical Perspectives on Accounting*, xxxx, 102484. <https://doi.org/10.1016/j.cpa.2022.102484>
- Sudibjo, N., & Prameswari, R. K. (2021). The effects of knowledge sharing and person–organization fit on the relationship between transformational leadership and innovative work behavior. *Heliyon*, 7(6), e07334. <https://doi.org/10.1016/j.heliyon.2021.e07334>
- Sumardi, E., GW, S. H., & Nurhasanah, N. (2022). The influence of integrity, communication and organizational culture on employee performance at PT. Gajah Putih Lestari, Banda Aceh. *J-MAS (Journal of Management and Science)*, 7(1), 72. <https://doi.org/10.33087/jmas.v7i1.338>
- Sung, S. Y., & Choi, J. N. (2021). Team psychological needs and radical versus incremental creativity of work teams. *Human Performance*, 34(3). <https://doi.org/10.1080/08959285.2021.1902330>
- Supriatna, A., Lesmana, D., & Mulyati, Y. (2023). The influence of job crafting on the performance of ASN employees in the Bandung City Education Office. *PROFESSIONAL: Journal of Communication & Public Administration*, 10(46), 233–238. <https://doi.org/10.37676/professional.v10i1.3921>
- Talukder, A. K. M. M. H., & Galang, M. C. (2021). Supervisor support for employee performance in Australia: Mediating role of work-life balance, job, and life attitude. *Journal of Employment Counseling*, 58(1), 2–22. <https://doi.org/10.1002/joec.12154>
- Theurer, C. P., Tumasjan, A., & Welpe, I. M. (2018). Contextual work design and employee innovative work behavior: When does autonomy matter? *PLOS ONE*, 13(10). <https://doi.org/10.1371/journal.pone.0204089>
- Tho, N. D. (2022). Employees' psychological capital and innovation outputs: The roles of

- job crafting and proactive personality. *Innovation*, 24(2), 333–353. <https://doi.org/10.1080/14479338.2021.1979987>
- Tims, M., Derks, D., & Bakker, A. B. (2016). Job crafting and its relationship with person-job fit and meaningfulness: A three-wave study. *Journal of Vocational Behavior*, 92, 44–53. <https://doi.org/10.1016/j.jvb.2015.11.007>
- Uppathampracha, R., & Guoxin, L. (2021). A study on the relationships between authentic leadership, job crafting, psychological capital and organizational innovation. *The International Journal of Management Science and Business Administration*, 7(4), 14–22. <https://doi.org/10.18775/ijmsba.1849-5664-5419.2014.74.1002>
- Wan, L., & Liu, J. (2020). The impact of work-life balance on post-90s young employees' innovative behavior: Empirical research based on three cities in Shandong Province. *150(Icoeme)*, 162–171. <https://doi.org/10.2991/aebmr.k.200908.027>
- Wang, H., Li, P., & Chen, S. (2020). The impact of social factors on job crafting: A meta-analysis and review. *International Journal of Environmental Research and Public Health*, 17(21). <https://doi.org/10.3390/ijerph17218016>
- Wasim, S. M. S., & Ur Rehman, M. (2022). Role of transformational leadership style of accounting professionals towards subordinates performance, OCB, and innovation: Mediating effect of integrity and thriving. *Journal of Entrepreneurship, Management, and Innovation*, 4(1), 1–26. <https://doi.org/10.52633/jemi.v4i1.147>
- Widyantari, R. F., & Cipto, P. K. A. (2021). The role of innovative behavior in forming employee performance with aspects of the work environment and job satisfaction at the Agriculture Office of Ngawi Regency. *Jurnal Bisnis Dan Manajemen*, 8(2), 29–36. <http://e-journal.stie-aub.ac.id>
- Woods, S. A., Mustafa, M. J., Anderson, N., & Sayer, B. (2018). Innovative work behavior and personality traits: Examining the moderating effects of organizational tenure. *Journal of Managerial Psychology*, 33(1). <https://doi.org/10.1108/JMP-01-2017-0016>
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26(2). <https://doi.org/10.5465/AMR.2001.4378011>
- Yolanda, N. M., & Syamsir, S. (2020). The influence of integrity on the performance of civil servants (PNS) in the Regional Apparatus Organization (OPD) environment of the Padang City Service. *Perspective Journal*, 3(1), 70. <http://perspektif.ppj.unp.ac.id/index.php/perpektif/article/view/191>
- Yulianti, & Wuryanti. (2020). The influence of transformational leadership, behavioral integrity, and trust in leaders in improving HR performance. *UNISSULA Journal*, 2, 274–282. <https://jurnal.unissula.ac.id/index.php/cbam/article/view/313>
- Yulivianto, T. S. (2019). Job crafting and perception of organizational support on employee performance through work engagement. *Journal of Management Science (JIM)*, 7(4), 1017–1028. <https://ejournal.unesa.ac.id/index.php/jim/article/view/29741/27248>
- Yumhi. (2021). The influence of transformational leadership, work behavior, and work innovation on task performance at the Banten Province LPMP. *The Asia Pacific Journal of Management Studies*, 8(3), 163–174. <https://doi.org/10.55171/v8i3.565>

**Disclaimer/Publisher's Note:** The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of the publisher and/or the editor(s). This publisher and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.

© Copyright (2025): Author(s). The licensee is the journal publisher. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Peer-review history:  
The peer review history for this paper can be accessed here:  
<https://www.sdiarticle5.com/review-history/130025>