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# A Study on Job Satisfaction Mediation in the Outsourcing Sector: Improving Employee Performance via Job Crafting and Organizational Culture

Rofiqi<sup>1</sup>, Agung Winarno<sup>2</sup>, Sopiah<sup>3,\*</sup>

<sup>1</sup> Universitas Negeri Malang 1; e-mail : [rofiqi.2304138@students.um.ac.id](mailto:rofiqi.2304138@students.um.ac.id)

<sup>2</sup> Universitas Negeri Malang 2; e-mail : [agung.winarno.fe@um.ac.id](mailto:agung.winarno.fe@um.ac.id)

<sup>3</sup> Universitas Negeri Malang 3; e-mail : [sopiah.fe@um.ac.id](mailto:sopiah.fe@um.ac.id)

**Abstract:** The 600-person outsourcing service company PT. Swapro Internasional Malang is where we carried out our investigation. This research was primarily motivated by the deterioration in employee performance, as seen by the attainment of Key Performance Indicators (KPIs) of just 67% of the 85% objective. This study's objective is to examine both direct and indirect consequences of job crafting and organisational culture on employee performance, using work satisfaction as an intervening variable. This study takes a quantitative approach and employs a survey method., administering a questionnaire to 235 respondents who were chosen via proportionate random selection. SmartPLS 4's Structural Equation Modelling was used to analyse the data. The study's findings show that organisational culture and job crafting significantly and favourably affect employee performance that is both directly and indirectly impacted by work satisfaction. These results validate that the effects of organisational culture and job crafting on performance is reinforced by work satisfaction, which serves as a mediator. The primary finding of this research is that task management alone is not enough to improve employee performance; businesses also need to foster a good organisational culture, offer chances for self-improvement, and establish a supportive work environment. These findings' practical ramifications push management to focus more on non-monetary factors like open communication, managerial support, and recognition in fostering work happiness.

**Keywords:** Job Crafting; Organisational Culture; Job Satisfaction; Employee Performance.

## 1. Introduction

The outsourcing industry has expanded rapidly on a global basis as companies seek to reduce costs while boosting output. A Statista research [1] claims that the value of the world-wide outsourcing market has grown significantly, rising from USD 92.5 billion in 2019 to USD 971.2 billion in 2023. It is anticipated to surpass USD 1 trillion in the upcoming years [2]. This sector has grown significantly in Indonesia alone, where there are already at least 26 operational outsourcing firms [3]. The performance of outsourced workers is still a significant problem, though, and it may have an impact on customer happiness and service quality. According to [4], fostering creativity, fostering a healthy work environment, and achieving organizational success all depend on strong employee performance. For instance, the outsourcing firm at the focus of this research, PT. Swapro Internasional Malang, had problems with an employee performance index that fell well short of the company's goal of 85% in December 2024, reaching just 67%.

Employee performance at PT Swapro fluctuates, as seen by KPI data that shows a sharp drop after hitting 101% in February. This decrease shows that a number of internal and external factors have a significant impact on employee performance. Sustaining optimal employee performance is essential in the age of digital disruption and swift market shifts. In this situation, flexibility, inventiveness, and adaptation are essential qualities for workers to maintain their productivity. According to [5], one of the elements influencing organizational efficiency is employee creativity. One approach that has the potential to improve employee performance is job crafting, which is the process by which employees actively adapt their

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tasks, work relationships, and perspectives on their work in line with their personal strengths and aspirations [6]. It is thought that this strategy would improve work happiness and intrinsic motivation, which will eventually improve performance. Job crafting is especially important in a high-pressure, high-target workplace like PT Swapro because staff members must continue to be flexible and inventive in responding to task modifications in accordance with customer demands.

Apart from job crafting, employee behavior and performance are significantly influenced by corporate culture. Organizational culture, according to [7], is the set of fundamental beliefs that members of an organization form in reaction to both internal and external problems. Workplace zeal and engagement may be increased by fostering an innovative and empowered culture [8]. One of the most important connections between job crafting, organizational culture, and employee performance is work happiness. According to [9], job satisfaction is the degree to which an individual enjoys their work. This is important for sustaining employee motivation, particularly in high-pressure settings like PT Swapro.

The Slovin formula was used to determine sample sizes for data collection in earlier research, and Structural Equation Modeling (SEM) was employed to examine the correlations between variables. For instance, 200 employees is an acceptable sample size for SEM analysis in a study. Because of its capacity to investigate simultaneous correlations between variables and mediation roles empirically, SEM was selected. Even though a lot of research has been done, the findings are still inconsistent and variable. According to some research, job crafting, organizational culture, work satisfaction, and performance are significantly correlated [10];[11], whereas other research yields negligible findings [12];[13]. There is ongoing discussion over the function of work satisfaction as a mediator [14];[15]. Furthermore, the majority of these studies have not been carried out especially in the context of the outsourcing sector, which differs from other industries in some ways. As a result, there is still a dearth of research, especially in Indonesia, that examines job crafting, organizational culture, and work satisfaction as mediators of employee performance in the outsourcing sector.

According to [16] Social exchange Theory (SET) paradigm, the foundation of social and organizational connections is the idea of mutually beneficial trade. In this regard, organizational culture and job crafting are seen as types of organizational support that might raise job satisfaction and, in turn, increase worker performance.

With work satisfaction acting as an intervening variable, the main goal of this study is to examine how organizational culture and job crafting affect employee performance at PT. Swapro Internasional Malang. In the context of the outsourcing business, this study is anticipated to provide empirical data, examine the mediating function of work satisfaction, and apply social exchange theory in an area that has received little attention in Indonesia. Furthermore, by enhancing job crafting, organizational culture, and work happiness, the research findings might offer management of outsourcing companies useful suggestions for raising employee performance.

The theoretical framework and literature review will also be outlined in this article, along with the study methodology, findings, and discussion, as well as recommendations and conclusions.

## 2. Literature Review

The Social Exchange Theory (SET) [16], which highlights the reciprocity principle in social connections, is cited in this paper. According to this notion, when firms provide their employees enough support, opportunity for growth, and recognition, they are more likely to contribute positively, such as via better performance. This theory's applicability is demonstrated by the availability of work crafting opportunities and a favorable company culture, both of which have a beneficial effect on employee performance and indirectly raise job satisfaction.

### 2.1. Employee performance

One important metric for determining how well an employee does tasks that contribute to the accomplishment of corporate objectives is employee performance [17]. Performance encompasses quality, quantity, and the capacity to adjust to changing circumstances in addition to the final outcome. Training and constructive criticism are two examples of supportive work environments that can maximize employee performance.

According to [18], performance is a collection of individual or group actions taken to accomplish organizational objectives, such as successful cooperation, adaptability, and teamwork. [19] created the Individual Work Performance (IWP) model, which divides performance into three primary dimensions:

- Task performance, or how well primary activities are completed;
- Contextual performance, or actions that promote the workplace, such initiative and teamwork;
- The capacity to adjust to changes and get over roadblocks to production is known as adaptive performance.

The idea of performance based on these aspects serves as the primary variable in this study. The [19] statement items are used to gauge performance

## 2.2. Job Crafting

According to [6], Job Crafting is the proactive endeavor of employees to modify their work-related duties, relationships, and viewpoints in order to better suit their own values and skills. There are three types of job crafting: relational, cognitive, and task crafting.

In this study, particular markers for these three aspects were created by [20]. [21] statement items were used to gauge Job Crafting.

## 2.3. Organizational Culture

A collection of fundamental beliefs that are accepted and developed in response to organizational difficulties is known as organizational culture [7]. When members interact with organizational circumstances, this culture acts as a foundation for thought and a direction for conduct.

Organizational culture, according to [9], consists of the values, customs, beliefs, and behaviors that set the organization apart from others and are formed via member interactions. The execution of strategies and decision-making are influenced by this culture.

Four primary organizational culture types are distinguished by [22] Competing Values Framework (CVF) model: Clan culture, which emphasizes cooperation and family values; Adhocracy culture, which emphasizes innovation and flexibility; Market culture, which emphasizes results and competition; and Hierarchy culture, which emphasizes stability and formal rules. Statement items from [23] are used in this study to assess corporate culture using the CVF model.

## 2.4. Job Satisfaction

The good emotion a person feels when their employment meets their own requirements and expectations is known as job satisfaction [24]. In addition to the results of the job, this pleasure is also influenced by how the person views and assesses the work in light of their needs, expectations, and life objectives. [25], job satisfaction is a person's assessment of several facets of their work, and it is increased by demanding, fulfilling employment that fits with their interests.

The nature of the work itself, which offers challenges and opportunities for growth; comfortable working conditions and sufficient resources; performance recognition and rewards commensurate with employee contributions; collegial harmony; equitable and supportive organizational policies and practices; clear career development opportunities; and a leadership style that supports and prioritizes employee well-being are some of the major factors influencing job satisfaction, according to [9].

Accordingly, job satisfaction may be viewed as the outcome of a complicated interplay of job attributes, the workplace, and interpersonal connections, all of which together influence how well individuals execute their jobs. These metrics are used in this study to assess work satisfaction, which is one of the main factors influencing employee performance. The items in the statement are taken from [26].

## 3. Proposed Method

In this study, the causal link between variables is tested using a quantitative technique and an explanatory research design. The 600 employees of PT Swapro Internasional Malang are the study's site. Using the Sample Size Calculator, the study sample was calculated to be 235 respondents in order to achieve a representative sample size with a suitable margin of

error and degree of confidence. Proportional random sampling, which was based on the percentage of employees in each division, was the sample approach employed. Questionnaires designed to measure the variables of job crafting, organizational culture, job satisfaction, and employee performance were used to gather data. Prior to analysis, the instrument's reliability and validity were examined. To assess the direct and indirect effect of the model across variables, data analysis was done using the Partial Least Square-Structural Equation Modeling (PLS-SEM) approach with SmartPLS 4 software.

## 4. Results and Discussion

### 4.1. Results

#### 4.1.1. Outer Model

##### 1. Convergent validity

The degree to which indicators correlate when assessing the same construct is known as convergent validity. Factor loading values are used to illustrate this validity; indications are deemed legitimate if their value is more than 0.70. The outcomes of the convergent validity test based on factor loading using SmartPLS 4 are as follows:

**Table 1.** Outer Loading.

Variable	Indicator	Outer Loading
Organizational Culture	BUO1	0,892
	BUO2	0,807
	BUO3	0,857
	BUO4	0,914
Job Crafting	JC1	0,849
	JC2	0,884
	JC3	0,861
Employee performance	KIK1	0,893
	KIK2	0,902
	KIK3	0,887
Job Satisfaction	KK1	0,844
	KK2	0,871
	KK3	0,851
	KK4	0,886
	KK5	0,861
	KK6	0,863
	KK7	0,826
	KK8	0,836

<sup>1</sup> Source: Smart PLS4 years, 2025.

Every indication in Table 1 is regarded as a legitimate indicator since its outer loading value is greater than 0.70. Furthermore, each variable has an Average Variance Extracted (AVE) value > 0.50, which further supports convergent validity. Since each construct accounts for over half of the variation in its indicators, it satisfies the requirements for convergent validity. The table that follows displays the results of the AVE test:

**Table 2.** Average Variance Extracted (AVE).

Variable	AVE	Keterangan
Organizational Culture	0,754	Valid
Job Crafting	0,748	Valid
Job Satisfaction	0,731	Valid
Employee performance	0,800	Valid

<sup>2</sup> Source: Smart PLS4 years, 2025.

According to Table 2, every construct has an Average Variant Extracted (AVE) value higher than 0.50, indicating that every indicator measurement item is regarded as discriminantly valid.

## 2. Discriminant validity

If each indicator has the largest loading on its own construct relative to other constructs, the model is said to have strong discriminant validity. The following table displays the cross loading values;

**Table 3.** Cross Loading.

Variable	Indicator	X2	X1	Z	Y
Organizational Cul- ture	BUO1	<b>0,892</b>	0,703	0,699	0,678
	BUO2	<b>0,807</b>	0,634	0,562	0,569
	BUO3	<b>0,857</b>	0,709	0,672	0,628
	BUO4	<b>0,914</b>	0,769	0,759	0,747
Job Crafting	JC1	0,691	<b>0,849</b>	0,673	0,637
	JC2	0,747	<b>0,884</b>	0,695	0,714
	JC3	0,668	<b>0,861</b>	0,646	0,667
Employee perfor- mance	KIK1	0,688	0,686	0,739	<b>0,893</b>
	KIK2	0,691	0,700	0,766	<b>0,902</b>
	KIK3	0,659	0,703	0,728	<b>0,887</b>
Job Satisfaction	KK1	0,664	0,665	<b>0,844</b>	0,747
	KK2	0,670	0,663	<b>0,871</b>	0,718
	KK3	0,695	0,694	<b>0,851</b>	0,710
	KK4	0,674	0,641	<b>0,886</b>	0,711
	KK5	0,629	0,625	<b>0,861</b>	0,690
	KK6	0,695	0,688	<b>0,863</b>	0,700
	KK7	0,662	0,653	<b>0,826</b>	0,732
	KK8	0,644	0,679	<b>0,836</b>	0,683

<sup>3</sup> Source: Smart PLS4 years, 2025.

The discriminant validity criteria is satisfied as, according to Table 3, each indicator has the largest cross loading on its corresponding concept. The square root of AVE in each concept was larger than the correlation between constructs, and the Fornell-Larcker Criterion was also used to verify discriminant validity. The following table displays the computation results:

**Table 4.** fornell-lacker.

Variable	X2	X1	Z	Y
Organizational Cul- ture	<b>0,869</b>			
Job Crafting	0,813	<b>0,865</b>		
Job Satisfaction	0,780	0,777	<b>0,855</b>	
Employee perfor- mance	0,760	0,779	0,833	<b>0,894</b>

<sup>4</sup> Source: Smart PLS4 years, 2025

Table 4 indicates that discriminant validity is satisfied since each variable's Fornell-Larcker value is greater than its correlation with other variables.

### 3. Composite reliability

The internal consistency of the concept is assessed using composite reliability. Two indicators—Composite Reliability and Cronbach's Alpha—are used to assess reliability, with a minimum threshold of  $> 0.70$ . The following table displays both indicators' values

**Table 5.** Composute reliability & cronbach's alpha.

Variable	Composite reliability	Cronbach's alpha
Organizational Culture	0,902	0,891
Job Crafting	0,833	0,832
Job Satisfaction	0,947	0,947
Employee performance	0,875	0,875

<sup>5</sup> Source: Smart PLS4 years, 2025.

With composite reliability and Cronbach's alpha values over 0.70, Table 6 indicates that the variables of job crafting, organizational culture, job satisfaction, and employee performance exhibit strong dependability. Indicating sufficient internal consistency across all variables, the composite reliability values are 0.902, 0.833, 0.947, and 0.875, respectively, while the Cronbach's alpha values are 0.891, 0.832, 0.947, and 0.875, respectively.

#### 4.1.2. Inner Model

##### 1. Model R Square ( $R^2$ )

The prediction ability of structural models on endogenous latent variables is gauged by the R-Square value. R-Square values more than 0.75 are classified as strong, greater than 0.50 as moderate, and greater than 0.25 as weak. The following table displays the findings of the SmartPLS study with reference to the R Square value:

**Table 6.** R-square.

Variable	R-square
Job Satisfaction	0,669
Employee performance	0,743

<sup>6</sup> Source: Smart PLS4 years, 2025.

Based on Table 6, the Job Satisfaction variable's R-Square value is 0.669, showing that Job Crafting and Organizational Culture account for 66.9% of the variation in Job Satisfaction. This shows how important these two factors are. The Employee Performance variable's R-Square value is 0.743, indicating that Job Crafting, Organizational Culture, and Job Satisfaction account for 74.3% of the variation in Employee Performance. Extraneous variables account for the remainder.

##### 2. Q2 Predictive Relevance

The model's predictive relevance based on cross-validation is evaluated using the predictive Q2 value. A model is said to have excellent predictive relevance if its Q2 value is more than zero; if it is less than zero, it is said to have poorer predictive relevance. The following table displays the findings of the Q2 value's SmartPLS analysis:

**Table 7.** Q<sup>2</sup> predict

Variable	Q <sup>2</sup> predict
Job Satisfaction	0,664
Employee performance	0,649

<sup>7</sup> Source: Smart PLS4 years, 2025.

Table 7 shows that the predictive Q2 values for the variables of employee performance and job satisfaction are both more than zero, at 0.664 and 0.649, respectively. This suggests that the model's predictive significance is high. A very strong forecast is shown by the Q2

value for job satisfaction, whereas a moderate to strong prediction is shown by the Q2 value for employee performance.

### 3. Goodnes of Fit Index (GoF Index)

The total fit of the model, including the inner and outer models, is evaluated using the Goodness of Fit (GoF) metric. R-squared values and the square root of the average communality are used to determine GoF, which measures how well the model fits the data. The results of the GoF calculation are shown in the table below:

**Table 8.** Goodnes of Fit Index

Average AVE	Average R-square	GoF Index	description
0,758	0,706	0,732	large effect

<sup>8</sup> Source: Smart PLS4 years, 2025.

The GoF value of 0.732 is in the high group ( $> 0.36$ ), according to Table 8. This shows that both the measurement and structural models describe actual data with a high degree of fit.

### 4. F square

To quantify the extent to which exogenous variables impact endogenous variables, F Square is utilized. An impact is considered modest if its value is  $0.02 \leq f^2 < 0.15$ , moderate if its value is  $0.15 \leq f^2 < 0.35$ , and significant if its value is  $f^2 \geq 0.35$ . The formula  $f^2 = R^2 / (1 - R^2)$  can be used to compute it. The table that follows displays the F-square findings.

**Table 9.** F Square.

Average AVE	X2	X1	Z	Y
Organizational Cul- ture			0,198	0,023
Job Crafting			0,180	0,074
Job Satisfaction				0,349
Employee perfor- mance				

<sup>9</sup> Source: Smart PLS4 years, 2025.

The findings of the f-square ( $f^2$ ) study in Table 9 indicate that Job Crafting has a little impact on Employee Performance ( $f^2 = 0.079$ ) and a moderate impact on Job Satisfaction ( $f^2 = 0.219$ ). The impact of organizational culture on job satisfaction is modest ( $f^2 = 0.246$ ), whereas it has a little influence on employee performance ( $f^2 = 0.023$ ). Employee performance, on the other hand, is strongly impacted by job satisfaction ( $f^2 = 0.536$ ). According to these results, job satisfaction has a significant role in raising performance, although job crafting and organizational culture have very modest direct effects on performance.

#### 4.1.3. Estimate for Path Coefficients

To ascertain the degree to which exogenous factors directly and through mediating variables affect endogenous variables, hypothesis testing was done. The Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis, as cited by Hair et al. (2019), uses p-values to test statistical significance, with the relationship deemed significant if the p-value is less than 0.05, and path coefficient ( $\beta$ ) values to determine the direction and strength of the relationship between variables. Using a bootstrapping approach, the SmartPLS 4.0 software was used to do the testing.

**Table 10.** Path Coefficient.

Hypothesis	Path Coefficient	P-Value
Organizational Culture-> Job Satisfaction	0,437	0,000
Organizational Culture-> Employee performance	0,147	0,027
Job Crafting -> Job Satisfaction	0,421	0,000
Job Crafting -> Employee performance	0,254	0,001
Job Satisfaction -> Employee performance	0,520	0,000
Organizational Culture-> Job Satisfaction -> Employee performance	0,229	0,000
Job Crafting -> Job Satisfaction -> Employee performance	0,218	0,000

<sup>10</sup> Source: Smart PLS4 years, 2025.

According to the test results in Table 10, with a p-value of 0.000 and a path coefficient of 0.421, Job Crafting significantly and favorably affects Job Satisfaction. Accordingly, with a p-value of 0.000 and a coefficient value of 0.437, organizational culture likewise significantly and favorably affects job satisfaction. A p-value of 0.001 and a coefficient value of 0.254 further demonstrate the favorable and substantial impact of job crafting on employee performance. With a coefficient of 0.145 and a p-value of 0.027, organizational culture likewise has a positive and significant impact on employee performance, albeit a lesser one. At a p-value of 0.000 and a path coefficient of 0.520, job satisfaction had the greatest positive impact on employee performance.

The findings of the investigation show strong indirect impacts in addition to direct ones. The results showed that Job Crafting significantly and favorably affected Employee Performance through Job Satisfaction (p-value = 0.000, coefficient value = 0.218). Similarly, with a correlation of 0.229 and a p-value of 0.000, organizational culture significantly and favorably affects employee performance through job satisfaction. These results demonstrate that job satisfaction is a key mediating factor in enhancing the association between organizational elements (such as organizational culture and job crafting) and worker performance.

## 4.2. Discussion

### 4.2.1. Job Crafting's Impact on Job Satisfaction

The analysis's findings confirm the first hypothesis (H1) by showing that work Crafting significantly and favorably affects PT Swapro Internasional Malang employees' work satisfaction. The degree of job satisfaction increased with the degree of job crafting. According to the Social Exchange Theory [27], when a business gives its employees the freedom to modify their job, a positive reciprocal connection is formed, which increases employee satisfaction and feelings of worth. Job crafting's most prominent descriptive feature is social interaction adjustment, suggesting that interpersonal relationships at work play a significant role in determining job satisfaction.

This result aligns with other research [28];[29];[30] & [31], which further asserts that Job Crafting significantly affects employee performance and happiness. In the context of high-turnover outsourcing firms like PT Swapro Internasional Malang, allowing workers to participate in job building is a flexible approach that may boost job satisfaction and a sense of belonging in the face of shifting work dynamics

### 4.2.2. Organizational Culture's Effect on Job Satisfaction

The second hypothesis (H2) is supported by the analysis's findings, which show that organizational culture at PT Swapro Internasional Malang significantly and favorably affects employee work satisfaction. It has been demonstrated that a strong and supportive corporate culture improves workers' feelings of ease and fulfillment at work. Four fundamental principles are formally emphasized by the organization: flexible, efficient, experienced, and trusted. These principles contribute to the development of a positive work environment and are represented in regular organizational procedures.

The Social Exchange Theory [27], which stresses the reciprocal link between people and organizations, is in line with these findings. Positive ideals that are regularly implemented by the organization's culture tend to increase employee loyalty and work satisfaction. These



findings also support a number of other research that found a strong organizational culture directly increases work satisfaction [11];[32];[33];[34];[35]. Thus, one key tactic in fostering a more encouraging and fulfilling work environment for workers is to fortify elements of corporate culture, especially loyalty and trust.

#### **4.2.3. How Job Crafting Affects Employee Performance**

The third hypothesis (H3) is supported by the data, which demonstrate that Job Crafting significantly and favorably affects employee performance at PT Swapro Internasional Malang. Proactively modifying their jobs, social contacts, and the purpose of their work has been shown to improve employee performance. Employee participation in changing their job is shown in the rather high descriptive average Job Crafting score. The capacity to strategically manage social contacts received the highest score (JC6, mean = 4.11), suggesting that workers steer clear of connections at work that are seen to impede productivity. Yet, the desire to take on more work received the lowest score (JC1, mean = 3.91), suggesting that job appropriateness and personal aptitude can have an impact on Job Crafting behavior.

These results provide credence to [6] Job Crafting theory, which holds that people may mold their occupations to be more fulfilling and aligned with their unique abilities. According to the Social Exchange Theory (SET), when companies provide employees flexibility and trust, they will increase their performance in return through programs like Job Crafting. These findings also complement those of [36] and [37], who found that Job Crafting improves performance, especially in work settings that encourage initiative. As a result, employers are encouraged to provide a work environment that values adaptability, individual contributions, and the freedom of workers to actively modify their jobs.

#### **4.2.4. Employee Performance and the Impact of Organizational Culture**

The analysis's findings support the fourth hypothesis (H4) by demonstrating that corporate culture significantly and favorably affects worker performance. A strong corporate culture fosters an atmosphere that encourages dedication, motivation, and output. The company's internalization of good values was reflected in the highest ratings (mean = 4.23) in the categories of social awareness, collaboration, and human resource development.

Organizations that offer assistance and equity will stimulate favorable reactions from workers in the form of enhanced performance, according to the Social Exchange Theory (SET). These results align with other research [38];[39];[40] and [41] that highlights the importance of organizational culture in performance. This indicates that in order for organizational culture to be more than just symbolic and really enhance performance in a concrete sense, businesses must sustain a healthy culture via open communication, acknowledging individual contributions, and ongoing growth

#### **4.2.5. Job Satisfaction's Effect on Employee Performance**

The fifth hypothesis (H5) is supported by the analysis's findings, which show that employee performance at PT Swapro Internasional Malang is positively and significantly impacted by work satisfaction. This research demonstrates that workers who are emotionally and functionally fulfilled typically exhibit higher levels of performance. According to the Social Exchange Theory (SET) paradigm, job happiness is a reflection of reciprocity for equitable treatment and acknowledgment from the company, which raises employee dedication and output. The descriptive score reveals that the element of superior recognition has a relatively high value (mean = 3.87), highlighting the significance of verbal encouragement and gratitude in determining work satisfaction.

According to the majority of respondents who are in the middle of their careers, professional experience and adaptation also improve the correlation between performance and satisfaction. These results are in line with other studies that found work happiness to be a significant predictor of performance [32];[34];[14] and [42]. As a result, organizations must handle job satisfaction in a comprehensive way, which includes fostering a productive work environment, communicating effectively, and showing non-material appreciation.

#### **4.2.6. Job Crafting's Effect on Employee Performance via Job Satisfaction**

The study's findings show that, using work satisfaction as a mediating variable, job crafting improves employee performance. This implies that workers' capacity to modify assignments, relationships, and work-related perspectives in line with their own interests and

skills might boost job satisfaction, which in turn promotes peak performance. This result is consistent with a proactive work strategy, in which staff members not only carry out their assigned tasks but actively contribute to creating a more challenging and fulfilling work environment. They feel more invested in and connected to their job as a result of this approach.

These findings are also in line with other research that revealed job designing improves performance through job satisfaction [43] and [44]. Descriptively, the practice of job crafting at PT Swapro Internasional Malang is relatively high, especially in terms of strategic work relationship management. On the other hand, job satisfaction is also high, especially in terms of self-development, although verbal praise from superiors still needs to be improved. In terms of strategic work relationship management, PT Swapro Internasional Malang has a comparatively high job crafting practice. But job satisfaction is also high, particularly when it comes to self-improvement, even though verbal appreciation from superiors still has to be addressed.

#### **4.2.7. Job satisfaction as a measure of organizational culture's impact on worker performance.**

Employee performance is positively impacted by corporate culture, both directly and indirectly through work satisfaction, according to this study. Collaboration, transparency, and gratitude are all fostered by an organizational culture that fosters job happiness, which in turn boosts output. In terms of collaboration and human resource development, PT Swapro Internasional Malang has a rather good organizational culture. Job satisfaction is likewise high, albeit supervisors' verbal acknowledgement may be better.

These results are in line with the social exchange theory (SET), which holds that when a business treats its people well, they return the favor by being highly committed and performing well. Additionally, research by [32];[33];[34];[45];[46] supports these findings by highlighting the mediating function of work satisfaction in the link between performance and organizational culture. To have a long-lasting effect on performance, companies must fortify their work culture with tangible measures rather than only symbolic ones.

### **5. Comparison**

There are several significant organizational management lessons to be learned from this study. First, it has been demonstrated that job designing enhances employee performance both directly and indirectly through job satisfaction. This implies that, with the correct assistance, businesses may encourage workers to take a more active role in determining their own work practices. Second, performance is supported in large part by a healthy company culture that values cooperation and employee care. As a result, businesses must continuously inculcate these values in the workplace. Third, job satisfaction appears to be an important bridge between the work environment and performance. Employee satisfaction factors including recognition, positive connections, and growth possibilities should receive more attention from management. Lastly, this study demonstrates that workers continue to believe their superiors do not give them enough credit. In order to make workers feel appreciated and inspired, managers must establish open lines of communication and express gratitude more frequently.

### **6. Conclusions**

With job satisfaction serving as an intervening variable, this study shows that organizational culture and job crafting significantly and favorably affect employee performance at PT Swapro Internasional Malang. Based on the average values of the indicators, the four variables' circumstances fall into the very excellent category overall. The research findings are contextualized by the fact that most respondents are male and have served for one to three years. More precisely, job crafting the process by which employees modify their duties and responsibilities improves performance and job satisfaction. A company culture that encourages involvement, acknowledgment, and growth also has a favorable impact on worker performance and happiness. It has been established that job happiness enhances the impact of organizational culture and job crafting on performance, and that higher job satisfaction leads to improved work output.

One of the study's shortcomings is that it was limited to a single organization, meaning that the findings cannot be applied to other businesses with distinct cultures and

organizational structures. There are several more factors that affect employee performance, however the variables examined were restricted to four primary components. Furthermore, respondents' freedom of speech was restricted due to the use of closed questionnaires for data collection; qualitative approaches are advised for future study to delve further into the data.

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