

The Effect of Leader Member Exchange, Organizational Citizenship Behavior, and Job Crafting on Role Performance : Mediated by Employee Engagement

Muh. Aril Surya Ananda¹, Mafizatul Nurhayati², Abdul Rahman Rahim³

^{1,2,3} Universitas Terbuka, Indonesia

Email: ¹530071911@ecampus.ut.ac.id, ²mafizatul.nurhayati@mercubuana.ac.id, ³rahman.mks@ecampus.ut.ac.id

ARTICLE INFO

Research Paper

Article history:

Received: 23 December 2023

Revised: 16 January 2024

Accepted: 20 February 2024

Keywords: *Leader Member Exchange, Organizational Citizenship Behavior, Job Crafting, Employee Engagement*

ABSTRACT

Purpose – This study aims to analyze the factors that influence performance based on the influence of Leader Member Exchange, Organizational Citizenship Behavior, Job Crafting, Employee Engagement on In Role Performance at KPP Pratama Bantaeng.

Methodology/approach – The number of samples in this study consisted of 108 which were proportionally distributed to all work units in KPP Pratama Bantaeng. This research uses quantitative analysis through Structural Equation Modeling Partial least Square (SEM-PLS) which aims to analyze the relationship between variables.

Findings – The results showed that Leader Member Exchange and Employee Engagement have an influence on In Role Performance. Organizational Citizenship Behavior and Job Crafting on In Role Performance. Employee Engagement plays a role in mediating the influence between Leader Member Exchange, Organizational Citizenship Behavior and Job Crafting on In Role Performance.

This work is licensed under a Creative Commons Attribution-Non Commercial 4.0 International License.

INTRODUCTION

Tax revenue performance is a representation of the Organizational Performance Value which is very volatile in terms of tax revenue contribution. The value of Organizational Performance reflects the quality of human resources influenced by institutional management processes in an accountable manner. One of the management processes that can be analyzed comprehensively is with regard to performance. The conception of performance is generally related to organizational performance and employee performance itself. One of the dynamics or problems that occur in this study is the inconsistency between Performance Value and Performance Status. In addition, another fundamental problem is the element of discretion of work unit leaders based on certain parameters in determining Performance Status. This element of discretion, if not considered accountably and qualitatively by the head of the work unit, will lead to a subjective performance assessment. Performance Status is in fact used as the main parameter in employee mutations and promotions (Iskamto, 2022, 2023; Syihhabudin et al., 2023).

The discretionary element of determining employee performance status is influenced by the qualitative relationship and interaction between the Head of Office and employees. This qualitative relationship in the theoretical conception is known as Leader Member Exchange. LMX can be formed

due to mutual trust, respect and compliance between employees and leaders according to Graen and Uhl Bien in (Teng et al., 2020).

The performance of each employee can be measured by the completion of their respective tasks but there is ad hoc work that is not related to the employee's main job. This is a reflection of Organizational Citizenship Behavior (OCB) based employee behavior. Research from Organ states that OCB is an individual work discretion that is not explicitly recognized in the organization's formal performance system (Kim & Park, 2019). Furthermore, Podsakoff stated the concept of performance discretion that can improve organizational performance (Dong & Phuong, 2018).

The characteristics of State Civil Apparatus employees tend to be formal, procedural and less flexible. Employees work according to Standard Operating Procedure (SOP) to achieve Key Performance Indicators (KPI). Job redesign for effectiveness and efficiency, as well as innovative paradigms to make work more meaningful are representations of the Job Crafting approach. According to Wrzesniewski and Dutton (Tims et al., 2022), Job Crafting is the process of redefining work both physically and cognitively so that it is more meaningful. Schaufeli, et al in Wrzesniewski & Jane (2001) stated Job Crafting as a spontaneous act of redesigning work according to workplace preferences. The author identifies Job Crafting as an influence factor that affects employee performance based on empirical dynamics and theoretical conceptions.

The author found a research gap between Leader Member Exchange, Organizational Citizenship Behavior and Job Crafting on in-role performance as well. This is found in research from Kartika in (Nurokhim, 2022) which states that LMX has no direct influence on performance variables. In addition, research from (Purwanto et al., 2021) states that OCB has an insignificant effect on performance. Research from Albana in (Setyawati & Nugrohoseno, 2019) shows that Job Crafting has no effect on employee performance.

Research on in-role performance has produced varied results and found a research gap as previously described. The author in this study formulates a mediating variable in the form of Employee Engagement which will be a trigger in connecting several variables of this study. Employee Engagement is defined as part of organizational behavior that is carried out because of the emotional and fair relationship between employees and organizations (Laksmi & Piniji, 2022; Sidabalok et al., 2023; Syarif & Putri, 2022).

Some of these factual problems become the fundamental paradigm in this study in measuring the effect of Leader Member Exchange, Organizational Citizenship Behavior and Job Crafting on In-Role Performance Mediated by Employee Engagement.

LITERATURE REVIEW

In Role Performance

In Role Performance is an integral part of the conception of Job Performance. Research related to job performance has been conducted for more than 15 years from various perspectives related to employee performance. Therefore, in-role performance terminology is an etymological derivative of job performance implications. Both have the same conception and paradigm. Furthermore, performance is not the result of work but the consequence of a behavior. (Koopmans et al., 2011). In-Role Performance is an action that is required and determined by employees in describing the assigned work so that it can be appreciated by the organization (Chen et al., 2020). In-role performance is a person's performance in performing tasks explicitly defined by his position in the organization where the tasks assigned have relevance to his position in an organization. The results of his performance can be observed and measured in a performance appraisal.

Employee Engagement

Employee Engagement is defined as the simultaneous physical, cognitive and emotional actions or self-expression of an employee. It aims to involve itself in the work environment. Kahn identifies Employee Engagement in 2 terms that are essential in its implementation, namely: Job Engagement and Organizational Engagement. This is explained by Kahn in (Rabiul et al., 2021). Someone personally

feels involved in work when they invest their emotional energy and cognitive competence in work. This conception is confirmed by Bryne in (Ismail et al., 2019). Employee Engagement is an action taken to understand the relationship between employees and the organization both qualitatively and quantitatively so as to form an attachment to work. With this attachment, employees will maximize performance based on their competencies and skills so that it will improve organizational performance.

Leader Member Exchange

Leader Member Exchange (LMX) is the quality of the relationship between leaders and employees, influenced by mutual trust, respect, and compliance. Employees with good LMX tend to get more support from leaders, motivating them to perform better in the organization. This conception was stated by Graen and Uhl Bien in (Teng et al., 2020). There are two approaches in defining LMX: first, focus on the leader-employee relationship; second, focus on leaders who build various models of interaction with employees. In both approaches, it is important for leaders to be friendly, supportive, and communicative in both formal and informal work situations to create quality LMX (Dulebohn in Salehzadeh, 2019).

Employee performance will increase if there is a good relationship between leaders and employees. Good relationships will create a conducive work environment in the form of positive feelings, loyalty and respect (Nandedkar & Brown, 2018). LMX will affect performance if there is an understanding between leaders and subordinates in terms of roles and responsibilities (Ertürk et al., 2018). LMX is largely rooted in trust, and trusted followers take advantage of the opportunity to increase performance which is assessed by leaders to be higher (Thrasher et al., 2020). In addition, LMX connects superiors and employees in a relationship that encourages employee performance, adaptability, commitment, and responsibility accepted by employees (Atatsi et al., 2019).

H₁ : Leader Member Exchange has a positive and significant effect on In-Role Performance

LMX does not only involve leaders but involves employees in the form of engagement, enthusiasm, commitment and absorption (Gupta & Sharma, 2018). Furthermore, employees who have higher quality LMX relationships with their superiors are more likely to engage in work (Patnaik & Dubey, 2019). In addition, high-quality LMX affects employee productive work behavior through the employee engagement process (Mercy Kananu et al., 2020).

H₂ : Leader Member Exchange has a positive and significant effect on Employee Engagement

Kahn's conception in (Rabiul et al., 2021) regarding Employee Engagement emphasizes the simultaneous actions of employees. This is further emphasized by Bryne in (Ismail et al., 2019) which states that these actions are supported by cognitive abilities and emotional feelings. This terminology is supported by Bakker (Uddin et al., 2019) in that an employee must also always have a positive outlook on the work environment in Alka Rai et al in (Rai et al., 2018).

H₃ : Employee Engagement has a positive and significant effect on In-Role Performance

H₄ : Employee Engagement berperan memediasi pengaruh Leader Member Exchange terhadap In-Role Performance secara positif dan signifikan

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is individual discretionary behavior that is not directly measured in formal performance systems but increases organizational effectiveness. The concept of OCB involves employee initiatives to help with certain tasks without formal obligations, providing benefits to the organization. This approach is described by Organ in (Kim & Park, 2019). Podsakoff in (Dong & Phuong, 2018) considers OCB as discretionary behavior that can improve organizational performance. The concept of OCB involves employee contributions at various levels of the organization, having a positive impact on overall performance. Organizations that encourage OCB tend to create an attractive work environment and allow employees to maximize their potential. Although beneficial, OCB remains voluntary and cannot be forced by the organization or leadership, in accordance with the views of Isaac and Alam in (Obedgiu et al., 2020). The author concludes that Organizational Citizenship Behavior is a discretionary behavior that shows concern and cooperation that is not mandatory for the organization and its coworkers. Behavior can be shown by actions in helping colleagues, showing empathy for organizational problems and performing additional tasks that are voluntary.

Employees who have high morale and work ethic will complete all their responsibilities and work well. This is in line with the conception of Organizational Citizenship Behavior (OCB). This OCB concept not only aims to improve the work ethic of the employees themselves but voluntarily (Civic Virtue) and high concern (Altruism) help work outside their responsibilities for the achievement of organizational goals. The employee's awareness (Conscientiousness) and attitude of respect for the work of others (Courtesy) without any complaints (Sportsmanship) about the work done will create high organizational performance (Atatsi et al., 2019).

H5 :Organizational Citizenship Behavior has a positive and significant effect on In-Role Performance.

OCB is an individual work discretion that is not explicitly recognized in the organization's formal performance system. This OCB behavior indirectly creates attachment to a larger organization. OCB can provide an effective function for the company because it can increase employee engagement and employee performance (Hermawan et al., 2020).

H6 : Organizational Citizenship Behavior has a positive and significant effect on Employee Engagement

Employees are an organization's most valuable asset if managed properly. Engagement, in this case, can be a solution to create quality human resources and improve employee performance. In addition, EE can also mediate other variables, one of which is OCB on employee performance (Hermawan et al., 2020). Employee engagement is influenced by OCB behavior and ultimately employee engagement can help their colleagues so that there is an increase in team performance (Uddin et al., 2019).

H7 : Employee Engagement plays a role in mediating the effect of Organizational Citizenship Behavior on In-Role Performance positively and significantly.

Job Crafting

Job crafting is an effort by employees to change and re-articulate their tasks, both physically and mentally, so that work feels more meaningful. This concept is explained by Wrzesniewski and Dutton in (Tims et al., 2022). Job crafting can also be interpreted as the spontaneous actions of employees to fulfill their preferences and needs in the work environment. Although this can bring benefits to employees and organizations, the changes that occur are not always in line with the goals and needs of the organization, in accordance with the concept outlined by Schaufeli et al in (Wrzesniewski & Jane, 2001). Job crafting implementation is influenced by proactive attitudes, self-efficacy, self-control, and cognitive abilities. This means that proactive employees tend to make changes that exceed the limits of their duties, and factors such as job dependence, diverse skills, and direct feedback influence job crafting behavior (Tims and Bakker in Teare, 1990). The author concludes that job crafting is the act of proactively redesigning job characteristics according to organizational needs and goals. This action involves changing and adjusting the components of work tasks and resources to make the job more suitable for individual needs, abilities and work styles. This will strengthen employees' attachment to work, make work more enjoyable and maintain job stability and balance.

The concept of job redesign or Job Crafting is an empirical form of an innovative attitude in an organization. Employees who have cognitive crafting abilities in changing the initial paradigm of the purpose and essence of work will make work feel easier and more enjoyable. Employees will also focus on the work done by limiting relationships that are not related to work (relational crafting) will improve the quality of employee performance. The existence of essential job redesign (task crafting) is an implication of innovative employees and produces quality performance. Job crafting has a positive impact on employee performance, structural work resources, and social work data sources (Zhang & Liu, 2021).

H8 : Job Crafting has a positive and significant effect on In-Role Performance

The implementation of the Human Resources conception can increase employees' intrinsic motivation to exercise higher levels of influence and flexibility in their work. Another study also found that Job crafting positively and significantly influences employee engagement. The study only assessed the ways in which employees perform the job crafting dimensions of increasing structural work resources and increasing social work resources. Employees can increase their structural work resources

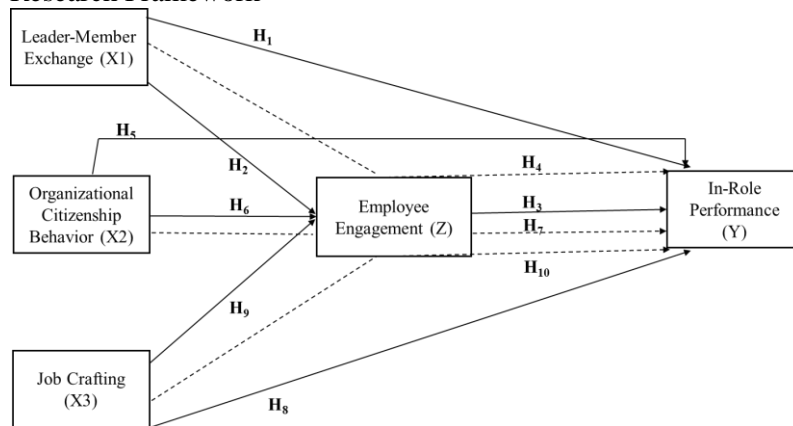
by requesting more resources, depending on different tasks. Pre-planning the different needs of each planned task is essential for the identification and submission of required resources (Murangi & Bailey, 2022). Engaged employees tend to increase their work resources by seeking constant feedback from their coworkers and superiors. In addition, engaged employees are more likely to carry out challenging work tasks and can increase their work demand (Dasgupta & Kumar Dey, 2021). Job crafting tends to make employees feel fully engaged because of the intrinsic motivational power associated with meaningful work, employees are more likely to face work-related activities with passion, dedication, and absorption. (Vermooten et al., 2019)

H9 : Job Crafting has a positive and significant effect on Employee Engagement

Research from (Zhang & Liu, 2021) also found that job crafting can increase work resources and challenging work needs can have a mediating influence on in-role performance through work engagement. This is relevant to research from (Dasgupta & Kumar Dey, 2021) which also states that Job Crafting can proactively balance their work, improve work performance and increase Employee Engagement.

H10: Employee Engagement plays a role in mediating the effect of Job Crafting on In-Role Performance positively and significantly.

Research Framework



METHOD

The research was conducted with a quantitative approach that seeks to describe the phenomena contained in an organization and compare theories and previous relevant research. The variables in this study consist of In-Role Performance Leader Member Exchange, Organizational Citizenship Behavior, Job Crafting and Employee Engagement. In creating research validity, the researcher concluded to use the entire study population, so that the number of research samples was 108 people. This study uses a research instrument in the form of a questionnaire that is filled in based on the personal perspective of each respondent regarding several statements in the research indicators (personally administered questionnaires). The research questionnaire was made in the form of an online questionnaire using Google Form which was distributed to all State Civil Apparatus at the Bantaeng Primary Tax Service Office. This research uses quantitative analysis through Structural Equation Modelling Partial least Square (SEM-PLS) which aims to analyze the relationship between variables.

RESULT AND DISCUSSION

Respondents in this study were all ASNs at KPP Pratama Bantaeng, totaling 108 respondents. Based on gender, it shows that the majority of respondents have male gender, totaling 62 people or 57.41%. The female respondents amounted to 46 people or 42.59%. The respondents' tenure between 6-10 years and more than 15 years totaled 31 people or 28.70%. The smallest group of respondents based on length of service were respondents who had less than 1 year of service, totaling 7 people or 6.48%. The characteristics of respondents based on position show that the majority of respondents have executive

positions totaling 55 people or 50.93%. The smallest group of respondents based on position is the head of the office or echelon III officials, totaling 1 person or 0.93%.

Perceptions or interpretations of 108 respondents in this study were sourced from data on the answers to the research questionnaire. Respondents' perceptions are measured by the Variable Index Value obtained from the results of descriptive statistical analysis of respondents' answers. The clustering of respondents' perceptions based on statistical index values, namely Low (21.6 - 50.3), Medium (50.4 - 79.2) and High (79.3 - 108). The results of statistical analysis processing for each research variable are stated in the following table.

Table 1. Respondents' Perceptions of Each Variable

Variable	Dimensions	Index Value	Interpretation
LME (X1)	Affection	91%	High
	Loyalty	88%	High
	Contribution	89%	High
	Professional Respect	90%	High
OCB (X2)	Altruism	90%	High
	Courtesy	91%	High
	Conscientiousness	88%	High
	Civic Virtue	86%	High
JC (X3)	Sportmanship	89%	High
	Task Crafting	84%	High
	Relational Crafting	88%	High
	Cognitive Crafting	87%	High
EE (Y)	Alignment	88%	High
	Affectiveness	89%	High
	Action Oriented	92%	High
IRP (Z)	Task Performance	91%	High
	Contextual Performance	87%	High

Source: Source: Results of Research Data Processing (2023)

Abbreviation: LME= *Leader Member Exchange*, OCB = *Organizational Citizenship Behavior*, JC = *Job Crafting*, EE = *Employee Engagement*, and IRP = *In Role Performance*

The next analysis is testing the measurement model to explain the relationship between latent variables/constructs and each indicator. This test aims to measure the level of validity and reliability of the research. Validity testing in the Smart PLS application is carried out in 2 stages, namely: Convergent Validity and Discriminant Validity testing.

Based on the image formed in the Smart PLS application, the loading factor value shows valid results for each variable. The results of convergent research testing with the Average Variance Extracted (AVE) value in the Smart PLS application are stated in the following table:

Table 2. Loading Factor and Average Variance Extracted Value of Research Model

Variable	Dimensions	Loading Factor	AVE	Result
----------	------------	----------------	-----	--------

LME (X1)	Affection	0.906	0,772	Valid
	Loyalty	0.888	0,741	Valid
	Contribution	0.901	0,718	Valid
	Professional Respect	0.941	0,848	Valid
OCB (X2)	Altruism	0.863	0,730	Valid
	Courtesy	0.849	0,682	Valid
	Conscientiousness	0.813	0,557	Valid
	Civic Virtue	0.836	0,580	Valid
	Sportmanship	0.941	0,883	Valid
JC (X3)	Task Crafting	0.816	0,596	Valid
	Relational Crafting	0.893	0,715	Valid
	Cognitive Crafting	0.912	0,809	Valid
EE (Y)	Alignment	0.849	0,644	Valid
	Affectiveness	0.868	0,687	Valid
	Action Oriented	0.811	0,563	Valid
IRP (Z)	Task Performance	0.899	0,647	Valid
	Contextual Performance	0.853	0,767	Valid

Source: Results of Research Data Processing in Smart PLS Application (2023)

Abbreviation: LME= Leader Member Exchange, OCB = Organizational Citizenship Behavior, JC= Job Crafting, EE = Employee Engagement, and IRP = In Role Performance

Based on Table 2, the AVE value is greater than 0.5 so it can be concluded that the research model is valid. Reliability testing in Smart PLS is carried out with 2 stages of analysis, namely: Analysis of Composite Reliability and Cronbach Alpha values. Composite Reliability testing is carried out to measure the true reliability value of the research variables. The results of the reliability test in the Smart PLS application can be described as follows:

Table 3. Cronbach's Alpha and Composite Reliability Value of Each Research Model Variable

Research Variables	Cronbach's Alpha	Composite Reliability	Result
Leader Member Exchange	0,937	0,946	Reliable
Organizational Citizenship Behavior	0,912	0,926	Reliable
Job Crafting	0,890	0,911	Reliable
Employee Engagement	0,865	0,894	Reliable
In Role Performance	0,868	0,902	Reliable

Source: Results of Research Data Processing in Smart PLS Application (2023)

Based on Table 3, the Cronbach's Alpha and Composite Reliability values are greater than 0.7 so it can be concluded that the research model is reliable or has reliability in measuring its variables. Hypothesis testing is carried out to test the influence between variables both direct influence and indirect influence. The results showed the influence of the Leader Member Exchange variable on In Role Performance with the following research data processing results.

Table 4. Hypothesis Testing Results

Inter-variable Influence	Original Sample	T Statistics	P Values	Result	Conclusion
LME → IRP	0,252	2,320	0,011	Significant Positive Effect	H1: Accepted
LME → EE	0,336	3,145	0,001	Significant Positive Effect	H2: Accepted

EE → IRP	0,525	4,773	0,000	Significant Positive Effect	H3: Accepted
LME → EE*IRP	0,177	2,502	0,007	Significant Positive Effect	H4: Accepted
OCB → IRP	0,109	0,697	0,244	No Effect	H5: Rejected
OCB → EE	0,424	3,708	0,000	Significant Positive Effect	H6: Accepted
OCB → EE → IRP	0,223	2,794	0,003	Significant Positive Effect	H7: Accepted
JC → IRP	0,002	0,031	0,488	No Effect	H8: Rejected
JC → EE	0,175	1,850	0,034	Positively Affected not Significant	H9: Accepted
JC → EE → IRP	0,092	1,798	0,037	Positively Affected not Significant	H10: Accepted

Source: Results of Research Data Processing in Smart PLS Application (2023)

The relationship between ASN and the Head of Office at KPP Pratama Bantaeng has a centralized role in creating good ASN performance. The results showed a positive and significant influence between Leader Member Exchange and In Role Performance. A qualitative relationship is an implementation of Leader Member Exchange. ASN KPP Pratama Bantaeng feels that there is a qualitative relationship pattern between subordinates and superiors so that the work environment can run conducive. This is characterized by positive feelings, loyalty and respect (Nandedkar & Brown, 2018). Although in the aspect of work appraisal requires clustering of performance status, the existence of understanding between leaders and subordinates in terms of roles and responsibilities will affect the objectivity of performance appraisal (Ertürk et al., 2018). This is related to the conception of Leader Member Exchange which is rooted in trust (Thrasher et al., 2020), giving rise to commitment and responsibility between leaders and employees (Atatsi et al., 2019). The results showed that there is theoretical relevance to the results of empirical research at the Bantaeng Primary Tax Service Office in analyzing the effect of Leader Member Exchange on In Role Performance.

The creation of a qualitative Leader Member Exchange relationship between employees and superiors requires maximum work engagement (Patnaik & Dubey, 2019). The results showed an influence between Leader Member Exchange on Employee Engagement at KPP Pratama Bantaeng. This shows the existence of theoretical relevance to the results of empirical research at KPP Pratama Bantaeng.

In carrying out work, ASN KPP Pratama Bantaeng feels engaged by utilizing all resources to the maximum (Stirpe et al., 2022). The results showed an influence between Employee Engagement on In Role Performance at KPP Pratama Bantaeng. This shows the existence of theoretical relevance to the results of empirical research at KPP Pratama Bantaeng.

The performance of ASN KPP Pratama Bantaeng is basically influenced by many factors, but one of the factors that bridge the quality of work is the feeling of being involved and bound in achieving performance. The existence of a mediating variable in the form of Employee Engagement has a strategic role in strengthening the relationship between Leader Member Exchange and In Role Performance. Employees who have a good relationship with their superiors feel more responsible for work. This high attachment and involvement will affect performance (Ertürk et al., 2018). In addition, employee engagement mediates the relationship between LMX relationships and work role performance (Chaurasia & Shukla, 2013).

Organizational Citizenship Behavior is basically the concern of employees in carrying out work that is not their responsibility voluntarily. ASN KPP Pratama Bantaeng is involved in a lot of non-official work, such as event committees and task forces for temporary work. Basically, this must be balanced

with the implementation of official duties which is a priority aspect in performance appraisal. The difficulty in measuring non-official performance appraisal and imbalance in intensity is one of the fundamental aspects in not creating a direct influence between Organizational Citizenship Behavior and In Role Performance.

ASN KPP Pratama Bantaeng has genuine commitment, dedication, and involvement in their work and the organization as a whole. OCB behavior of ASN KPP Pratama Bantaeng can influence Employee Engagement through improving the positive work climate, increasing job satisfaction, intrinsic motivation, preventing conflict and dissatisfaction, and improving relationships with leaders. Keterlibatan karyawan dipengaruhi oleh perilaku OCB dan akhirnya *engagement* karyawan dapat membantu rekan kerja mereka sehingga terjadi peningkatan kinerja tim (Uddin et al., 2019). Hasil Penelitian menunjukkan *Employee Engagement* berperan memediasi pengaruh *Organizational Citizenship Behavior* terhadap *In-Role Performance*. Hal ini menunjukkan adanya relevansi teoritik dengan hasil penelitian empiris di KPP Pratama Bantaeng.

Refinement of KPI is a strategic step in responding to less effective work considering that the KPI of each position is often updated. Procedural and formalistic work and periodic IKU updates are responded to by ASN KPP Pratama Bantaeng to redesign work with Job Crafting. However, this does not seem to be measurable and standardized so that the research results show that there is no influence between Job Crafting on In Role Performance.

Job Crafting tends to make employees feel fully engaged because of the strength of intrinsic motivation associated with meaningful work, employees are easier to face work-related activities with enthusiasm, dedication, and absorption (Vermooten et al., 2019). The results showed an insignificant influence between Job Crafting on Employee Engagement. The level of significance can occur due to several fundamental aspects, such as an unsupportive organizational context (government sector), individual variability (response or feed back of colleagues from job redesign), the action is only quantity-oriented, and the behavior is not carried out on an ongoing basis.

The results of previous research show that there is no direct influence between Job Crafting on In-Role Performance. Employee Engagement acts as a lighter in mediating the influence of Job Crafting and In-Role Performance. Job crafting conceptions can increase work resources and challenge work needs can have a mediating influence on in-role performance through work engagement (Zhang & Liu, 2021). Furthermore, Job Crafting behaviors can proactively balance their work, improve work performance and increase Employee Engagement. (Dasgupta & Kumar Dey, 2021).

CONCLUSION

Based on the research results, it can be concluded that: 1) Leader Member Exchange has a positive and significant effect on In Role Performance at KPP Pratama Bantaeng. This means that the performance of ASN KPP Pratama Bantaeng is influenced by the existence of a qualitative relationship in the form of mutual trust, respect, and appreciation between leaders and subordinates. 2) Leader Member Exchange has a positive and significant effect on Employee Engagement at KPP Pratama Bantaeng. This means that a good pattern of leadership and subordinate relationships will create employee attachment and work involvement. 3) Employee Engagement has a positive and significant effect on In Role Performance at KPP Pratama Bantaeng. This means that employee performance can basically be achieved if it is based on the intrinsic paradigm of each ASN in attachment and involvement in every aspect of work. 4) Employee Engagement plays a role in mediating the effect of Leader Member Exchange on In-Role Performance at KPP Pratama Bantaeng positively and significantly. This means that ASNs who feel bound and involved in work will improve their performance when a qualitative relationship is created between leaders and subordinates. 5) Organizational Citizenship Behavior has no effect on In Role Performance at KPP Pratama Bantaeng. This means that OCB behavior requires

standardization and work balance so that it will relevantly affect In Role Performance. 6) Organizational Citizenship Behavior has a positive and significant effect on Employee Engagement at KPP Pratama Bantaeng. This means that the discretionary behavior of ASN KPP Pratama Bantaeng in helping to complete work is a manifestation of attachment and involvement in each task. 7) Employee Engagement plays a role in mediating the effect of Organizational Citizenship Behavior on In-Role Performance at KPP Pratama Bantaeng positively and significantly. This means that the balance of the implementation of official and non-official duties will occur when employees interpret work in a measurable manner so as to create quality performance. 8) Job Crafting has no effect on In Role Performance at KPP Pratama Bantaeng. This means that the job redesign carried out does not have a direct influence on improving performance by taking into account the organizational context and response to updates between colleagues. 9) Job Crafting has a positive and significant effect on Employee Engagement at KPP Pratama Bantaeng. This means that the action of job redesign will create attachment and involvement of ASN KPP Pratama Bantaeng in carrying out each of their jobs. 10) Employee Engagement plays a role in mediating the effect of Job Crafting on In-Role Performance at KPP Pratama Bantaeng positively and significantly. This means that with a feeling of being attached and involved in carrying out work, the ASN KPP Pratama Bantaeng will redesign the job which is positive and significant.

REFERENCES

- Atatsi, E. A., Stoffers, J., & Kil, A. (2019). Factors affecting employee performance: a systematic literature review. In *Journal of Advances in Management Research* (Vol. 16, Issue 3, pp. 329–351). Emerald Group Holdings Ltd. <https://doi.org/10.1108/JAMR-06-2018-0052>
- Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359–1378. <https://doi.org/10.1177/0018726712453471>
- Chaurasia, S., & Shukla, A. (2013). The influence of leader-member exchange relations on employee engagement and work role performance. *International Journal of Organization Theory and Behavior*, 16(4), 465–493. <https://doi.org/10.1108/IJOTB-16-04-2013-B002>
- Chen, X., Wei, S., Davison, R. M., & Rice, R. E. (2020). How do enterprise social media affordances affect social network ties and job performance? *Information Technology and People*, 33(1), 361–388. <https://doi.org/10.1108/ITP-11-2017-0408>
- Dasgupta, M., & Kumar Dey, A. (2021). Mediating role of job crafting in the relationship between organisational culture and employee engagement. In *Int. J. Indian Culture and Business Management* (Vol. 22, Issue 1).
- Dong, L. N. T., & Phuong, N. N. D. (2018). Organizational justice, job satisfaction and organizational citizenship behavior in higher education institutions: A research proposition in Vietnam. *Journal of Asian Finance, Economics and Business*, 5(3), 113–119. <https://doi.org/10.13106/jafeb.2018.vol5.no3.113>
- Ertürk, A., Van den Broeck, H., & Verbrugghe, J. (2018). Self-other agreement on transformational leadership and subordinates' assessment of supervisor's performance: Mediating role of leader-member exchange. *Leadership and Organization Development Journal*, 39(2), 291–308. <https://doi.org/10.1108/LODJ-02-2016-0048>
- Gupta, N., & Sharma, V. (2018). Relationship between leader member exchange (LMX), high-involvement HRP and employee resilience on extra-role performance: Mediating role of employee engagement. *Journal of Indian Business Research*, 10(2), 126–150. <https://doi.org/10.1108/JIBR-09-2017-0147>
- Hermawan, Thamrin, H. M., & Susilo, P. (2020). Organizational Citizenship Behavior and Performance: The Role of Employee Engagement. *Journal of Asian Finance, Economics and Business*, 7(12), 1089–1097. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO12.1089>

- Iskamto, D. (2022). Analysis of The Impact of Competence on Performance: An Investigative In Educational Institutions. *Asean International Journal of Business*, 1(1), 68–76. <https://doi.org/10.54099/aijb.v1i1.74>
- Iskamto, D. (2023). Organizational Culture and Its Impact on Employee Performance. *International Journal of Management and Digital Business*, 2(1), Article 1. <https://doi.org/10.54099/ijmdb.v2i1.584>
- Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee engagement and job performance in Lebanon: the mediating role of creativity. *International Journal of Productivity and Performance Management*, 68(3), 506–523. <https://doi.org/10.1108/IJPPM-02-2018-0052>
- Kim, E. J., & Park, S. (2019). The role of transformational leadership in citizenship behavior: Organizational learning and interpersonal trust as mediators. *International Journal of Manpower*, 40(7), 1347–1360. <https://doi.org/10.1108/IJM-12-2018-0413>
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet Henrica, C. W., & Van Der Beek, A. J. (2011). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856–866. <https://doi.org/10.1097/JOM.0b013e318226a763>
- Laksmi, A. C., & Piniji, L. S. (2022). Pottery MSMEs in Kasongan, Bantul, and Behavioral Intention to Use E-Wallet. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), Article 1. <https://doi.org/10.54099/aijms.v1i1.283>
- Mercy Kananu, K., Ambrose, K., & Joel, T. (2020). The Effect of Employee Engagement on the Relationship Between Leader-Member Exchange and Innovative Work Behaviour in Kenya. *Journal of Business and Economic Development*, 5(3), 113. <https://doi.org/10.11648/j.jbed.20200503.11>
- Murangi, A., & Bailey, L. (2022). Employee engagement of special needs teachers in Windhoek, Namibia: The moderating role of job crafting. *SA Journal of Industrial Psychology*, 48. <https://doi.org/10.4102/sajip.v48i0.1964>
- Nandedkar, A., & Brown, R. S. (2018). Transformational leadership and positive work outcomes: A framework exploring the role of LMX and distributive justice. *International Journal of Organization Theory and Behavior*, 21(4), 315–327. <https://doi.org/10.1108/IJOTB-09-2018-0105>
- Nurokhim. (2022). *Pengaruh LMX dan Motivasi Kerja terhadap*.
- Obedgiu, V., Nkurunziza, G., Simiyu, G., & Lubogoyi, B. (2020). An investigation of key predictors of organizational citizenship behavior of civil servants: Empirical evidence from Uganda. *International Journal of Organization Theory and Behavior*, 23(2), 101–119. <https://doi.org/10.1108/IJOTB-03-2019-0041>
- Patnaik, A., & Dubey, R. (2019). Impact of Leadership on Employee Engagement and Intent to Stay. In *International Journal on Leadership* (Vol. 7, Issue 2). <http://publishingindia.com/ijl/>
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Peran Organizational Citizenship Behavior (OCB), Transformational and Digital Leadership Terhadap Kinerja Melalui Mediasi Komitmen Organisasi Pada Family Business. *Jurnal Ilmiah Manajemen Sumber Daya Manusia*, 4(3). <https://ssrn.com/abstract=3987573>
- Rabiul, M. K., Mohamed, A. E., Patwary, A. K., Yean, T. F., & Osman, S. Z. (2021). Linking human resources practices to employee engagement in the hospitality industry: the mediating influences of psychological safety, availability and meaningfulness. *European Journal of Management and Business Economics*. <https://doi.org/10.1108/EJMBE-12-2020-0347>
- Rai, A., Ghosh, P., Chauhan, R., & Singh, R. (2018). Improving in-role and extra-role performances with rewards and recognition: Does engagement mediate the process? *Management Research Review*, 41(8), 902–919. <https://doi.org/10.1108/MRR-12-2016-0280>
- Salehzadeh, R. (2019). Leader–member exchange in public organizations: a qualitative study. *International Journal of Public Leadership*, 16(1), 59–87. <https://doi.org/10.1108/ijpl-08-2019-0054>
- Setyawati, S. M., & Nugrohoseno, D. (2019). Praktik SDM, Job Crafting dan Work Engagement Terhadap Kinerja Karyawan. In *Jurnal Ilmu Manajemen* (Vol. 7).
- Sidabalok, S., Rosyetti, R., Zamaya, Y., & Misdawita, M. (2023). Theory of Planned Behavior in Analyzing The decision of Muslim consumers to become members of 212 Mart Pekanbaru City.

- ADPEBI International Journal of Business and Social Science, 3(1), Article 1. <https://doi.org/10.54099/aijbs.v3i1.558>
- Stirpe, L., Profili, S., & Sammarra, A. (2022). Satisfaction with HR practices and employee performance: A moderated mediation model of engagement and health. *European Management Journal*, 40(2), 295–305. <https://doi.org/10.1016/j.emj.2021.06.003>
- Syarif, A., & Putri, A. (2022). The Influence of Financial Attitude, Financial Knowledge, and Personal Income on Personal Financial Management Behavior. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), Article 1. <https://doi.org/10.54099/aijms.v1i1.226>
- Syihhabudin, S., Hariri AP, A., Saputra, J., Iskanto, D., & Juariyah, L. (2023). Moderating effect of self efficacy and workload to work environment: Work engagement relationship of hotel employees in Malang City. *Revista Iberoamericana de Psicología Del Ejercicio y El Deporte*, 18(1), 1–5.
- Teng, C. C., Lu, A. C. C., Huang, Z. Y., & Fang, C. H. (2020). Ethical work climate, organizational identification, leader-member-exchange (LMX) and organizational citizenship behavior (OCB): A study of three star hotels in Taiwan. *International Journal of Contemporary Hospitality Management*, 32(1), 212–229. <https://doi.org/10.1108/IJCHM-07-2018-0563>
- Thrasher, G., Dickson, M., Biermeier-Hanson, B., & Najor-Durack, A. (2020). Social identity theory and leader–member exchange: individual, dyadic and situational factors affecting the relationship between leader–member exchange and job performance. *Organization Management Journal*, 17(3), 133–152. <https://doi.org/10.1108/OMJ-04-2019-0719>
- Tims, M., Twemlow, M., & Fong, C. Y. M. (2022). A state-of-the-art overview of job-crafting research: current trends and future research directions. *Career Development International*, 27(1), 54–78. <https://doi.org/10.1108/CDI-08-2021-0216>
- Uddin, M. A., Mahmood, M., & Fan, L. (2019). Why individual employee engagement matters for team performance?: Mediating effects of employee commitment and organizational citizenship behaviour. *Team Performance Management*, 25(1–2), 47–68. <https://doi.org/10.1108/TPM-12-2017-0078>
- Vermooten, N., Boonzaier, B., & Kidd, M. (2019). Job crafting, proactive personality and meaningful work: Implications for employee engagement and turnover intention. *SA Journal of Industrial Psychology*, 45. <https://doi.org/10.4102/sajip.v45i0.1567>
- Wrzesniewski, A., & Jane, E. (2001). *Chapter 1 Introduction To Job*. 1–25.
- Zhang, C., & Liu, L. (2021). The effect of job crafting to job performance. *Knowledge Management Research and Practice*, 19(2), 253–262. <https://doi.org/10.1080/14778238.2020.1762517>