



# The role of job crafting in mediating the relationship between conscientiousness and job performance: Insights from knowledge workers in the FMCG industry

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## ABSTRACT

**Background:** The development of Fast-Moving Consumer Goods (FMCG) presents challenges in enhancing job performance. While personality traits, particularly conscientiousness, are known to directly influence job performance, there is limited understanding of how job crafting behavior contributes to this relationship.

**Purpose:** This research investigates the role of job crafting (task crafting, relational crafting, & cognitive crafting) in mediating the relationship between conscientiousness and job performance (task & contextual performance).

**Method:** Quantitative research was conducted with 185 participants who are knowledge workers in a Fast-Moving Consumer Goods (FMCG) company with an average of 29.67 years old ( $SD = 4.50$ ), with a minimum of 1 year of tenure. Data analysis using Confirmatory Factor Analysis (CFA) and linear regression.

**Findings:** Results indicated that task crafting, relational crafting, and cognitive crafting worked as a partial mediator in the relationship between conscientiousness and task performance. Meanwhile, the relationship between conscientiousness and contextual performance was insignificant, indicating the need of further study regarding work engagement and job characteristics of FMCG employees.

**Implication:** The result encouraged organizations to support job crafting by providing training and facilitating job modification.

## KEYWORDS

conscientiousness; job crafting; job performance; knowledge worker

## Introduction

Fast Moving Consumer Goods (FMCG) companies are companies that produce essential household items which are sold and consumed rapidly at relatively low prices. This includes products such as snacks, beverages, cosmetics, and soaps. As of 2022, the FMCG industry is the fourth largest contributor to the Indonesian economy (Moca, 2023). The sector's growth in Indonesia is driven by a rising population, which increases the demand for household products (Nurhayati-Wolff, 2023). However, the development of FMCG companies is inseparable from challenges such as advancement technology, shift in manufacturing processes, and evolving consumers preferences (Petrone, 2018). To address these challenges and foster business development, organizations require job performance enhancement.

Job performance is defined as employee behavior which supports organizational goals (Koopmans et al., 2011). Job performance consists of two aspects, namely task performance and contextual performance. Task performance refers to employee behaviors aimed to complete tasks in accordance with the job description, thereby directly and indirectly benefiting the organization. Contextual performance refers to employee behaviors that go beyond mandatory duties, such as helping to do the work of colleagues who are absent or providing moral support to colleagues.

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Researchers have been studying job performance since the 1970s, and it has remained a central construct in organizational research over the past century (Carpini et al., 2017). Initial efforts focused on defining and conceptualizing job performance, followed by investigations into its correlation with various factors across industries. Researchers have been investigating the relationship between job performance and other dimensions such as, work engagement (Demerouti et al., 2010), work meaning (Shang, 2022), and motivation (Jalagat, 2016). Work engagement and work meaning increased job performance by having a positive motivation and proactive behavior of the employee (Demerouti et al., 2010; Shang, 2022). Research by Jalagat (2016) shows that job performance and motivation functioned interdependently with each other, therefore the increase of motivation could have a positive impact on job performance as well. While those variables can be improved over time, personality remains stable (Abrahams et al., 2023). Personality as a basic of human being, influencing individual career choice, work styles, and ability to build relationship with others (Geldenhuis & Peral, 2020; Judge et al., 2013). Consequently, personality was a crucial factor in predicting job performance. Additionally, the relationship between personality and job performance has been showing inconsistent findings. Due to the complex nature of personality, research has produced varying results concerning its relationship with job performance (Zell & Lesick, 2022). Therefore, this study aims to enhance our understanding of the relationship between personality and job performance.

Personality is a pattern of thoughts, feelings, and behaviors that influences individuals' decisions and choices throughout their lives (Goldberg, 1990). Personality is a higher order construct which differs between individual (Bakker et al., 2023). Based on the big five personality theory, personality has five dimensions, namely conscientiousness, openness, extraversion, agreeableness, and neuroticism (Costa Jr, 1996). Among these, conscientiousness is the most significant predictor of job performance (Wilmot & Ones, 2019). Conscientiousness characterizes individuals who are very disciplined and organized. Unlike extraversion and agreeableness, which primarily influence jobs requiring extensive interpersonal interactions, conscientiousness has a strong impact across various job types (Costa Jr, 1996; Wihler et al., 2023). Furthermore, conscientiousness, particularly the trait of discipline, has been found to positively mediate the negative relationship between workload and job performance (Sataputera & Rostiana, 2022). Consequently, this study emphasizes the role of conscientiousness in job performance.

Hypothesis 1: Conscientiousness has a significant positive relationship with task performance (1a) and contextual performance (1b).

Although conscientiousness has a strong influence on job performance, it remains a relatively stable trait (Bakker et al., 2023). Therefore, identifying a variable that can mediate the relationship between conscientiousness and job performance is crucial. According to the Job Demand and Resources (JD-R) theory developed by Bakker et al. (2023), job crafting can moderate the relationship between personality and job performance. Personality is considered as a personal resource, while job performance is viewed as an outcome. Job crafting expected to increase both personal and job resources, therefore giving a positive outcome shown by job performance.

Job crafting is an individual initiative to modify job design to better align with personal preferences (Wrzesniewski & Dutton, 2001). By engaging in job crafting, individuals can optimize job characteristics, enhance work engagement, and improve the person-job fit, which can positively impact job performance (Rudolph et al., 2017; Tims et al., 2015). Additionally, job crafting can increase job resources, thereby reducing stress and mitigating negative outcomes such as burnout and turnover intention (Bakker et al., 2023). This is particularly relevant for FMCG employees, who experience 30% higher stress levels compared to employees in other industries (Coggins et al., 2021). Consequently, this study explores the mediating role of job crafting in the relationship between conscientiousness and job performance.

According to Wrzesniewski and Dutton (2001), individuals engaging in job crafting make changes in three areas: (a) tasks (task crafting), (b) relationships (relational crafting), and (c) cognition (cognitive crafting). Task crafting involves altering the amount or methods of work to complete tasks and responsibilities. For example, individuals may proactively find ways to automate routine tasks through technology, thereby accelerating work processes and improving accuracy. Relational crafting involves changes in how individuals interact with others, both within and outside the organization. For instance, an individual might regularly prompt colleagues to complete tasks or actively participate in work-related social activities. Cognitive crafting involves revisiting or reflecting on the job's significance for the individual and their environment. For example, an individual may connect their work to broader life goals or meanings.

Conscientiousness is significantly positively related to job crafting. Employees with high levels of conscientiousness are more likely to engage in job crafting behaviors to demonstrate performance and commitment to their work, and to align their job tasks with personal values and/or preferences (Liu et al., 2020). Research by Bell and Njoli (2016) and Gori et al. (2021) indicates a significant positive relationship between conscientiousness and overall job crafting. However, there is a lack of research on the relationship between conscientiousness and each specific dimension of job crafting. Wrzesniewski and Dutton (2001) suggest that personality, work situation, and work meaning can influence the intensity of each dimension of job crafting. Therefore, the first hypothesis in this study is that conscientiousness has a significant positive relationship with all dimensions of job crafting.

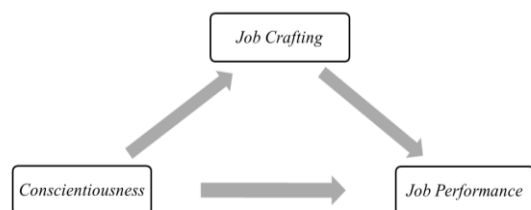
Hypothesis 2: Conscientiousness has a significant positive relationship with cognitive crafting (2a), task crafting (2b), and relational crafting (2c).

Geldenhuys and Peral (2020) found that different personality types exhibit varying tendencies toward job crafting behaviors, leading to diverse outcomes in job performance. While their research highlights the predictive role of personality and job crafting on job performance, it does not specifically address how conscientiousness interacts with task crafting, relational crafting, and cognitive crafting.

Lee (2018) suggests that although job crafting can occur in various forms, it is often limited to cognitive crafting. Knowledge workers, who require specific knowledge, skills, and creativity, are in a better position to engage in task, relational, and cognitive crafting (Bhatti et al., 2017). These workers possess the intellectual capital needed for significant organizational transformations (Yan et al., 2011). Therefore, the impact of job crafting on knowledge workers is broader and more pronounced (Lee, 2018), which is why this study focuses on knowledge workers within the FMCG industry. Thus, further investigation is needed to identify how conscientiousness influences job performance specifically among knowledge workers in the FMCG sector.

Hypothesis 3a: The relationship between conscientiousness and task performance is mediated by job crafting (cognitive crafting, task crafting, and relational crafting).

Hypothesis 3b: The relationship between conscientiousness and contextual performance is mediated by job crafting (cognitive crafting, task crafting, and relational crafting).



**Figure 1.** *Conceptual Framework Hypothesis*

## Method

### Sample

This study involved 185 employees from Fast-Moving Consumer Goods (FMCG) companies in the Jakarta-Bogor-Depok-Tangerang-Bekasi (Jabodetabek) metropolitan area of Indonesia who agreed to participate in the online research questionnaire. All participants were permanent knowledge workers with over one year of work experience. The average age of the participants was 29.67 years ( $SD = 4.50$ ). Educational qualifications included bachelor's degrees (86.5%) and master's degrees (13.5%). Specifically, 70.8% were employed for 1-5 years, 22.7% for 5-10 years, and 6.5% for more than 10 years. The group consisted of 106 women (57.3%) and 78 men (42.2%). Their roles varied across the manufacturing and supply chain (45.4%), management support (22.2%), sales and marketing (19.5%), IT (6.5%), research and development (4.3%), and finance (2.2%).

### Instrument

There were three instruments used to measure each of the variables. Each of the instrument were translated from English to Indonesian. Validity was tested using SPSS.

Conscientiousness was measured using the NEO Five-Factor Inventory (McCrae & Costa Jr, 2004). The measurement consists of 11 questions. Semantic differential scales with a range from one of five were used. Example of a positive item: "I am a person who is ... in completing my tasks/work." ("*Saya tergolong orang yang ... dalam menyelesaikan tugas/pekerjaan saya.*"), the option on the left is: "less disciplined" ("*kurang disiplin*"; score 1), the option on the right is: "very disciplined" ("*sangat disiplin*"; score 5). Example of a negative item: "I tend to be more ... person" ("*Saya cenderung...*"), the option on the left is: "organized" ("*terencana*"; score 5), the option on the right is: "spontaneous" ("*spontan*"; score 1). The internal consistency reliability coefficient was .83.

Job performance was assessed using the Individual Work Performance Questionnaire (IWPQ; Koopmans et al., 2014). This measure evaluates two dimensions: task performance and contextual performance. Task performance and contextual performance were measured through 4 questions each with semantic differential scales from one to five. Example of task performance negative items: "I am ... manage my time to complete various tasks/jobs." ("*Saya ... membagi waktu untuk menyelesaikan berbagai tugas/pekerjaan.*"), the options on the left is: "able" ("*mampu*"; score 5), the option on the right is: "unable" ("*kurang mampu*"; score 1). Example of contextual performance positive item: "I ... propose ideas to improve work situations/conditions." ("*Saya ... mengusulkan ide-ide untuk memperbaiki situasi/kondisi kerja.*"), the options on the left is: "rarely" ("*jarang*"; score 1), the option on the right is: "often" ("*sering*"; score 5). The internal consistency reliability coefficient for task performance and contextual performance were .86 and .70, respectively.

Job crafting was measured using the Job Crafting Questionnaire (JCQ; Slemp & Vella-Brodick, 2013). This measure evaluates cognitive crafting, task crafting, and relational crafting. Unlike the NEO Five-Factor Inventory and the Individual Work Performance Questionnaire (IWPQ), which utilize a five-point semantic differential scale, the Job Crafting Questionnaire (JCQ) employs a six-point semantic differential scale.

Cognitive crafting was measured through 5 items. Example of a positive item: "I think that my current job are ... to make my quality (knowledge, skills, etc.) better." ("*Saya berpikir bahwa pekerjaan saya saat ini ... membuat kualitas diri saya (pengetahuan, keterampilan, dll) menjadi lebih baik.*"), the choices on the left are: "not yet able" ("*belum mampu*"; score 1), the option on the right is: "able" ("*mampu*"; score 6). Example of a negative item: "I ... how tasks/work can increase my happiness (well-being)." ("*Saya ... bagaimana agar tugas/pekerjaan dapat meningkatkan kebahagiaan (well-being) saya.*"), options on the left are: "understand" ("*memahami*"; score 6), the option on the right is: "do not understand" ("*kurang memahami*"; score 1). The internal consistency reliability coefficient for cognitive crafting was .71.

Task crafting is measured through 4 items. Example of a positive item: “I ... make modifications/updates to methods/procedures to complete current tasks.” (“*Saya ... melakukan modifikasi/pembaruan terhadap metode/prosedur untuk menyelesaikan tugas-tugas yang ada saat ini.*”), the options on the left are: “rarely” (“*jarang*”; score 1), the option on the right is: “often” (“*sering*”; score 6). The internal consistency reliability coefficient for task crafting was .73.

Relational crafting is measured through 6 items. Example of a positive item: “I ... try to talk with my coworkers to get to know them better.” (“*Saya ... berusaha untuk berbincang dengan rekan kerja saya agar dapat mengenal mereka dengan lebih baik.*”), the options on the left are: “rarely” (“*jarang*”; score 1), the option on the right is: “often” (“*sering*”; score 6). Example of a negative item: “I am ... initiate/invite coworkers to organize special day celebrations (e.g., birthdays, achievements, etc.).” (“*Saya ... menginisiasi/mengajak rekan kerja untuk mengadakan perayaan hari spesial (misalnya ulang tahun, pencapaian prestasi, buka puasa bersama, dll.)*”), the option on the left is: “willing to” (“*senang*”; score 6), the option on the right is: “not interested in” (“*kurang senang*”; score 1). The internal consistency reliability coefficient for relational crafting measures was .71.

### **Analytical Technique**

The research was conducted using a quantitative approach through an online questionnaire distributed to employees in the Fast-Moving Consumer Goods (FMCG) industry within the Jabodetabek metropolitan area. In addition to the primary data collected using measurement instruments, the questionnaire included demographic questions related to gender, age, highest level of education, tenure with the current company, job type, and job position. The order of the questions was randomized to minimize potential errors or biases in responses. Participants were informed that they would have access to the research findings.

Data collection took place from May 7, 2024, to May 26, 2024. Following data collection, the research proceeded with data processing. Data analysis was performed using Confirmatory Factor Analysis (CFA) conducted with the JASP program. Additionally, the One-Sample Kolmogorov-Smirnov Test and linear regression analyses were carried out using the SPSS program.

CFA testing was conducted on each variable and resulted in a goodness of fit index value higher than .9, which indicates the model fits (Table 1). Therefore, the validity of all research variables is in accordance with the basic theoretical construction.

**Table 1**

#### **Model Fit Analysis Results**

Dimension	$\chi^2$	df	p	SRMR	GFI
1. Task Performance	9.72	2	.008	.026	.996
2. Contextual Performance	30.59	5	<0.01	.072	.996
3. Cognitive Crafting	31.74	5	<0.01	.063	.995
4. Task Crafting	19.10	9	.024	.041	.996
5. Relational Crafting	33.96	9	<0.01	.061	.994
6. Conscientiousness	162.72	44	<0.01	.077	.982

### **Result and Discussion**

Descriptive statistics and Pearson’s Product-Moment correlations among conscientiousness, job performance, and job crafting dimensions are summarized in Table 2. The analysis reveals that conscientiousness is significantly positively correlated with task performance ( $r = .68, p < .01$ ), thereby supporting Hypothesis 1a. This finding aligns with prior research (Wihler et al., 2023), indicating that the attributes of diligence and orderliness associated with conscientiousness contribute directly to improved task performance. Individuals with high conscientiousness tend to be more organized, which fosters a sense of responsibility, and ultimately enhances task effectiveness. Research by Debusscher et al. (2016) shows similar results, whereas conscientiousness has a positive correlation with momentary task performance.

**Table 2***Descriptive Data and Correlations between Dimensions*

Dimension	Mean	SD	1	2	3	4	5	6
1. Task Performance	3.54	1.12	(.86)					
2. Contextual Performance	3.61	0.77	-.20**	(.70)				
3. Cognitive Crafting	3.90	0.87	.43**	.17*	(.71)			
4. Task Crafting	3.54	0.86	.38**	.10	.26**	(.73)		
5. Relational Crafting	3.87	0.79	.15*	.25**	.31**	.32**	(.71)	
6. Conscientiousness	3.41	0.69	.68**	-.01	.46**	.49**	.29**	(.83)

*Notes.* The number on the diagonal of the table enclosed in brackets () indicates the internal consistency reliability coefficient.

\* $p < .05$ . \*\* $p < .01$ .

Conversely, conscientiousness does not show a significant relationship with contextual performance ( $r = -.01$ ,  $p > .05$ ), thus failing to support Hypothesis 1b. This non-significant relationship may be attributed to complex factors such as work engagement (Amran et al., 2022; Djayanti et al., 2020; Jiang et al., 2022; Sataputera & Rostiana, 2022) and job characteristics (Sen & Dulara, 2017), which often mediate the impact of job crafting on contextual performance. Additionally, high levels of stress or job demands may result in task crafting (e.g., flextime) negatively affecting contextual performance, particularly in individuals with weak work-non-work boundaries (Nuraini & Suyasa, 2019). On a high-stress or demanding environments, individuals may prioritize task performance over contextual performance due to limited resources (Jawahar & Ferris, 2011). Task performance often yields more measurable outcomes compared to contextual performance, prompting individuals to focus on task performance, which leads to clearer performance appraisal and recognition (Carpini et al., 2017; Jawahar & Ferris, 2011).

Conscientiousness is significantly positively correlated with cognitive crafting ( $r = .46$ ,  $p < .01$ ), task crafting ( $r = .49$ ,  $p < .01$ ), and relational crafting ( $r = .29$ ,  $r < .01$ ), supporting Hypotheses 2a, 2b, and 2c, respectively. Individuals with high conscientiousness display strong responsibility and motivation to achieve goals, which fosters cognitive crafting (Geldenhuis & Peral, 2020). Their high diligence and accuracy also enable them to engage in task crafting effectively (Wilmot & Ones, 2019). Furthermore, high conscientiousness is associated with behaviors that foster positive relationships, thus enhancing relational crafting (Wilmot & Ones, 2019).

### ***Conscientiousness, Job Crafting, and Task Performance***

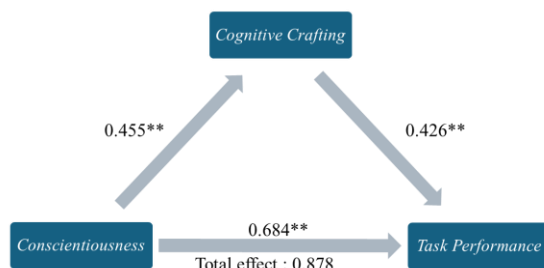
The results of the linear regression analysis, presented in Figures 2, 3, and 4, support Hypothesis 3a. The total effect in the mediation of cognitive crafting (0.878), task crafting (0.872), and relational crafting (0.728) are greater than the direct effect of conscientiousness and task performance (0.684), indicating that cognitive crafting, task crafting, and relational crafting partially mediate the relationship between conscientiousness and task performance. Among these, cognitive crafting has the highest mediating effect (0.878), followed by task crafting (0.872), with relational crafting showing the lowest effect (0.728). Conscientiousness acts as personal resources, which provides access to job resources (e.g., task variety, skill variety, feedback) and help individuals manage job demands (e.g., workload, work conflict, role stress) (Bakker et al., 2023). This research shows that job crafting behavior (cognitive, task, and relational crafting) could increase both job and personal resources to increase task performance.

Cognitive crafting mediates the relationship between conscientiousness and task performance, by altering individuals' perceptions of their work, enhances their motivation and effectiveness without altering the tasks themselves (Slemp & Vella-Brodrick, 2013; Wrzesniewski & Dutton, 2001). Individuals with high conscientiousness, who are systematic and focused on goals, are likely to engage in cognitive crafting to maintain structured task performance while

adhering to established rules. Cognitive crafting also enables individuals to engage in reflective thinking, leading to increased motivation and sense of ownership over their work (Noesgaard & Jørgensen, 2024). Therefore, by altering cognitive crafting, individuals could better align their work or job demand with personal resources (e.g., personality), resulting in improved task performance (H. Li et al., 2020).

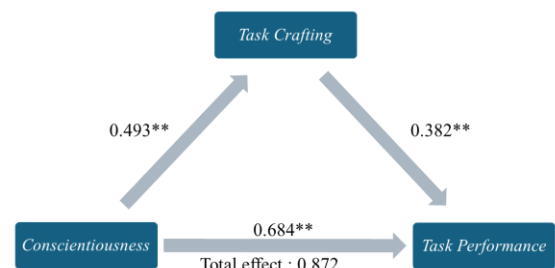
Task crafting also partially mediates the relationship between conscientiousness and task performance. Research by Geldenhuys and Peral (2020) supports this finding, suggesting that individuals who are organized and disciplined engage in task modifications that enhance their task performance. Individuals with high conscientiousness can leverage their natural inclination of orderliness to improve tasks, particularly those which require precision, accuracy, and effective management. Additionally, conscientious individuals often seek challenges in job demands or tasks that align with their interests and skills (Demerouti & Bakker, 2014). By engaging in task crafting to modify those tasks, they can further enhance their task performance.

Relational crafting also partially mediates the relationship between conscientiousness and task performance, supporting Hypothesis 3a. This result contrasts with Geldenhuys and Peral, (2020), who found no significant relationship between relational crafting and task performance. This discrepancy may be due to the unique nature of knowledge workers, where social skills and supportive relationships can significantly impact performance (Tsai et al., 2010; Tymon & Stumpf, 2003). Nonetheless, the effect of relational crafting on task performance is smaller compared to cognitive and task crafting. Individuals with high conscientiousness may engage in relational crafting to foster better interpersonal interactions. This encourages individuals to take on additional responsibilities and assist others, therefore enhancing their task performance (Geldenhuys et al., 2021). Conscientious individuals often set a positive example, encourage other employees, and create a supportive environment, which contributes to improved task performance (Bakker et al., 2023; S. Li et al., 2022).



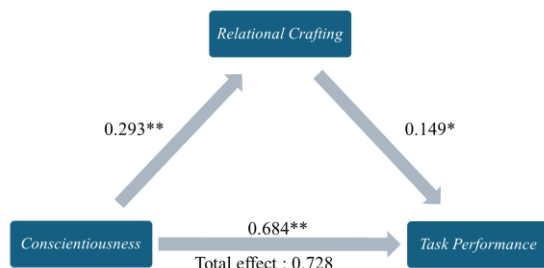
**Figure 2.** Path Diagram of The Relationship Between Conscientiousness, Cognitive Crafting, and Task Performance

\*\* $p < .01$



**Figure 3.** Path Diagram of The Relationship Between Conscientiousness, Task Crafting, and Task Performance

\*\* $p < .01$



**Figure 4.** Path Diagram of The Relationship Between Conscientiousness, Relational Crafting, and Task Performance

\* $p < .05$ . \*\* $p < .01$ .

### ***Conscientiousness, Job Crafting, and Contextual Performance***

Based on Pearson's Product-Moment correlation analysis, the relationship between conscientiousness and contextual performance was found to be non-significant. Thus, the mediation effect was not tested further.

This study demonstrates how individuals could benefit from job crafting behavior (cognitive, task, & relational crafting) to enhance their task performance, suggesting that individuals should actively engage in these practices. Furthermore, organizations should consider aligning personalities with roles that suitable with the traits, ultimately improving performance. Organizations should encourage job crafting behavior, by allowing individuals to modify jobs, providing flexible environments, and developing relevant training and development programs.

The limitations of this study include the use of self-report questionnaires, which may introduce participant bias. Additionally, the absence of sensitivity analysis could lead to inaccuracies in estimating the validity of the role of conscientiousness in job performance (Kepes & McDaniel, 2015; Rudolph et al., 2017).

Future research could explore other personality traits to provide a comprehensive view of how job crafting mediates the relationship between personality and job performance. Additionally, experimental studies investigating the mediating role of job crafting in the relationship between personality and job performance are recommended. Such studies could further examine job crafting methods that effectively mediate various personality traits, thereby enhancing job performance.

### **Conclusion**

As FMCG companies navigate ongoing disruptions and challenges, enhancing employee performance becomes increasingly critical. This study demonstrates that conscientiousness is positively associated with cognitive, task, and relational crafting. This indicates that individuals with high conscientiousness are more inclined to engage in job crafting behaviors that enhance their work experience. Notably, job crafting partially mediates the relationship between conscientiousness and task performance, with cognitive crafting exhibiting the most substantial mediating effect, followed by task crafting and relational crafting. This suggests that job crafting can improve task performance even for those with lower levels of conscientiousness. Organizations should encourage job crafting as a strategy to enhance performance, irrespective of an employee's level of conscientiousness. Providing training in job crafting techniques and fostering a flexible work environment are essential steps. Such measures will help employees adapt their roles and responsibilities to better meet their needs and those of the organization, particularly in the fast-paced and disruptive FMCG sector.

### **Acknowledgement**

#### ***Conflict of interests***

The authors of this article declare no conflict of interest.

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