

**THE RELATIONSHIP BETWEEN JOB CRAFTING AND JOB  
PERFORMANCE AND THE MEDIATING EFFECTS OF JOB  
SATISFACTION: A STUDY ON WAREHOUSE WORKER  
IN BUKIT KAYU HITAM, KEDAH MALAYSIA**

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**MASTER OF SCIENCE (MANAGEMENT)  
UNIVERSITI UTARA MALAYSIA  
DECEMBER 2014**

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IN BUKIT KAYU HITAM, KEDAH MALAYSIA**

**By**

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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
In Partial Fulfillment of the Requirement for the Master of Science  
(Management)**

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Othman Yeop Abdullah  
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## **ABSTRACT**

This work aims to examine the relationship between job crafting and job performance. It also aims to test the mediating role of job satisfaction in these relationships. Warehouse worker in Bukit Kayu Hitam, Malaysia was a respondent. Data was collected through a questionnaire survey of 120 respondents using the approach of quantitative research methods. A total number of 120 respondents were given questionnaires to fill but only 84 questionnaires were retrieved back for analysis. The overall findings indicated that there are relationships between job crafting and job performance. The result suggested that there is a significant and positive relationship. Moreover, it was also found that job satisfaction was partially mediated the relationships between job crafting and job performance. This study is limited in term of sample size. Therefore, future researches should choose the larger population so that sample size can be bigger. Employee job performance is important towards the organization operation. Employee should be given opportunity to improve their job performance and one of the ways was through job crafting. Job crafting not only can increase job satisfaction but also can increase job performance.

**Keywords:** Job Performance, Job Crafting, Job Satisfaction and Logistics.

## **ABSTRAK**

Tujuan utama kajian ini adalah untuk mengenal pasti hubungan antara pengukiran kerja dengan prestasi kerja. Kajian ini juga bertujuan menguji kesan pemboleh ubah pengantara iaitu kepuasan kerja didalam hubungan ini. Pekerja gudang di Bukit Kayu Hitam, Kedah Malaysia menjadi responden. Data dikumpul melalui soal selidik daripada 120 responden menggunakan pendekatan kaedah penyelidikan kuantitatif. 120 orang responden diberi soalan kaji selidik tetapi hanya 84 soalan kaji selidik dipulangkan untuk dikaji. Keseluruhan dapatan menunjukkan bahawa terdapat hubungan antara pengukiran kerja dan prestasi kerja. Hasilnya mencadangkan bahawa terdapat hubungan yang signifikan dan positif. Tambahan pula, hasil dapatan menunjukkan pembolehubah dalam hubungan antara pengukiran kerja dan prestasi kerja. Kajian ini mempunyai batasan dari segi saiz sampel kajian. Untuk pengkaji masa hadapan perlu memilih populasi yang lebih besar supaya sampel saiz kajian menjadi lebih besar. Prestasi kerja pekerja sangat penting dalam operasi setiap organisasi. Pekerja seharusnya diberi peluang untuk meningkatkan prestasi kerja dan salah satu caranya melalui pengukiran kerja. Pengukiran kerja bukan sahaja boleh meningkatkan kepuasan kerja tetapi boleh juga meningkatkan prestasi kerja.

**Kata kunci:** Prestasi Kerja, Pengukiran Kerja, Kepuasan Kerja dan Logistik.

## ACKNOWLEDGEMENTS

All Praises is due to Almighty Allah, the Cherisher and Sustainer of the Worlds. Peace and Blessings of Allah be upon our Noble Prophet Muhammad. Amin.

Praise to God for giving me chances and direction for me to be strength, patience and wisdom while conducting this research. I would like to thank to my respect and gratitude to both of my supervisor Dr. Azahari bin Ramli and Mr. Fadzil bin Hussin for their all-out efforts in impacting knowledge to me, their advice, support, teaching and guidance throughout this research.

I dedicate this work to my family members Abdul Razak bin Jamal, Norizam binti Abdullah, Mohammad Elmi Khuzairi and Nur Fatin Afiqah for their continuous support to me while doing this research.

Besides, I also would like to say my thanks to my friends for helping me throughout this research.

Noraziela binti Abdul Razak

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## **LIST OF ABBREVIATION**

EFA	Exploratory Factor Analysis
KMO	Kaiser-Meyer-Olkin

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.0: Introduction and Background of the Study**

Nowadays, business environments keep on changing. So, the workers also need to make some changes to adapt to the situation. Job crafting can play a role in this changing business environment. Employee job performance should be analyzed together with job crafting to make sure it is synchronized well with the changing of business environment.

Even in Malaysia, in all industry their business environment also keeps on changing. So in this current situation, whether the workers or employees in Malaysia can face this challenges and either job crafting can play their role in this situation. Even in the warehouse and logistic business environment also changed from traditionally warehouse that operate as a place to keep the stock now turn into more integrated and play a very important role in supply chain.

There are many systems, procedure and activities can be done in the warehouse nowadays. So to have well performance worker, satisfaction worker and more is crucial to the warehouse companies since the worker is mainly one who operates the warehouse. Without the good performance workers the warehouse companies cannot be operate efficiently and it affect the performance and productivity of the warehouse itself.

For the above situation, job crafting can play their role to make sure that situation can be overcome. Job crafting can be understood as a dynamic role taken by employees or workers themselves in initiating changes to the worker job types without any pressure. Maybe separate the job task into preferred, least preferred etc. When the worker crafts their job according to what they prefer, most of the time it will give a positive impact back to the worker. (Wrzesniewski & Dutton, 2001).

In order to improve employee job performance, the employee must try to find a way to improve it. Even in Malaysia, job crafting may be one of the ways to improve job performance among Malaysian workers including warehouse workers.

### **1.1: Problem Statement**

Like we all know, employee is the reason why the company can operate. Employee also is the reason behind the company's good productivity that can lead to higher profit that can make the company last longer. So, the most important thing for every company to look at is their employee job performance. We can say the job performance is one of the central problems in the company. (Hameed & Waheed, 2011). Similarly to logistics and warehouse companies, employee is one of the many factors that play a major role and lead to the company's success. (Lisa, 2008)

Warehouse nowadays is not like a traditional warehouse that only functions as a place of storage. Nowadays, warehouse is an important distribution centre. So employee performance plays a crucial role here. Jex (2002) in his paper had defined job performance as "all the behaviours employees employ in while at work". High-



quality and timely performance of warehouse services and operation in many respects depends on their employee and information support (Kirill & Vera, 2013).

Based on the past research, the researcher found out that the employee job crafting is positively related to job performance (Tims, Bakkers, Derks and Rhenen, 2013). So to overcome the problem of the employee performance, job crafting maybe can be the best solution to it.

Based on the above situation, it is good to used job crafting by the warehouse worker. Moreover, the study done by Tims et.al in 2013 found that job crafting can boost employee job performance. So it is important for job crafting to be use by the workers in warehouse companies. It happens when the worker itself wants to adjust their job to their need, skills and preference. In addition, job crafting not only positively impact individual worker but also positively impact work team if the employee implement job crafting in their work life (Tims et. al, 2013). So when the warehouse workers implement job crafting in their work life it can boost the performance. So the operation of the warehouse will become more smooth and productive.

The purpose of this recent study is to describe about job crafting and its relationship towards employee job performance with job satisfaction as a mediator in Malaysia. The motive for studying this topic is to dig deeply about job crafting. The researcher want to conduct this research is to see whether it is true that job crafting can boost employee job performance especially in warehouse operation.

So, this is important study to be developed since there is still limited research focus on the relationship of job crafting towards job performance in Malaysian context.

This study intends to show or explain more about the theoretical understanding of job crafting and whether it give positive or negative impact towards the employees especially in warehouse companies operation.

At the same time, job crafting also can heighten the employee wellbeing and employee job satisfaction. (Wrzesniewski & Dutton, 2001). Rickli (2010) also said that numerous positive outcomes can be bring out from job crafting such as job satisfaction, job engagement, thriving and resilience. Job satisfaction and job performance can be summarize as “productivity of a happy worker or employee is higher” according to Robin (1999).

Job crafting can make employee job satisfaction increase (Wrzesniewski & Dutton, 2001) and at the time employee job performance increase then job satisfaction (Prasanga & Gamage, 2012). At the same time also job satisfaction can give positive impact towards job performance (Ram, 2013); (Crossman & Abou-Zaki, 2003). Furthermore, the research that was carried out by Tims, Bakkers, Derks and Rhenen (2013) suggested that further researches should focus on the effect of other on employee performance. It also suggested that future studies can focus on how to identify other factors that affect job performance.

People will be interested in this study since it can be guidance to top management, employees and organization in their business decision. For the top management they can use this paper to know about their employee situations and try to put their selves in their employee's shoes. So when they make decision it is not only focus on them. And for the employees, if they don't feeling good with their job, the know what to do

to craft their job to becoming better. Moreover, this study is related to Organizational Behaviour field, maybe it can be a good reference to others.

## **1.2: Research Questions**

This paper target to answer the following research questions:

- 1) What is the relationship between job crafting and job performance?
- 2) Does the job satisfaction mediate the relationship between job crafting and job performance?

## **1.3: Research Objectives**

This paper aims to reach the following research objectives:

- 1) To investigate about the relationship between job crafting and job performance.
- 2) To investigate the mediating effect, if any of job satisfaction on the relationship between job crafting and job performance.

## **1.4: Significance of Study**

Theoretically speaking, this research will contribute general body of knowledge about job crafting towards job performance with the mediation of job satisfaction. This study also will assist to develop a framework of job crafting on job performance with job satisfaction as a mediating variable. The findings of this research maintain,

so they able to offer empirical evidence about the relationship job crafting and job performance with job satisfaction as a mediating variable. There are several studies that examine the employee performance in the workplace. There are several studies about job crafting towards job performance (Wrzesniewski & Dutton, 2001); (Rickli, 2010); (Tims, Bakkers, Derks & Rhenen, 2013) and also several studies about job crafting towards job satisfaction (Berg, Dutton & Wrzesniewsky, 2008); (Bowling, 2012) but the research not be done in the warehouse companies. So, this study had been done at warehouse companies in Bukit Kayu Hitam, Kedah, Malaysia. The finding of this present study show that increase in job crafting will positively increase in job performance and job satisfaction play partially mediated in this relationship.

Practically speaking, the findings of this study would assist the employee in improving its performance and satisfaction in order to improve the company performance and productivity in the future. In particular, specific efforts in improving employee job satisfaction should be made so that the employee job performance could be increased at the same time. Many parties such as employees, company, future researcher and etc can get advantages from this study. This study can be a good opportunity for the employee to learn new things and try to craft their job. The study on the job crafting, job performance and job satisfaction as a mediator is important to the company. The findings, opinion and recommendation would be a useful reference for them to know their employee feedback towards their job scopes work.

## **1.5: Scope and Limitation of the Study**

The scope of this study covered the workers of the logistics and warehouses company in Bukit Kayu Hitam, Kedah. The respondents of this study was workers, which also known as employees in the logistics and warehouses companies.

There are several limitations recognized in the present study. First of all, the sample size warehouses worker at Bukit Kayu Hitam (n = 84) for this present research consider small, so the findings of present study not able to generalized.

In additional, the most important limitation for the present study was time constrain to complete the research. There are a lot of step to do this present study but the time is really limited. Since the time is not enough, there is the reason of the respondents for this study was small.

Another limitation was in term of variable in this present study. This study only consist of job crafting as an independent variable, job satisfaction as a mediating variable and job performance as a dependent variable. The present study only analyzes and explains the above variables as a whole.

## **1.6: Definition of Key Term**

- I. **Job Crafting:** When every individual itself redefine their job to the ways they like or want (Wrzesniewski & Dutton, 2001).
- II. **Job Performance:** The way individual behave at the workplace (Campbell, McCloy, Oppler & Sager, 1993).

III. **Job Satisfaction:** the positive feel that individual feel about their job (Locke and Nathan, 1976).

### **1.7: Organization of Study**

This research consists of five chapters:

Chapter one from this research, discuss the background of the research, problem statement, research objective, research question, scope of study and limitation simultaneously significance of the study.

Next, chapter two consists the overview of literature review based on variable studied simultaneously discuss hypotheses and framework for this research.

Chapter three focuses on research methodology included with research design, instrument of measurement, population, sample, data collection and questionnaire.

Chapter four is the findings of this research which collect from the data collection. It presents complete results and analyses of the study in the form of table and text so that the important key will be highlighted.

Finally, Chapter five represents summaries of the findings. Key findings are summarized according to the research objectives and some discussion will be presented together with recommendations part and conclusion.

## CHAPTER 2

### LITERATURE REVIEW

#### **2.0: Introduction**

Overview of current literature in the form of highlighted research problems and objectives was highlighted in this chapter. It also will discuss about the warehouse, the operation of the warehouse etc. The section of this chapter also will reveal some review on job performance, job crafting and job satisfaction.

#### **2.1: Warehouse Definition and Activities**

Warehouses are a considerable component of logistic operations, and an essential provider to speed and cost in supply chains. So warehouse has to be managed well to make sure the warehouse can perform efficiently and productively.

Within the warehouse, there are many operation can be done. According to Frazelle (2002) warehouse operations have fundamental set of activities in common. But every author has different set of fundamental warehouse operation. Table 2.1 is the table of the common operation that happens in a warehouse:

Table 2.1  
*Fundamental Warehouse Operation*

<b>Activity</b>	<b>Frazelle (2002)</b>	<b>Gu, Goetschalckx &amp; McGinnis (2007)</b>
Receiving	√	√
Prepackaging	√	
Putaway	√	√
Storage	√	√
Order picking	√	√
Packaging and/or pricing	√	√
Sortation and/ or accumulation	√	
Unitizing and shipping	√	√

Frazelle (2012) fundamental warehouse activities we can define every step of activities starting from receiving. Receiving happen when the warehouse take delivery of all the material coming into the warehouse at the same time assuring the amount of the material received. These activities will be done by worker with the help of the machine. Next prepackaging is performed when product received in big volume and subsequently packaged into small amount by the worker in the warehouse. Putaway happen when material was placed in the storage (Frazelle, 2002).

Storage is the physical containment of material. Order picking is the take out the material from storage. Next activities, packaging and/or pricing. Sortation will happen when it is involve in more than item. Lastly was unitizing and shipping, it



involve check the order, packing the material into appropriate containers, preparing shipping document and loading into the truck (Frazelle, 2002).

Above we can say basic operations that happen in warehouse. From one to eight operations it really involve directly with worker. From first step until ten steps, everything was handled by worker with the help of machine, forklift etc.

So it is important for the warehouse worker to perform well in the operation since it is affect with warehouse performance itself. If the workers perform well, the operation in the warehouse will become smooth and it will give benefit to the warehouse companies in the present and also in the future.

The above situation shown that worker plays a crucial role in the operation of the warehouse. It is importance for the worker to feel satisfied with their work and it can lead to perform well. So job crafting can play the part in this situation since job crafting can lead the worker to do well in their work. Allowing worker to engage in job crafting can create valuable output in future to organization since we know every human being is unlike and should allowed to shape their by accordingly. (Tims & Bakkers, 2010)

## **2.2: Job Performance**

High level performance is what had been desired by everyone. It can be attain if the employee really have high and good performance of their job. Moreover, nowadays with the increase in competition between company and organization, company should recognized importance of employee's satisfaction and performance to compete in this global market.

According to Porter and Lawler (1974) they had define performance the way individual behave and work on it in certain situation. Another definition was from Campbell, McCloy, Oppler & Sager, (1993). They define it as the way individual behave at the workplace.

Job performance is essential to warehouse workers because of several reasons. Quoted from Lisa (2008), Richards concludes that "Improving labour performance is not rocket science, but it makes an enormous difference in worker productivity, performance, and job satisfaction". So based on the above statement, we can say employee job performance is crucial to every company or organization performance. High performance by the employee of every company will give a better benefit towards the company itself in the prospect and this is including warehousing companies operation since most of the warehouse will be done by workers (Liong & Loo, 2009) with the help of some machine such as lorry, forklift etc. In addition, the processes in the delivering receiving are carried out at the same time daily at the warehouse (Liong & Loo, 2009). This work will be done by the workers every day, thus employee's job performance is important to warehouse companies.

In addition, according to Struna, Curwin, Elias, Reese, Roberts, & Bingle (2012) there are many warehouse workers that cannot perform their job well and at the same time not feel satisfied towards their jobs because of certain factor like face unsafe and unhealthy employment conditions, pressure from management, payment and more. In other words, we can say that understand what drives employee performance and identify bottlenecks and failures (Struna, Curwin, Elias, Reese, Roberts, & Bingle, 2012). In this situation, employee job performance can be one of the drives for the warehouse performance.

There are several dimensions that had been listed out by the past researcher. For example Cox & Nkomo (1986) had stated that there are three dimension of job performance: performance trait, task performance and social behaviour. These three dimensions not only can lead to achievement of target but also simultaneously can improve the social relation of it (Cox & Nkomo, 1986).

One of the measurements for the job performance was created by Podsakoff and Mackenzie (1998). Yousef (2000) had created job performance measurement. There are four dimensions of the scales: productivity, own performance compared to colleagues, quality of own performance and lastly rating of their colleagues' performance. This measurement had been used productively in a Middle-Eastern culture. (Crossman & Abou-Zaki, 2003).

For the measurement of job performance, another measurement was "Role-Based Performance Scale" by Theresa, Diane & Amir (1998). By this theory job performance has five dimensions. So following are the dimensions and elements of job performance: job, career, innovator, team, organization.

For the above measurement, the researcher use Role-Based Performance Scale with the five dimension of it since the measurement is easier to understand. Moreover it is suitable for this research situation and will give output that are desirable to the researcher.

### **2.3: Job Crafting**

In today's organizations, the need for employees to be proactive is increasing rapidly. Since the job nature and challenges keep on coming, the employees that can adapt and faces this situation will be needed in the company. Every organization want their employees to be flexible and self-initiating since this types of employees can easily and effectively adapt to reorganizations and changing work tasks (Belschak & Hartog, 2010).

Job crafting can be a capable concept of proactive behaviour at work. According to the Wrzesniewsky & Dutton (2001) they stated in their paper that “Job crafters are individuals who enthusiastically compose both what their job is physically, by altering a job's task restrictions, what their job is cognitively, by altering the way they feel about the interaction among job tasks, and what their job is relationally, by altering the interactions and relationships they have with others at work”, in addition with the aim of becoming more engaged, satisfied, flexible and flourishing at work (Berg, Dutton & Wrzesniewsky, 2008). In order to change the aspects of current job in a better way, job crafting will be used to decide what to do for the employees.

The researcher think definition given by Berg, Dutton & Wrzesniewsky (2008) was good and it cover all aspect of job crafting and researcher choose this definition to be the job crafting definition for this paper.

According to Wrzesniewski and Dutton (2001), they identify three motivating factors for engaging in job crafting:

Table 2.2  
*Factors for Engaging in Job Crafting*

No.	Factors
1	To maintain interest in their job and motivation at work
2	Work is a large part of self-identity for most people they are motivated to protect and enhance their own self-image by shaping the job to suit their needs.
3	Shaping certain aspects of the job may serve to enrich social interactions at work

Even though job crafting is not essentially goal-oriented but at the same time job crafting can be focussed at rising person-job fit (Tims, Bakker, & Derks, 2012). Based on the past researcher, Bowling (2012) identified scenarios in which employees may decide to use job crafting. In reactive scenario, when an individual feels their satisfaction level is threatened that individual may be used job crafting to increase satisfaction levels.

Job crafting may also be enacted when the satisfaction level is on a downward trend. It is really depending on their satisfaction level for this situation (Bowling, 2012).

Also, nowadays there are also some studied the relationship between job crafting and job performance. Tims, Derks, Bakkers & Rhenen (2013) found out that crafting the job can perk up both individual and team performance in the workplace. Crafting job has positive relationship with both job engagement and job performance (Lyon, 2008).

Wrzesniewski & Dutton (2001), found out practical crafting behaviour of one individual with purpose to change that individual own job task it will impact the other team member also. So to overcome this Leana, Appelbaum & Shevchuk (2009) suggest that the team member must determine together to alter their job so that they can perform better and simultaneously achieve their team goal.

Based on the above found, we can say job crafting job crafting can play a great role towards the job performance of the employees in warehouse companies. According to Lisa (2008), labour is a critical resource. According to Gallup poll, the result of the poll list out that almost 20 % of warehouse workers responding to "actively disengaged" from their work. In addition, Lisa (2008) also said that to overcome this situation by bring into line warehouse worker motivation with management objectives so that the output of it will be improve the warehouse worker performance, satisfaction and engagement.

Based on the above situation, it is good to used job crafting by the warehouse worker. Moreover, the study done by Tims et.al in 2013 found that job crafting can boost employee job performance. So it is important for job crafting to be use by the workers in warehouse companies. It happens when the worker itself wants to adjust their job to their need, skills and preference. In addition, job crafting not only positively impact individual worker but also positively impact work team if the employee implement job crafting in their work life (Tims et. al, 2013). So when the warehouse workers implement job crafting in their work life it can boost the performance. So the operation of the warehouse will become more smooth and productive.

Tims et al (2012) had introduced the generic Job Crafting Scale (JCS). Analysis of the scale revealed four different dimensions in job crafting: increasing challenging job demands, increasing structural job resources, decreasing hindering job demands and increasing social job resources. JCS was stated as an empirically-based so using these dimensions it can measure between across the jobs.

Another measurement about job crafting that had been widely used was developing by Slemp & Vella (2013). They develop the 5 likert scale Job Crafting Questionnaire (JCQ). The author list out three dimensions of job crafting: task crafting, cognitive crafting and relational crafting. These three dimensions can lead to individual to craft their job into these three parts that can improve the individual itself if they manage to craft it well.

The researcher choose measurement Job Crafting Questionnaire (JCQ) develop by Slemp & Vella because the dimensions list out by the developer was synchronised well with the definition chosen by the researcher in the early paragraph.

## **2.4: Job Satisfaction**

Job satisfaction is a worldwide issue. It has being studied and discussed by researchers since 1950's based on the earlier Herzberg's hygiene factors and motivators theory. Job satisfaction has been defined in a number of ways. According to Oxford Advance Learners Dictionary (2010), job satisfaction refers to the superior feeling that you get when you have the job that you enjoy.

Locke and Lathan (1976) in their paper define based on the job situation, the individual feel about the workplace. According to Stirs & Porter (1991), when employee feel superior with their work, have higher motivation and at the same time have more positive attitude towards jobs, that employee will also have higher performance in their job or work. So, the researcher think that job satisfaction have positive relationship with job performance. Higher productivity and performance can be lead by job satisfaction. (Coomber & Bariball, 2007).

It is also including warehouse companies, when warehouse companies have high satisfaction in their job, they will feel good and will perform better in their job. Leading private and third-party warehouse operators should developed many strategies that can maximize labour productivity and performance while at the same time ensuring greater job satisfaction of the labour. (Lisa, 2008).

Table 2.3 below show the dimensions of job satisfaction given by different authors:

Table 2.3  
*Dimensions of Job Satisfaction*

<b>Author</b>	<b>Dimensions</b>
Luthan (1998)	<ul style="list-style-type: none"> <li>• Emotional response</li> <li>• How output meet expectation</li> <li>• Attitudes</li> </ul>
Locke (1976)	<ul style="list-style-type: none"> <li>• Work</li> <li>• Salary</li> <li>• Work Advancement</li> <li>• Working Situation</li> <li>• Supervisor</li> <li>• Colleague</li> </ul>



The Job Descriptive Index (JDI) is suitable for assessing Locke (1976) dimension since JDI also use the same dimension for their scale.

The Minnesota Satisfaction Questionnaire (MSQ) is another measure. It was created by Weiss, Dawis, England & Lofquist (1967). It scale was divided into two: intrinsic or extrinsic aspects of the job. (Buitendach & Rothmann, 2009).

## **2.5: Conceptual Framework**

### ***2.5.1: Independent Variable***

Independent variable consists of one variable that is job crafting.

### ***2.5.2: Dependent Variable***

Dependent variable consists of one variable and that is job performance

### ***2.5.3: Mediating Variable***

Dependent variable consists of one variable and that is job satisfaction.

The conceptual framework for this present study is shown in Figure 2.1

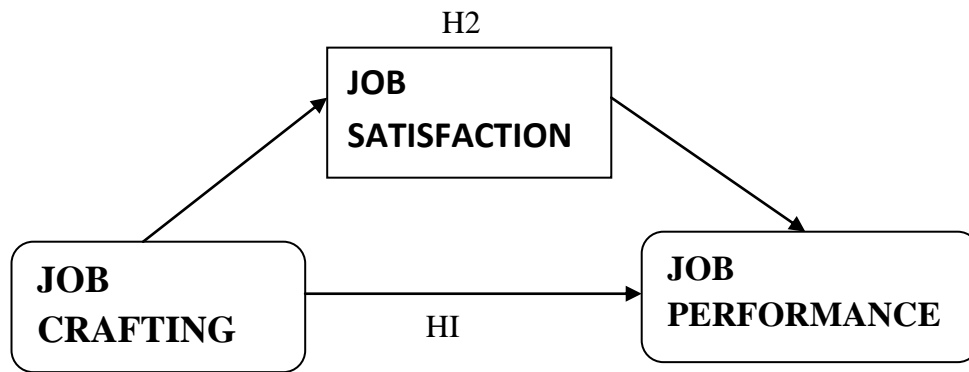


Figure 2.1 Conceptual Framework

## 2.6: Research Hypotheses

The first objective of the present study is to test the correlation between job crafting and job performance. There are several studies that examine the employee performance in the workplace. There are several studies about job crafting towards job performance (Wrzesniewski & Dutton, 2001); (Rickli, 2010); (Tims, Bakkers, Derks & Rhenen, 2013) and the finding of the research show there are significant relationship between them.

Tims et.al (2013) found that job crafting can boost employee job performance. Crafting job has positive relationship with both job engagement and job performance. (Lyon, 2008). Therefore, consistent with the empirical studies and theoretical standpoint, the following hypothesis developed:

**H1: Job crafting has positive and significant relationship on job performance**

The second objective of the present study is to test the potential mediator of the job satisfaction.

Empirical evidence suggests that there is a correlation between job crafting, job performance and job satisfaction. Tims, Derks, Bakkers & Rhenen (2013) found out that crafting the job has significant relation with how individual perform. At the same time also job satisfaction can give positive impact towards job performance (Ram, 2013). Therefore, consistent with the empirical studies and theoretical standpoint, the following hypothesis developed:

**H2: The relationship between job crafting and job performance is mediated by job satisfaction.**

## **2.7: Summary**

This chapter about reviewing of relevant literature. It reviewed on job crafting and job performance, at the same time job satisfaction become mediating variable. Two hypotheses had been developed simultaneously conceptual framework. Next chapter will be about methodology.

## CHAPTER 3

### METHODOLOGY

#### **3.0: Introduction**

This chapter highlight will be research design, sampling procedure, measurement of variables and instrument design, data collection method, questionnaire design and data analysis.

#### **3.1: Research design**

##### ***3.1.1: Types of study***

The research is focusing on relationship between job crafting and job performance, job satisfaction will be mediator variable for this study. This study is a quantitative study in nature since the researcher using survey method to examine the relationship between independent and dependent variables together with mediator variable. The findings and conclusion of the study will depend on the fully utilization of statistical data collected.

##### ***3.1.2: Sources of data***

The researcher will use primary data. For the purpose of this study, questionnaire used as the research instrument and distributed to the workers at the logistics and warehouse companies that located in Bukit Kayu Hitam, Kedah.

### ***3.1.3: Unit of analysis***

This study focuses on identifying the relationship between job crafting and job satisfaction of the workers at the logistics and warehouse companies in Bukit Kayu Hitam Kedah. Thus, the unit of analysis is at individual level among employees.

### ***3.1.4: Population and sampling technique***

The warehouses that can be found at Bukit Kayu Hitam are a licensed warehoused. The category of licensed warehouse that operated in Bukit Kayu Hitam was Public Licensed Warehouse and Individual Licensed Warehouse. For the Public Licensed Warehouse, the warehouse will store the customer's goods or materials that the customers not yet pay the tax to the Customs. For Individual Licensed Warehouse, the warehouse will store the individual goods or materials that the individual not yet pay the tax to the Customs.

The population of this study covers most of the workers of the logistics and warehouse companies in Bukit Kayu Hitam Kedah. The number of workers was obtained from the Human Resource Department of every warehouse companies in Bukit Kayu Hitam Kedah.

Table 3.1  
*Numbers of Workers at the Warehouse Companies in Bukit Kayu Hitam Kedah.*

<b>No.</b>	<b>Company</b>	<b>No. of Workers</b>
1	Pront Dynamics	90
2	Utara Chalin	34
3	Havana	10
4	North Trans.	11
5	North Trans. 2	11

Table 3.1(Continued)

No.	Company	No. of Workers
6	Perkapalan Maritim	10
7	Kimex	10
8	EAE	47
9	Star Five 1	11
10	Centre Site Express	25
11	Overland Total Logistics	15
12	Naluri Aman	40
13	Star Five 2	45
<b>Total</b>		359

Out of this number, a total of 120 employees are selected using simple random sampling to represent the worker. Sample sizes within 30 to 500 are suitable (Roscoe,1975)

### 3.2: Measurement

For this research it measures the variables that are independent, dependent variables and mediating variable. The independent variable is job crafting that consists of task, relational and cognitive forms of crafting. The dependent variable is job performance that consists of job, career, innovator, team and organization. The mediating variable is job satisfaction that consists of intrinsic and extrinsic satisfaction.

Questionnaires with established reliability and validity will be used to obtain the quantitative data using survey method. Quantitative design had been used by the

researcher because of several reasons. First, the data that will be got is more accurate. Second, it saves cost and time.

The questionnaire was divided into four sections. All section in the questionnaires is conducted or written in two languages that is English and Bahasa Malaysia for enhanced understanding for the employees to answer.

**Section A** of the questionnaire comprised of demographical background of the respondents with the question related to of gender, age, race, marital status, educational levels, monthly income and length of service.

**Section B** comprised of questions about job crafting. For section B until section D researcher used an interval scale from 1 (strongly disagree) to 5 (strongly agree) was used as shown below:

1 = strongly disagree

2 = disagree

3 = neutral

4 = agree

5 = strongly agree

The original model of Job Crafting model develop by Slemp & Vella (2013) that consisted of task, relational, and cognitive forms of crafting. There are four additional item were adapted from Leana et.al (2009) since the questionnaire is suitable to asked in this present study.

**Section C** comprised of questions about Job Satisfaction.

A measure was selected from established sources. For section C, scale that had been developed by Weiss et.al (1967) is used to measure Job Satisfaction. The model was called Minnesota Satisfaction Questionnaire (MSQ).

**Section D** comprised of questions about Job Satisfaction.

A measure was selected from established sources. For section D had been develop by Theresa et.al (1998). The measurement was called “Role-Based Performance Scale”. For example, one of the examples of items is,” Coming up with new ideas”.

### **3.3: Data collections and methods**

For this study, data was collected using a questionnaire. The original questions are in English. For this study, the questions are written in English and Malay, back to back translation. 120 questionnaires were dispatched to the warehouse worker. The respondents were given one week to answer. Normally it took 15-20 minutes to answer. However, only 84 questionnaires were retrieved back. The entire questionnaires that are retrieved back are fully answered.

### **3.4: Reliability Test and Validity Test**

#### ***3.4.1: Reliability Test***

In term of the reliability test, the 84 data returned were analyzed using SPSS 21. The analyses were conducted using Cronbachs alpha. The analyses show that all measures exhibited high reliabilities with coefficient alphas ranging from 0.768 to



0.847 which are within the minimum acceptable value of .70 as suggested by Nunnally (1978).

Table 3.2  
*Reliability Test Result for Each Variable*

<b>Research Instrument</b>	<b>No. of Item</b>	<b>N</b>	<b>Cronbach Coefficient Alpha Value</b>
Job Crafting	19	84	.768
Job Satisfaction	20	84	.798
Job Performance	20	84	.847

### **3.4.2: Validity Test**

To test the content validity, this study has by academician at Universiti Utara Malaysia. The feedback was they agreed that items in research instrument were understandable and at the same time represent the variable of the study (job crafting, job satisfaction and job performance).

For the construct validity, the present study use factor analysis from the original author of the research instrument. Since the present study adapt the research instrument from the original author.

**For the job crafting**, the factor analysis was done by Slemm & Vella (2013). They are using EFA to find the factor analysis for job crafting. The KMO was 0.89 and it was accepted on cut of 0.6. For the factor loading, the maximum likelihood extraction revealed the presence of three factors. These factors explained 40.45%, 8.58% and 7.19% of the variance respectively. Table 3.3 show the result for construct validity test for job crafting:

Table 3.3

*KMO, Bartlett's Test of Sphericity and Factor Loading (Job Crafting)*

The Kaiser-Meyer-Oklin (KMO)	.89
Bartlett's Test of Sphericity	$X^2 = 149.01$
Three Factors:	
eigenvalue1 (task crafting)	40.45%
eigenvalue2 (relational crafting)	8.58%
eigenvalue3 (cognitive crafting)	7.19%
TOTAL	56.23%

**For the job satisfaction**, the factor analysis was done by Martins and Proenca (2012). They are using EFA to find the factor analysis for job satisfaction. The KMO was 0.85 and it was accepted on cut of 0.6. For the factor loading, the maximum likelihood extraction revealed the presence of two factors. These factors explained 46.62% and 14.56% of the variance respectively. Table 3.4 show the result for construct validity test for job satisfaction:

Table 3.4

*KMO, Bartlett's Test of Sphericity and Factor Loading (Job Satisfaction)*

The Kaiser-Meyer-Oklin (KMO)	.85
Bartlett's Test of Sphericity	$X^2 = 685.67$
Two Factors Loading:	
eigenvalue1 (extrinsic)	46.62%
eigenvalue2 (intrinsic)	14.56%
TOTAL	61.18%

**For the job performance**, the factor analysis was done by Theresa, Diane & Amir (2008). They are using EFA to find the factor analysis for job performance. The KMO was not given by the author. For the factor loading, the maximum likelihood extraction revealed the presence of five factors. These factors explained 8.05, 2.98, 1.94, 1.37 and 1.07 respectively. Table 3.5 show the result for construct validity test for job performance:

Table 3.5

*KMO, Bartlett's Test of Sphericity and Factor Loading (Job Performance)*

The Kaiser-Meyer-Oklin (KMO)	Not determine
Bartlett's Test of Sphericity	$X^2 = 1817.27$
Five Factors Loading:	
eigenvalue1 (innovator)	8.05
eigenvalue2 (career)	2.98
eigenvalue3 (team)	1.94
eigenvalue4 (organization)	1.37
eigenvalue5 (job)	1.07

### **3.5: Data Analysis Technique**

Firstly, the researcher will examine and analyze the presentation of demographic profile using Descriptive Statistic.

Secondly, the researcher will be test the Cronbach Alpha testing to test the reliability.

The closer Cronbach's Alpha to 1.0, it means the study has higher reliability.

Thirdly, in order to determine whether there are significant relationships among the independent variables and dependent variable, the researcher will carry out Pearson Correlation Coefficient.

Finally, Multiple Regression Analysis will be conducted to examine and explaining the relationship between job crafting and job performance and job satisfaction as a mediating variable among employees.

### **3.6: Summary**

This chapter explain about research methodology. The population and sample are listed out. The measurement for the independent, dependent variable and mediating variable are stated. The reliability test and validity test also discussed here. Finally, data analysis and technique of analysis involved in this study discussed. Next chapter was about research findings.

## **CHAPTER 4**

### **RESEARCH FINDINGS**

#### **4.0: Introduction**

This chapter was about the result of analysis. Descriptive and inferential analysis had been implementing for this study. To analyze demographic part, descriptive analysis had been used while for analyze the relationship between variable study, inferential analysis had been used.

#### **4.1: Response rate**

The data collection for present study has been conducted at several warehouse companies located at Bukit Kayu Hitam and the respondents are the workers of the warehouse companies. There are one hundred twenty questionnaires were distributed to the warehouse companies. Eighty four usable questionnaires were returned. The rest of questionnaires were not returned.

Therefore, with 84 returned and usable questionnaires out of 120, the valid response rate was 70%. According to Sekaran (2013) mentioned that response rate of 30% could considered appropriate for cross-sectional study. So, 70% was a valid rate for this study.

## 4.2: Data screening

It is important to perform data screening. Data screening were done because of several assumptions like outliers, normality test and multicollinearity assumption.(Hair, Black, Babin & Anderson, 2010). So to make sure the data are valid and reliable, data screening would be done. All data were screened for finding the missing value by using SPSS version 21. However, there were no missing data has been found.

While performing normality test, skewness and kurtosis was the important element. According to Bhatti, Hee and Sundram (2012) skewness was to measure the asymmetry of a distribution meanwhile kurtosis calculates the relative “peakedness” or flatness of the curve defined by frequency distribution. The result of normality test was shown in the Table 4.1 below:

Table 4.1  
*Result for Normality Test*

	<b>Job Crafting</b>	<b>Job Satisfaction</b>	<b>Job Performance</b>
Valid	84	84	84
Missing	0	0	0
Skewness	-.634	-.349	-.598
Kurtosis	1.345	.591	.413

Based on Table 4.1 in the above, the normality of the distribution of all the variables was within the range and acceptable. The table shown that skewness and kurtosis for all variables were within the range -2 until +2 and it is acceptable (Tabachnick & Fidell, 2007). The results show the data in this study were normally distributed.

### 4.3: Profile of Respondent

This section will be discussing about demographic profiles of the respondent. The descriptive statistics of the respondent background were obtained from Section of the questionnaire. The descriptive discussions are outlines below according to the question. Table 4.2 show the result of demographic analysis:

Table 4.2  
*Respondent Profile*

	Frequency	Percentage
<b>Gender</b>		
Male	57	67.9
Female	27	32.1
<b>Age</b>		
20-30 years old	26	31
31-40 years old	32	38.1
41-50 years old	22	26.2
51-60 years old	4	4.8
<b>Race</b>		
Malay	54	64.3
Chinese	14	16.7
Indian	8	9.5
Others	8	9.5
<b>Marital Status</b>		
Single	27	32.1
Married	53	63.1
Divorced	4	4.8
<b>Educational Level</b>		
SPM	39	46.4
STPM	13	15.5
Diploma	17	20.2
Bachelor's Degree	13	15.5
Master's Degree	2	2.4
<b>Monthly Income</b>		
Below than RM1000	3	3.6
RM1001-RM2000	34	40.5
RM2001-RM3000	34	40.5
RM3001-RM4000	12	14.3
RM4001-RM5000	1	1.2

Table 4.2 (Continued)

	<b>Frequency</b>	<b>Percentage</b>
<b>Length of Service</b>		
Below than 1 year	3	3.6
1-3 years	18	21.4
3-6 years	31	3.9
6-9 years	20	23.8
9-12 years	11	13.1
More than 12 years.	1	1.2

#### **4.3.1 Gender**

Based on table 4.2, 67.9% of the respondents were male while the remaining 32.1% of the respondent represent female.

#### **4.3.2 Age**

Based on table 4.2, most of the respondents were in the age group of 31- 40 years with 38.1%. The second largest age group was between 20 – 30 years with 31%. The third largest group was between 41 – 50 years with 26.2%. The smallest age group was 51 – 60 years old with 4.8%.

#### **4.3.3 Race**

Based on table 4.2, most of the respondents were Malay respondent with 64.3%. Second largest race participate in this questionnaire were 16.7%. It followed by Indian and others races respondents with 9.5% each.



#### ***4.3.4 Marital Status***

Based on table 4.2, most of the respondents were married with 63.1%. Next group of respondent were single with 23.1%. Divorced with 4.8% are the smallest group.

#### ***4.3.5 Educational Level***

Based on table 4.2, most of the respondents have obtained Sijil Pelajaran Malaysia (SPM) with 46.4%. The second largest group of respondent have obtained Diploma with 20.2%. Those with Sijil Tinggi Pelajaran Malaysia (STPM) and Bachelor's Degree were sharing third largest group with 15.5% each. The smallest group was respondent have obtained Master's Degree with 2.4% or only 2 respondent.

#### ***4.3.6 Monthly Income***

According to Table 4.2, majority of the respondents have monthly income between RM1001- RM 2000 and between RM2001- RM3000 with 40.5% each. Followed by respondent with monthly salary between RM3001-RM4000 with 14.3%. The third group respondents have monthly income below RM1000 with 3.6% and lastly the respondent with monthly salary RM4001- RM5000 with 1.2%.

#### ***4.3.7 Length of Service***

According to Table 4.2, most of the respondents have working in the company for 3 – 6 years with 36.9%. The second largest group of respondent were 6 – 9 years with 23.8%. The third largest group of respondent were 1 – 3 years length of service with 21.4%. The fourth largest group were 9 – 12 years of service with 13.1%. the second smallest group were below than 1 years with 3.6 and the smallest group were more than 12 years length of service with 1.2%.

#### **4.4: Descriptive Statistics of Variable Study**

As shown in Table 4.3 means ranged from 4.22 to 4.02, and the standard deviations ranged from .30 to .29.

Table 4.3  
*Descriptive Statistics of the study variables*

	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
Job Crafting	4.0370	.29113	84
Job Performance	4.2208	.30172	84
Job Satisfaction	4.0298	.29073	84

## 4.5: Hypotheses Testing

### 4.5.1: Relationship between Job Crafting and Job Performance.

Pearson correlation and multiple regression tests were adopted in the present study. According to Sekaran & Bougie (2013), the direction and strength of variables relationship that measured by using the interval scale can be measured by the Pearson correlation matrix. The next analysis use in this study is multiple regressions to test hypotheses that developed in early chapters. The current study chooses the guidelines from Cohen (1988).

Table 4.4  
*Correlation Result*

<b>Variables</b>	<b>1</b>	<b>2</b>
1 Job Crafting	1	
2 Job Performance	.801**	1

Note. \*p <.05. \*\*p <.01 (one tailed test)

The finding result shows that job crafting considerably correlated with job performance ( $r = .801$ ,  $p < .01$ , respectively). The  $r$  value of this construct was 0.801. Based on the correlation guidelines from Cohen (1988), the value shows the large correlation of the variables. Based on Cohen (1988), value from -0.50 to -1.00 and +0.50 to +1.00 was interpret as a large correlation. It means, any increase in job crafting will also increase in job performance.

**4.5.2: The Effect of Job Satisfaction as a Mediator on Job Crafting and Job performance**

The present study using hierarchical regression for analyzes the relationship. For this present study it is to determine the relationship between job crafting (independent variable), job performance (dependent variable) and job satisfaction (mediating variable).

Table 4.5  
*Result of Mediation Effect of Job Satisfaction*

<b>Variable</b>	<b>B</b>	<b>SE<sub>B</sub></b>	<b>β</b>	<b>t</b>	<b>p</b>
<b>Step 1</b>					
Outcome: Job Performance					
Predictor: Job Crafting	0.831	0.068	0.801	12.135	.000
R <sup>2</sup>	0.642				
Adj R <sup>2</sup>	0.638				
F	147.260	p=			
df	1	0.000			
<b>Step 2</b>					
Outcome: Job Satisfaction					
Predictor: Job Crafting	0.675	0.071	0.579	14.218	.000
R <sup>2</sup>	0.587				
Adj R <sup>2</sup>	0.582				
F	10.803	p= 0.000			
df	1				
<b>Step 3</b>					
Outcome: Job Performance					
Predictor: Job Crafting	0.380	0.085	0.367	4.472	.000
Mediator: Job Satisfaction	0.588	0.085	0.567	6.910	.000
R <sup>2</sup>	0.775				
Adj R <sup>2</sup>	0.769				
F	139.480	p= 0.000			
df	2				

Hypothesis 1 stated as job crafting has positive and significant relationship on job performance. As shown in table 4.5 the results indicated that there are positive and have significant relationship between job crafting and job performance ( $\beta = 0.801$ ;  $t = 12.135$ ;  $p < 0.05$ ). Hence, hypothesis 1 is supported.

Hypothesis 2 stated that the relationship between job crafting and job performance is mediated by job satisfaction. As shown in table 4.5 the results indicated that job satisfaction play a partial mediation role. ( $\beta = 0.367$ ;  $t = 4.472$ ;  $p < 0.05$ ).

They are three steps how to analyse mediation effect on the relationship of independent variable and dependent variable (Baron & Kenny, 1986).

Table 4.6

*Analysis Influence Job Satisfaction on Relationship between Job Crafting and Job Performance*

Step 1	Job Crafting had significant influence with Job Performance ( $p < 0.05$ ).
Step 2	Job Crafting had significant influence with Job Satisfaction ( $p < 0.05$ ).
Step 3	Job Satisfaction was inserted as a control variable that shows the significant relationship with job performance ( $p < 0.05$ ). Job Crafting was shown have significant influence with Job Performance ( $p < 0.05$ ) and $\beta = 0.367$ on the third step of regression model had been decreasing compared to first step of regression model: $\beta = 0.801$ . The reducing effect shows an evidence of partial mediation.

#### 4.6: Summary of Findings

Table 4.14 presented all the results indicating regression analyses and test for the significant relationship between the variable. Table 4.14 summarizes the results of all hypotheses tested.

Table 4.7  
*Summary of Hypotheses Testing*

<b>Hypothesis</b>	<b>Statement</b>	<b>Findings</b>
<b>H1</b>	Job crafting has positive and significant relationship on job performance	Supported
<b>H2</b>	The relationship between job crafting and job performance is mediated by job satisfaction.	Supported

#### 4.7: Summary

This chapter is about a calculation and explanation about the research finding. It include of the response rate, data screening, normality test, descriptive analysis, correlation analysis and multiple regression analysis. The result from the analysis will determine whether the hypothesis is supported or not. For this present study, both of the hypotheses was accepted and supported by the result. Next chapter will be about discussion and conclusion.

## **CHAPTER 5**

### **DISCUSSION AND CONCLUSION**

#### **5.0: Introduction**

This chapter provides a discussion on research findings that was written in the previous chapter. In order to conceptualise the result, differentiation and comparison are drawn with the available literature on job crafting, job satisfaction and job performance. Implications of the study also included in this chapter. Conclusion from the research also can be found in this chapter together with suggestion for future research into job crafting, job satisfaction and job performance.

#### **5.1: Discussion of Results**

The main focus of present study is to investigate the relationships between job crafting and job performance with the mediating variable of job satisfaction among 120 the workers of the warehouse companies at Bukit Kayu Hitam. The following is the detailed discussion of the findings that is based on the research objective. The next section, discusses on the findings on the relationships between the independent variables, dependent and mediator variable.

As the data collection method present research used questionnaire to get respond from the participants. There are four sections in that questionnaire which are section A contained the demographic profile of participants and section B contained with the

items of independent (job crafting), section C contained with the items of mediator (job satisfaction) and section D contained with the items of dependent variable (job performance). Respondent was selected at random using simple random sampling.

### ***5.1.1: Research Objective and Question 1***

The primary purpose of this research was to examine the relationship between job crafting and job performance. It also aimed to investigate the mediating role of job satisfaction in the relationships between job crafting and job performance.

There is a positive relationship between job crafting and job performance mentioned by (Tims, Bakkers, Derks & Rhenen, 2013; Tims, Bakkers & Derks, 2012; Wrzesniewski & Dutton, 2001). This positive relationship had been supported by the result of the present study. Generally, the findings of this study are in consistent with the past researcher result.

In the present study job crafting become an important predictor because it able to change the situation and feeling of employees and increase the good feeling of the employee and make employees feel that their job task had become more suitable and not burden towards them.

The present research was conducted at warehouse companies located at Bukit Kayu Hitam, Malaysia and towards the workers that work at the warehouse companies. This result was significant maybe because of their working environment is comfortable for the warehouse worker since management provided sufficient facilities for their employees. Besides, maybe the co-workers and the top



management treat all the employees fairly or equally so this situation gives a positive feeling to the warehouse employees.

### ***5.1.2: Research Objective and Question 2***

This study also aimed to investigate the mediating effect of job satisfaction towards the relationship between job crafting and job performance. Based on the previous literature mentioned job crafting can affect the job satisfaction (Wrzesniewski & Dutton, 2001; Rickli, 2010) and positively related with job satisfaction. This positive relationship had been supported by the result of the present study.

Based on previous literature mentioned that job satisfaction as an independent variable that affect the job performance (Anuar, 2011; Pushpakumari, 2008; Ram, 2013) and positively related with job performance. This positive relationship had been supported by the result of the present study.

Since job crafting can affect both job performance and job satisfaction so the present study mainly proposed the job satisfaction as a mediator variable. The researcher employed a mediator multiple regression analysis in the relationship. The present study provides evidence that how the job satisfaction as a mediator was related to job crafting and job performance.

Based on the result of the hierarchical regression analysis, it can be said that job satisfaction partially mediates the relationship between job crafting and job performance. This demonstrates that employees would perform well if they feel satisfied in their job and at the same time craft their job according to what the worker

want or preferred. Generally, the findings of this study are in consistent with the past researcher result of their study.

This also indicates that the respondents of this study will enjoy in their work more and will perform better if their satisfied feeling increase and at the same time they used or implement job crafting in their work like the result will be much better.

## **5.2: Implications of the Study**

In the above sections, the results of the study were discussed based on the research questions and hypotheses. The findings of the present study have several important implications to practice and theory. Both the managerial and theoretical implications are discussed in the following section.

### ***5.2.1: Theoretical Implications***

Many previous empirical studies have weighted the value of increasing employee job performance. There are past research that studied the importance of job crafting not only towards organization but also towards the worker itself.

Findings from the main and interacting effects of the present study have extended beyond findings from other previous studies and thus have contributed new information to the body of knowledge in warehouse worker in Bukit Kayu Hitam, Kedah Malaysia job performance research.

Also, this study contributes by creating a new direction in research on job crafting to job performance with job satisfaction as mediator. The findings of the present stated that job performance consistent with the literature that job performance can be tested job crafting. The result of job performance in present study helpful to strengthen and valid the literature of job performance and also the variables applied in this research. Besides, the variables used in this research were effective to job performance (job crafting and job satisfaction).

### ***5.2.2: Practical Implications***

The practical implication was stated to explain about the relationship between the variables study as stated in the chapter 1, job crafting as independent variable, job performance as a dependent variable and job satisfaction as a mediating variable. It is noticed that job crafting can improve job performance of the employee according to the findings of the present study.

Going by the findings of this study, employees are implored to implement job crafting so that employee would be motivated and thus enhance their productivity. Consequent upon higher employee productivity and performance, there would be greater performance which is the sole objectives of every organization.

Based on the findings of this study, workers or employees are encouraged to implement job crafting in their work life so that employee would be satisfied and thus enhance their performance.

The present study provides further information about job crafting by investigating it with dependent variable and mediating variable among Malaysian warehouse workers. Present study, particularly contributes to the literature.

Based on the research findings, the study showed that warehouse worker job performance was affected by the job crafting and the mediation effects of job satisfaction towards this relationship will boost up job performance of the warehouse worker in Malaysia context since this study had been done in Malaysia. So warehouse worker can use job crafting in their work life since it can improve the worker job performance and at the same time the worker should be satisfied with their work to increase more job performance of the worker itself. Since based on the findings, increase in job satisfaction will also increase the relationship between job crafting and job performance.

### **5.3: Recommendation for Future Research**

For the future researchers were pertaining to sample of the study since the sample of this study was small. Hence, there is need for the future researches to study larger population in order to have larger sample so that the findings can be generalized further.

Future researchers should endeavour to research on the relationship and effects of job crafting on employee job performance with job satisfaction as a mediator with a additional moderator variable in order to dig it further. Also, future researches should

focus on examining the dimensionality of job crafting and authenticating how it should be measured.

It can also be suggested that since this research is cross sectional, future studies can use other research designs for example longitudinal studies to collect data and do the research.

#### **5.4: Conclusion**

As a conclusion, employee's job performance is important to the company operation. If the employees cannot perform well the company also will bear the effects of it. Regarding to these situation this study conducted to discover the connection between variables among warehouse worker in Bukit Kayu Hitam. Besides, the findings also supported that job satisfaction as a mediator that able to improve the job performance in the workplace. Every individual worker should know that implement job crafting in the workplace can lead to increase the job performance of the individual itself. Employer or organization also should concern about this situation and should take appropriate effort to improve employees' situation so that it can increase the employee job performance.

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