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Job Crafting, Employee Innovative Performance, and Employee Sustainability: The Mediating Role of Employee Adaptability

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ABSTRACT

Purpose – This study examines the effects of job crafting on employee innovative performance and employee sustainability, focusing on the mediating role of employee adaptability.
Methodology – A quantitative survey was conducted involving 387 employees selected through purposive sampling. Data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).
Results – Job crafting positively influenced employee innovative performance (β = 0.456), employee sustainability (β = 0.349), and employee adaptability (β = 0.513). Employee adaptability also positively influenced innovative performance (β = 0.290) and sustainability (β = 0.369). Furthermore, adaptability significantly mediated the relationships between job crafting and innovative performance (β = 0.149) and sustainability (β = 0.189), with all relationships significant at $p < 0.001$.
Originality/Value – This study highlights employee adaptability as an important mechanism linking job crafting to innovative performance and employee sustainability. The findings emphasize the importance of fostering proactive work behavior and adaptability to support sustainable employee outcomes.

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1. Introduction

In a rapid and uncertain business landscape, employee sustainability has become a strategic issue that is receiving increasing attention in human resource management research (Irfan et al., 2023). Employee sustainability is understood as an individual's ability to maintain their health, well-being, and work productivity over the long term, thereby enabling them to contribute optimally to the achievement of the organization's long-term goals (Rosen et al., 2015). A dynamic work environment characterized by technological changes, demands for new competencies, and intense competition requires organizations to focus not only on short-term performance but also on employees' capacity to sustain and develop themselves over the long term.

The effectiveness in supporting employee sustainability is job crafting, that is, employees' proactive efforts to reshape their tasks, work relationships, and the meaning of their work to better align with their personal needs, values, and competencies (Dhanpat, 2024). Job crafting enables employees to create more meaningful work experience, increase engagement, and foster well-being and long-term career development (E. Janssen et al., 2021). Thus, job crafting not only contributes to improved performance but also plays a crucial role in maintaining the sustainability of employees' work capacity amid changes in the work environment.

In addition to its impact on sustainability, job crafting is also believed to be a key driver of employees' innovative performance (Petrou et al., 2016). Employees who actively shape their work tend to be more open to new ideas, willing to experiment, and able to find more effective and innovative ways of working. However, the relationship between job crafting and innovative performance is not always direct. It requires an individual's ability to adapt to change, uncertainty, and ever-evolving work demands a concept known as employee adaptability (Cullen et al., 2014).

Employee adaptability refers to an employee's capacity to adjust their mindset, behavior, and actions in response to dynamic and complex work situations (Teng & Chen, 2024). Adaptive employees are better prepared to face change, quickly learn new skills, and can apply innovative solutions to resolve work-related problems (Cullen et al., 2014). In this context, job crafting can be viewed as an initial mechanism that drives increased adaptability, which in turn strengthens employees' ability to produce innovative performance (Ogbuanya & Chukwuedo, 2017). In other words, employee adaptability has the potential to play a crucial mediating role in explaining how job crafting contributes to employee innovative performance.

Furthermore, employees' innovative performance not only impacts an organization's competitive advantage but also contributes to the employees' own sustainability. Employees who can innovate tend to have a higher sense of competence, relevance, and self-worth, which ultimately supports their career sustainability and work capacity (Tordera et al., 2020). However, Kira et al. (2010) emphasize that trends in modern work life present serious challenges to employees' ability to sustain their work, particularly when organizations fail to provide sufficient room for flexibility, learning, and adaptation.

Based on this discussion, there remains a research gap regarding the mechanisms through which job crafting influences employee innovative performance and employee sustainability, particularly through the mediating role of employee adaptability. Therefore, this study aims to: (1) examine the effect of job crafting on employee innovative performance, (2) examine the mediating role of employee adaptability in the relationship between job crafting and employee

innovative performance, and (3) examine the effect of employee innovative performance on employee sustainability. This study is expected to provide theoretical and practical contributions to the development of human resource management strategies oriented toward innovation and employee sustainability.

2. Literature Review & Hypothesis Development

Job crafting and Employee Innovative Performance

Job crafting is defined as employee-initiated changes to their tasks, relationships, and perceptions of their work to align their jobs with their personal strengths and interests (Tims et al., 2013). This proactive behavior enables employees to enhance the meaningfulness of their work, leading to increased engagement and satisfaction (Berdicchia et al., 2024). By actively modifying aspects of their roles, employees can create a more personalized and satisfying work experience, which is crucial for maintaining motivation and performance over time.

Job crafting makes it easier for employees to complete new tasks they are assigned (Tims et al., 2013). This demonstrates that employee-driven job design fosters greater innovation because employees work comfortably and feel that their roles align with their needs (Stasielowicz, 2022). New ideas can emerge when employees work calmly and without pressure, leading to the following hypothesis:

H1: Job crafting has a significant positive effect on employee innovative performance

Job crafting and Employee Sustainability

The integration of job expertise and adaptability creates a synergistic effect that supports employee sustainability (Irfan et al., 2023). When employees proactively shape their roles and adapt to new circumstances, they tend to experience increased well-being, job satisfaction, and a sense of purpose. These factors collectively reduce employee turnover and foster long-term commitment to the organization (Turek et al., 2024).

Employees have more time and energy to delve deeper and explore more comprehensively; such insights can help them identify the root causes of problems and propose targeted solutions (Qian et al., 2024). Employees' innovative performance will make it easier for them to resolve various issues encountered in the workplace, thereby making them more sustainable within the organization.

H2: Job crafting has a significant positive effect on employee sustainability

Job crafting and Employee Adaptability

Kidron & Rispler (2025) state that employees who can design jobs that are relevant to them will find it easier to adapt. Employee adaptability also enables employees to persevere under any circumstances and fosters employee embeddedness (Teng & Chen, 2024). Thus, employees who work within a job design they have created themselves will be better able to adapt to new challenges and work demands within the organization.

Job crafting is a concept that describes an individual's proactive ability to modify their professional work routines to keep pace with current market trends and demands (Hevi et al., 2024). This indicates that employees' proactive abilities can make it easier for them to adapt to highly dynamic job demands (Teng & Chen, 2024).

H3: Job crafting has a significant positive effect on employee adaptability

Employee Adaptability and Employee Innovative Performance

Employee adaptability is defined as the ability to adjust to changes in job specifications or circumstances and to respond to shifting priorities or demands in the workplace (Zhou &

Zheng, 2022). Cullen et al. (2014) also states that employees who are highly adaptable to their environment are less likely to experience stress in their work. Therefore, employees who are not stressed in their work will be more innovative in completing their tasks.
Employee adaptability offers many benefits, particularly for employees, as they feel capable of adjusting to existing demands, thereby becoming more innovative in their work Cárdenas-Muñoz et al., 2024). Employees' innovative performance is a result of their ability to adapt to work demands. Employees who adapt easily will find it easier to generate new ideas and overcome various problems they face in the workplace (Truong et al., 2021).
H4: Employee adaptability has a significant positive effect on employee innovative performance

Employee Adaptability and Employee Sustainability
Employee adaptability refers to an individual's ability to adjust their thoughts, behaviors, and actions in response to changing job demands, work roles, and environmental conditions (Zhou & Zheng, 2022). From a psychological perspective, adaptability serves as a critical self-regulatory resource that enables employees to effectively cope with uncertainty, complexity, and ongoing change in the workplace (Stokes et al., 2010). When employees feel capable of adapting to evolving job demands, they tend to experience less psychological stress and are more likely to maintain a stable level of functioning over time.
Drawing on Conservation of Resources (COR) Theory, adaptive employees are better able to protect and conserve valuable personal resources such as energy, competence, and emotional well-being (De Clercq & Pereira, 2021). Cullen et al. (2014) argue that employees who successfully adapt to their work environment experience lower levels of work-related stress, as they view change not as a threat but as a manageable challenge. Reduced stress, in turn, prevents resource depletion and supports sustained physical and psychological health key components of employee sustainability (Berry & Rickwood, 2000).
Furthermore, employee adaptability enhances perceived control and self-efficacy, which are essential psychological mechanisms underlying sustainable work behaviour (Kao, 2017). When employees feel capable of adjusting to new demands, they develop a stronger belief in their ability to manage future challenges.
H5: Employee adaptability has a significant positive effect on employee sustainability

Employee Adaptability mediates the Effect of Job crafting on Employee innovative performance and Employee Sustainability
Park & Park (2021) state that adaptability is influenced by various factors, one of which is an employee's ability to modify their work in ways they perceive as relevant to themselves. From a psychological perspective, employees who are proactive in their work find it easier to adapt, which in turn impacts their innovative performance.
Mansour & Nogues (2022) emphasize that employees' ability to design their own work has various effects, one of which is making employees more innovative in their work. This, of course, involves a chain of concepts: employees who can design their own work become more adaptive, which in turn enables them to be innovative in completing their tasks.
Employee adaptability influences employees' work and leisure activities and provides them with the resources to overcome workplace challenges, which can enhance their resilience at work (Teng & Chen, 2024). Adaptability provides employees with unique resources that impact their ability to generate new ideas and solve problems. Therefore, we can formulate the hypothesis that employee adaptability can serve as a mediating variable.

Job crafting is the proactive behavior of employees in modifying their tasks, work relationships, and the way they interpret their work to align with their abilities, needs, and personal values (Kira et al., 2010). In the context of a dynamic work environment, job crafting serves as an initial mechanism that enables employees to create a better fit between job demands and their available resources. However, the impact of job crafting on employee sustainability does not occur solely through direct effects; rather, it is reinforced by employees' ability to adapt to change that is, employee adaptability (Dhanpat, 2024).

Job crafting creates the initial conditions that allow employees to develop adaptability, while employee adaptability ensures that the changes made through job crafting truly contribute to employee sustainability (Wang & Lau, 2022). Therefore, employee adaptability serves as a key mediator in the relationship between job crafting and employee sustainability, explaining how employees' proactive behaviors can translate into work sustainability and long-term commitment to the organization.

H6: Employee adaptability mediates the effect of job crafting on employee innovative performance

H7: Employee adaptability mediates the effect of job crafting on employee sustainability

3. Methodology

3.1 Research Design and Analytical Approach

This study employs a quantitative approach through a cross-sectional survey study aimed at testing hypotheses regarding the relationships among job crafting, employee innovative performance, employee adaptability, and employee sustainability (Hair et al., 2021). The unit of analysis is the individual level, with participating respondents completing a questionnaire via an online survey.

The sampling technique used in this study was purposive sampling, targeting employees working at companies that utilize remote work or flexible work arrangements by sample size 387 respondents. The data collected were then analyzed using SEM (Structural Equation Modeling). Data analysis was conducted in two stages. In the first stage, the measurement model was assessed based on practical guidelines to determine acceptable levels of reliability and validity.

The second stage involved model evaluation. Model evaluation consisted of two parts: the external model and the internal model. The external model was evaluated using convergent and discriminant validity of the indicators and composite reliability for the indicator blocks. The inner model was assessed using several criteria, namely: R-squared for endogenous latent variables and positive path coefficient values, which indicate that exogenous variables are positively correlated with endogenous variables, while negative coefficient values indicate that exogenous variables are negatively correlated with endogenous variables.

The instruments used in this study were adapted from previous studies. Job crafting is a form of proactive behavior in which employees modify job characteristics to align with their interests in order to develop their skills (Bakker et al., 2012). In this study, job crafting was measured using indicators from (Berg et al., 2015), consisting of 9 items on a Likert scale (1–5): (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. Employee innovative performance is defined as individual behavior directed toward the initiation and introduction of new and beneficial ideas, processes, products, or procedures within a work role, group, or organization (Qian et al., 2024). Employee innovative performance was measured using a scale developed by (O. Janssen, 2000). This scale covers three stages of

innovative performance: idea generation, idea promotion, and idea implementation, each with three items. The items, rated on a 1–5 Likert scale, are: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

Zhou & Zheng (2022) define employee adaptability as the ability to adjust to changes in job specifications or circumstances and to respond to shifting priorities or demands in the workplace. The employee adaptability instrument was adapted from (Bodla & Ningyu, 2017). The items, measured on a Likert scale (1–5), are: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. Employee sustainability consists of two dimensions: motivation to continue working (Akkermans et al., 2013; Oude Hengel et al., 2012) (Oude Hengel et al., 2012) and (Akkermans et al., 2013). The survey items used a Likert scale (1–5): (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

4. Results and Discussion

4.1 Results

4.1.1 Measurement Model Evaluation

This study evaluates the quality of research instruments using a reflective measurement model, as the indicators for each construct are viewed as manifestations of the underlying latent constructs and are supported by a theoretical framework and relevant empirical literature. The evaluation of the reflective measurement model was conducted to assess the construct validity and reliability. Construct validity includes convergent validity and discriminant validity, while reliability was evaluated using Cronbach's alpha and composite reliability.

Convergent validity is evaluated based on the outer loading of each indicator and the average variance extracted (AVE). According to Jr et al. (2008), indicators with an outer loading value above 0.50 can be considered to meet the criteria for convergent validity. Additionally, an AVE value of 0.50 or higher indicates that the construct explains at least 50% of the variance in its indicators. Furthermore, construct reliability was assessed based on Cronbach's alpha and composite reliability, while discriminant validity was used to ensure that each construct is empirically distinct from the others. The detailed results of the measurement model evaluation are presented in Table 1.

Table 1. Factor Loading

Variable	Item	*Loading*	Cronbach's alpha	Composite Reliability
Job Crafting	JC1	0.810	0.907	0.911
	JC2	0.679		
	JC3	0.816		
	JC4	0.775		
	JC5	0.809		
	JC6	0.777		
	JC7	0.740		
	JC8	0.721		
	JC9	0.691		
Employee Adaptability	EP1	0.748	0.896	0.902
	EP2	0.811		
	EP3	0.680		
	EP4	0.755		
	EP5	0.698		
	EP6	0.791		

	EP7	0.806		
	EP8	0.796		
Employee Innovative Performance	EIP1	0.714	0.913	0.916
	EIP2	0.780		
	EIP3	0.742		
	EIP4	0.742		
	EIP5	0.737		
	EIP6	0.734		
	EIP7	0.787		
	EIP8	0.818		
	EIP9	0.848		
Employee Sustainability	ES1	0.827	0.895	0.900
	ES2	0.797		
	ES3	0.722		
	ES4	0.844		
	ES5	0.836		
	ES6	0.827		

Table 1 presents the results of the measurement model evaluation, which includes assessments of reliability and construct validity. The test results show that all indicators used in the study meet the established criteria. All constructs exhibit adequate internal consistency, as indicated by Cronbach's alpha and composite reliability values above the threshold of 0.60. Thus, the research instrument can be deemed to have an acceptable level of internal consistency.

Next, discriminant validity was evaluated to ensure that each construct in the empirical model has distinct characteristics and does not measure the same concept. The discriminant validity test was conducted by comparing the square root of the Average Variance Extracted (AVE) value for each construct with the interconstruct correlation values. Based on the Fornell–Larcker criteria, discriminant validity is met if the square root of a construct's AVE is greater than its correlation with other constructs. The results of the discriminant validity test are presented in Table 2.

Table 2. Correlation Among Variable

Dimensi	EA	EIP	ES	JP
EA	**0.762**			
EIP	0.524	**0.768**		
ES	0.548	0.621	**0.810**	
JP	0.513	0.605	0.538	**0.759**

Table 2 shows that the criteria for discriminant validity have been met. The square root of the Average Variance Extracted (AVE) values presented on the main diagonal are greater than the correlation coefficients between the respective constructs and other constructs. These findings indicate that each construct has a larger variance with the indicators that measure it compared to other constructs in the model. Thus, all constructs meet the criteria for discriminant validity based on the Fornell–Larcker approach.

4.1.2 Structural Model Evaluation

Structural model evaluation was conducted to assess the model's ability to explain the variance of endogenous constructs and to test the relationships among latent variables in the research model. One of the indicators used is the effect size (f^2), which is used to assess the relative contribution of each exogenous construct to the R^2 value of the endogenous construct.

Thus, the f^2 value indicates the extent to which changes in the R^2 value of the endogenous construct occur when a predictor construct is removed from the model.
According to Hair et al. (2010), f^2 values of 0.02, 0.15, and 0.35 indicate small, moderate, and large effects, respectively, while values below 0.02 indicate that the predictor construct has a relatively small or negligible effect on the endogenous construct. The results of the effect size (f^2) calculations for each structural relationship are presented in Table 3.

Table 3. Effect Size

	EA	EIP	ES	JP
EA		0.108	0.164	
EIP				
ES				
JP	0.357	0.268	0.147	

Table 3 shows that all tested structural relationships have substantive effect sizes (f^2). The f^2 value for the job crafting → employee adaptability relationship is 0.357, which falls into the large effect category. The f^2 value for the job crafting → employee innovative performance relationship is 0.268, indicating a moderate effect. Furthermore, the f^2 value for the job crafting → employee sustainability relationship is 0.147, indicating a moderate effect. Meanwhile, the employee adaptability → employee innovative performance relationship has an f^2 value of 0.108, which falls into the small-effect category. Finally, the employee adaptability → employee sustainability relationship has an f^2 value of 0.164, which falls into the moderate-effect category. Based on the criteria of Hair et al. (2010), f^2 values of 0.02, 0.15, and 0.35 indicate small, moderate, and large effects, respectively. Thus, job crafting makes a substantive contribution to innovative employee performance and employee adaptability, while employee adaptability also makes a relatively strong contribution to employee innovative performance. Furthermore, the quality of the structural model was evaluated based on the coefficient of determination (R^2) and predictive relevance (Q^2). The R^2 value for employee adaptability was 0.261, indicating that 26% of the variance in employee adaptability can be jointly explained by job crafting, while the remaining 74% is explained by other factors not included in the research model. The R^2 value for employee innovative performance was 0.425, indicating that 42% of the variance in employee innovative performance is jointly explained by job crafting and employee adaptability, while the remaining 58% is explained by other factors not included in the research model. Meanwhile, the R^2 value for employee sustainability is 0.386, indicating that 39% of the variance in employee sustainability is explained by employee adaptability and job crafting, while the remaining 61% is influenced by other factors outside the model.
These R^2 values indicate that the model has adequate explanatory power for the endogenous constructs under study. The interpretation of R^2 must be placed within the context of the research field and the complexity of the model; thus, a higher value indicates that a larger proportion of the variance in the endogenous construct can be explained by its predictor constructs.

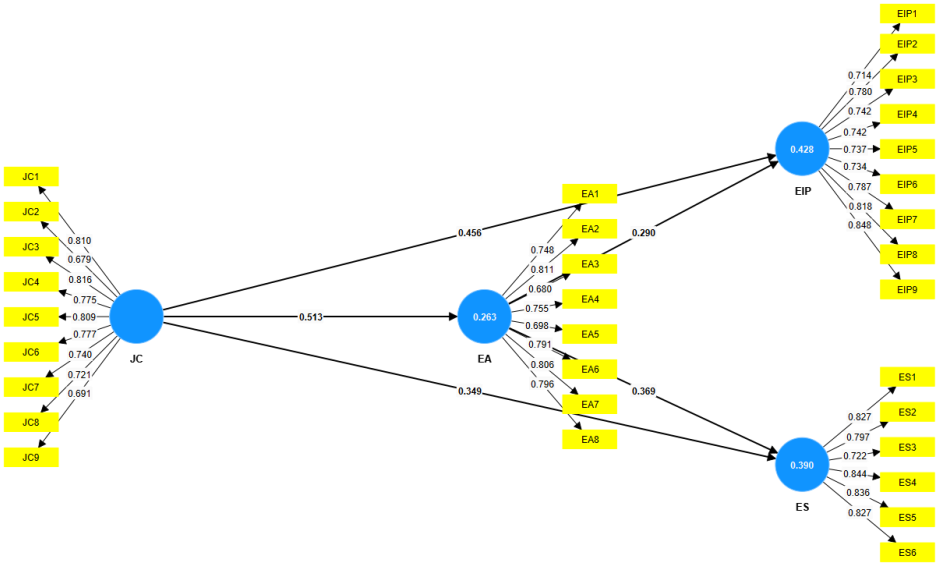


Figure 1. Result of Study

Table 4 and Figure 1 present the results of the hypothesis testing in the structural model. Hypothesis 1 (H1) states that job crafting has a positive effect on employee innovative performance. The test results show that the relationship between job crafting and employee innovative performance has a path coefficient (β) of 0.456 with a p-value < 0.001. A positive path coefficient indicates that an increase in job crafting tends to be followed by an increase in employee innovative performance. Meanwhile, a p-value of < 0.001 indicates that this relationship is statistically significant. Thus, H1 is supported, indicating a positive and significant effect of job crafting on innovative performance.

The test results show that the relationship between job crafting and employee sustainability has a path coefficient (β) of 0.349 with a p-value < 0.001. A positive path coefficient indicates that an increase in job crafting tends to be followed by an increase in employee sustainability. Thus, H2 is supported, indicating a positive and significant effect of job crafting on employee sustainability.

The results for Hypothesis 3, job crafting → employee adaptability, show a path coefficient (β) of 0.513 with a p-value < 0.001. A positive path coefficient indicates that an increase in job crafting tends to be followed by an increase in employee adaptability. Thus, H3 is supported, indicating a positive and significant effect of job crafting on employee adaptability.

Table 4. Hypothesis Test Result

Variable Correlation	Path Coefficient	*P-Value*
JC→ EIP	0.456	<0,001***
JC → ES	0.349	<0,001***
JC → EA	0.513	<0,001***
EA → EIP	0.290	<0,001***
EA → ES	0.369	<0,001***
JC → EP→ EIP	0.149	<0,001***
JC → EA→ ES	0.189	<0,001***

Furthermore, employees' adaptability has a positive and significant effect on their innovative performance. The EP → EIP relationship has a path coefficient of 0.290 with a p-value < 0.001. This finding indicates that an increase in employees' adaptability is associated with employee

innovative performance. Therefore, Hypothesis 4 is supported. Employees' adaptability has a positive and significant effect on employee sustainability. The EP → ES relationship has a path coefficient of 0.2369 with a p-value < 0.001. These findings indicate that an increase in employees' adaptability is associated with employee sustainability. Therefore, Hypothesis 5 is supported.

Furthermore, employees' adaptability was found to mediate the relationship between job crafting and employees' innovative performance. The indirect effect via the JC → EP → IEP path had a coefficient of 0.149 with a p-value < 0.001. These results indicate that job crafting can contribute to improved innovative performance by strengthening employees' adaptability. Thus, Hypothesis 6 is supported. Employee adaptability was found to mediate the relationship between job crafting and employee sustainability. The indirect effect via the JC → EP → ES path had a coefficient of 0.189 with a p-value < 0.001. These results indicate that job crafting can contribute to employee sustainability by strengthening employees' adaptability. Thus, Hypothesis 7 is supported.

4.2 Discussion

These findings indicate that job crafting has a positive and significant relationship with employees' innovative performance. These findings demonstrate that employees who proactively modify their tasks, work methods, relationships, or available job resources tend to exhibit innovative behavior in their work. This interpretation aligns with the basic concept of job crafting as a form of proactive, employee-driven job redesign, as developed by (Berg et al., 2015). From the perspective of the Job Conservation of Resources (JD-R) theory, job crafting can be understood as a mechanism through which employees actively modify their personal rules to achieve a better fit between their personal capabilities and job requirements (De Clercq & Pereira, 2021). Employees may seek to obtain additional resources, increase challenging demands, or reduce hindering demands. Such adjustments can foster motivation and work engagement, thereby creating conditions that support innovative behaviour (Bandyopadhyay & Randev, 2023). Specifically, enhancing structural and social job resources can provide employees with greater autonomy, information, feedback, and opportunities for collaboration, which in turn facilitates the creation and implementation of new ideas. Thus, job crafting is not merely an adjustment to an existing job; this practice can also create conditions that enable employees to address work-related issues more creatively.

These findings are also consistent with empirical research showing a relationship between job crafting and innovative performance (Rafiq et al., 2023). Recent evidence indicates that job crafting positively contributes to employees' innovative performance, primarily because employees who actively reshape their jobs are better positioned to identify opportunities for improvement and translate those opportunities into innovative actions. Furthermore, research on employees in the information technology sector shows that proactive job crafting is closely linked to innovative performance as well as employee well-being.

These findings further reinforce that job crafting the proactive adaptation of work by employees) has a positive relationship with employee sustainability. This interpretation is supported by the literature on job crafting and sustainable work performance. A systematic literature review by Rózsa et al. (2023) concluded that job crafting is a form of employee-driven job redesign that supports stable and sustainable work performance. Similarly, empirical studies have examined the relationship between job crafting and sustainable employability (Mansour & Nogues, 2022; Shang, 2022).

One key finding in this research is that employees' adaptive capacity acts as a positive mediator in the relationship between job crafting and employees' innovative performance. The direct relationship between job crafting and innovative performance remains significant, while the indirect path through employees' adaptive capacity also shows significance. This pattern indicates partial mediation, implying that job crafting contributes to innovative performance both directly and indirectly through employees' adaptive capacity. In other words, employees do not become innovative simply because they modify their jobs. Job crafting can also strengthen their ability to respond effectively to new situations, acquire new skills, adjust work strategies, and solve emerging problems, which ultimately facilitates innovative performance (Lazauskaite-Zabielske et al., 2021).

This proactive adaptation can strengthen employees' readiness to learn, experiment, and change their behavior as circumstances shift. Thus, adaptability becomes a crucial mechanism that transforms proactive job crafting into innovative outcomes. Employees who are able to adapt to new technologies, changing customer needs, unfamiliar tasks, and unexpected problems have a greater chance of transforming the various opportunities created through job crafting into innovative solutions (Mansour & Nogues, 2022). The relationship between job crafting, adaptability, and sustained employee performance can also be interpreted within this framework. Employees who actively shape their jobs may be better positioned to maintain performance as job demands change, as they can modify how they carry out tasks and mobilize the appropriate resources. Adaptability reinforces this process by enabling employees to respond constructively to changing requirements, rather than relying solely on established work routines.

Recent research also links employee agility and resilience, job crafting, innovative performance, and subjective well-being, suggesting that proactive job crafting can be relevant to both employee performance and well-being outcomes (Cárdenas-Muñoz et al., 2024).. Overall, these findings suggest that job crafting should be understood as a proactive employee behavior that can support both innovation and sustained employee performance, with adaptability serving as a key mediating mechanism. Employees who actively shape their jobs are potentially better able to create conditions conducive to innovation and maintain their effectiveness as job demands evolve.

5. Conclusion and Future Research Agenda

This study concludes that job crafting is an important factor at the employee level that is associated with employees' innovative performance and retention. These findings suggest that employees who proactively modify their tasks, work methods, and work resources tend to demonstrate higher levels of innovative performance. Job crafting enables employees to proactively respond to job demands, identify opportunities for improvement, and develop alternative ways of performing their tasks, thereby creating conditions that support innovative work outcomes.

These findings also indicate that job crafting is positively associated with employee sustainability. Employees who actively shape their jobs may be better positioned to manage changing demands, utilize available resources, and maintain their capacity to work effectively. These findings highlight the importance of employee proactivity in supporting sustainable work performance, rather than viewing sustainability solely because of organizational policies or working conditions (Islam, 2022).

Furthermore, employees' adaptability plays a significant mediating role in the relationship between job crafting and employees' innovative performance. The significant indirect effect suggests that job crafting can contribute to innovative performance by strengthening employees' ability to adapt to changing circumstances, learn new approaches, and respond effectively to emerging work challenges. This mediation is partial, indicating that employees' adaptability is an important mechanism, but not the only one linking job creation to innovative performance.

Overall, these findings contribute to the literature by positioning work craftsmanship and employee adaptability as complementary mechanisms at the employee level for understanding innovative and sustainable work outcomes. The results suggest that organizations can benefit from creating a work environment that provides employees with sufficient autonomy and opportunities to proactively shape their work while developing their capacity to adapt to changing work requirements.

Although this study contributes, it has several limitations that should be considered when interpreting its findings. First, this study employed a cross-sectional research design in which variables were measured at a single point in time. Consequently, the findings reveal statistically significant relationships between job crafting, employee adaptability, innovative employee performance, and employee sustainability, but do not establish a temporal priority or definitive causal effects. Future studies should employ longitudinal, time-lagged, or multi-wave research designs to examine how changes in job crafting and employee adaptability are associated with subsequent changes in innovative performance and employee retention.

This study relies primarily on self-reported questionnaire data. Because the same respondents provided information on predictors, mediator, and outcome variables, the findings may be susceptible to common method bias and response-related biases, including social desirability and respondents' tendency to provide consistent answers across measurements. Although appropriate procedural and statistical refinements can mitigate these concerns, future research could strengthen the evidence by obtaining ratings of employees' innovative performance from supervisors, thereby incorporating objective performance measures.

6. Limitations and Future Research

This study has several limitations. First, the cross-sectional design limits the ability to establish causal relationships among job crafting, employee adaptability, innovative performance, and employee sustainability. Future research could employ longitudinal or time-lagged designs to examine how these relationships develop over time. Second, the use of self-reported questionnaire data may introduce common method bias and subjective response tendencies. Future studies could combine employee surveys with supervisor assessments and objective performance indicators to strengthen the validity of the findings. Third, the purposive sampling of 387 employees working in organizations with remote or flexible work arrangements may limit the generalizability of the results to other employment contexts. Further research could involve broader organizational sectors and different work arrangements. Finally, this study focuses on employee adaptability as the mediating mechanism. Future studies could explore additional factors, such as work engagement, psychological resilience, and perceived organizational support, to provide a more comprehensive understanding of how job crafting contributes to innovative performance and employee sustainability.

Declaration of AI and AI-assisted Technologies in the Writing Process

During the preparation of this manuscript, the authors used ChatGPT (OpenAI) to assist with academic writing, language refinement, manuscript organization, and improving the clarity and coherence of the text. After using this tool, the authors reviewed, verified, and edited the content as necessary and take full responsibility for the accuracy, integrity, and final content of the publication.

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