

The Adaptive Performance Model of Marines: The Role of Job Demands and Crafting Strategy

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Abstract

The success of the Marine Corps organization depends on the ability of its personnel to respond positively and overcome environmental challenges, acquire the new required skills, take official orders assiduously, and exhibit the adaptive performance from assigned tasks. Therefore, this study aims to analyze the adaptive performance model suitable for Marine Corps personnel by using job demands and crafting strategy as predictor and mediator variables, respectively. A quantitative method was used with cross-sectional and purposive sampling techniques. The model was tested using a sample of 230 Marine Intermediate Officers. The goodness of fit of the adaptive performance model is quite positive, with RMR = .05, CFI = .926, and TLI = .908. The results of the Structural Equation Model (SEM) analysis with AMOS 22 showed that: 1) the adaptive performance model offered for Marine Intermediate Officers is quite fit. 2) Job demands have a strong direct effect on adaptive performance. 3) Job crafting acts as a partial mediator between work demands and adaptive performance.

Keywords: job crafting, partial mediation, Indonesian Marine Corps personnel

Abstrak

Keberhasilan misi organisasi Korps Marinir tergantung pada personelnya dalam mengatasi dan memberikan respon terhadap perubahan lingkungan dan berperilaku memenuhi keahlian baru yang disyaratkan, mengakomodasi perintah dinas dari atasan serta menampilkan kinerja adaptif dari tugas yang telah ditetapkan. Penelitian ini secara spesifik bertujuan menganalisis model kinerja adaptif yang paling cocok bagi personel Korps Marinir dengan melibatkan variabel tuntutan kerja sebagai variabel prediktor dan variabel *job crafting* sebagai mediator. Penelitian menggunakan metode kuantitatif dengan *cross sectional* dan *purposive sampling*. Model diuji dari 230 sampel perwira menengah Marinir. Kesesuaian (*goodness of fit*) model kinerja adaptif cukup fit yaitu RMR = .05; CFI = .926; TLI = .908. Hasil analisis *Structural Equation Model* (SEM) dengan AMOS 22 menunjukkan: 1) model kinerja adaptif yang ditawarkan untuk Perwira Menengah Marinir cukup fit; 2) tuntutan kerja memberikan pengaruh langsung secara kuat terhadap kinerja adaptif; dan 3) *job crafting* berperan sebagai mediator parsial antara tuntutan kerja dan kinerja adaptif.

Kata Kunci: *job crafting*, mediasi parsial, personel Korps Marinir Indonesia

Introduction

The Marine Intermediate Officers also known as Pamens are known to be parts of various hierarchical organizations, such as the tracking force from the Infantry Brigade, the supporting agencies from the Cavalry and Artillery Regiments, the Combat Assistance Regiment, the Marine Corps Training Command (Kolatmar), the Commander of the Marine Headquarters Detachment (Denmako), and the special forces and counter-terrorism from the Jala Mangkara

Detachment. Pamens Marines are personnel that carries out shift on duty, position, and place of responsibility (Tentara Negara Indonesia Markas Besar, 2011). Based on Article 7 of the Indonesia Law Number 34 of 2004, they are military personnels required to carry out permanent daily orders and be ready for combat operations, situational or emergency duties and additional roles according to the main tasks of the Indonesian National Armed Forces (Undang-Undang TNI, 2004).

Consequently, Pamens Marines are expected to adjust job behaviour and exhibit better adaptive performance in response to changes. Based on data from the Marine Corps Personnel Administration Service (Disminpers Kormar) (2018), the average number of Pamens in the Marine Corps, Executive Units at the Ministry of Defense, as well as the Indonesian Army Headquarters, Military Bases of the Navy Army, and institutions of the National Armed Forces are 57.1%, 3.6%, 39.3%, respectively. Therefore, a changing and dynamic environment requires adaptive employees (Pulakos et al., 2000). Adaptability is considered an important performance factor for military personnel to work competently, and a prerequisite for the success of military organizations when facing challenges of complex environments and unpredictable situations (Bates et al., 2013).

The urgency for adaptive performance is related to traditional values in the Marine Corps, which include the possession of high dedication and strong fighting power. The Marine Corps has a top-down organization following a "chain of command" with a strong hierarchical structure and a combat soldier's work ethic with a clear set of responsibilities (Irianto & Sutrisno, 2014). Pamens Marines serve in various work units but have similarities in terms of hierarchical and bureaucratic structures. Organizational leaders initiate top-down changes similar to those in Marine Corps and the modifications are a response to the increasingly dynamic external environment.

Pamens Marines are morally obligated to follow the organizational guidelines of the Marines and the Indonesian Navy (military discipline, hierarchy, and honor), which are expected to provide appropriate guidance in carrying out duties. In assuming the position of a Unit Commander, it is expected that they manage changes in job demands, display adaptive performance, and be part of the successful implementation of service orders.

The Marine Corps Commander (Dankormar), Major General TNI Suhartono, on the 75th Birthday of the Marine Corps,

stated "The task of overcoming security disturbances or humanitarian, such as dealing with natural disasters in the community and the current Covid-19 pandemic is a challenge. Therefore, Marine Corps should work hard despite all the limitations. It is difficult to adapt with change, but quitting is not an option, let alone losing." (Maulana, 2020).

Bates et al. (2013) stated that, in relation to military organizations, the dimensions of adaptive performance proposed by Pulakos et al. (2000) with a bureaucratic structure were eight. These include: 1) overcoming crises and emergencies, 2) managing job stress, 3) solving problems creatively, 4) surmounting job uncertainty, 5) learning new ideas related to the task, 6) displaying interpersonal, 7) cultural, and 8) physically oriented adaptability. Pamens Marines carry out their tasks on certain occasions in the form of military operations, humanitarianism, or other unpredictable, threatening, and uncertain conditions, often in an unfamiliar culture and dynamic job environment.

Adaptive performance is useful for studies related to military tasks such as overcoming armed separatist movements, insurgencies, and acts of terrorism, securing border areas, strategic national vital objects, the President, Vice President, and their families, and carrying out the world peace appropriateness to foreign policy. Furthermore, empowering the defense area promptly and its supporting forces, assisting the tasks of the regional government and the Indonesian Police in the context of security and public order as regulated by law.

The other parts of the orders of military personnel are to help secure state guests and representatives of foreign governments while in Indonesia, deal with the consequences of natural disasters, evacuate, provide humanitarian assistance, search and rescue in accidents, as well as protect shipping and aviation against piracy and smuggling. Pamens Marines working as service, operations, or planning staff are expected to display "interpersonal adaptability" as well as "learn new skills, knowledge, and

procedures" in a challenging environment (Irianto & Sutrisno, 2014).

Territorial situations in remote areas or borders with other countries experiencing a disaster require that Pamens should interact with the community by adapting to local culture, and have the willingness to learn and respect the cultural values of the residents. This includes the ability to find solutions to problems creatively, handle job stress and deal with emergency and unexpected situations, as a method of increasing the success of the assignment (data from interviews with 11 Pamens Marines). A person is considered adaptive when not perturbed in facing difficult challenges (Pulakos et al., 2000).

According to the theory of job demands-resources, all work environments have different characteristics in the form of demands and resources (Bakker & Demerouti, 2017). Job demands, characteristics that require effort from employees with certain disadvantages, such as high work pressure and emotionally stressful interactions, are liable to reduce well-being and lead to burnout through declining health (Bakker, 2014). Exhausted employees are found to complain about excessive demands that lead to decreased performance behaviour, bringing about a negative job climate in the relationship between superiors and coworkers (Bakker, 2014).

Job crafting is a useful strategy in a changing work environment, which cause deliberate modifications in limitations as an individual initiative in redesigning their jobs (Bakker & Demerouti, 2017). Job crafting is affected by perceptions of work demands (Demerouti et al., 2015), which implies adapting to survive in the face of organizational change (Bakker & Demerouti, 2017; Ghitulescu, 2013; Petrou et al., 2015).

Adaptive performance and job crafting are interrelated processes (Berg et al., 2010). Job crafting positively affects organizational output (Berg et al., 2013; Tims et al., 2013; Tims et al., 2015). Employees adjust demands

through crafting depending on their needs (Demerouti, 2014; Petrou et al., 2012; Tims & Bakker, 2010). The output of crafting is enjoyable by improving or conversely reducing performance (Bolino et al., 2013; Demerouti, 2014). This study examines the Pamens Marines adaptive performance model in the context of Indonesian military organizations. The hypotheses consist of the major, namely "work demands and adaptive performance with job crafting as a mediator". The minor, such as: 1) "work demands affect adaptive performance". 2) "Job crafting affects adaptive performance". And 3) "work demands affect job crafting.

Methods

The study used a quantitative survey method with a cross-sectional model. The primary data is obtained by directly meeting the respondents when distributing questionnaires.

Population and Sample

The population of this study includes Pamens Marines with 978 people from 65 work units in the Marine Corps organization were selected. The minimum sample with a significance level of 1% was 276 based on the purposive sampling formula proposed by Zainudin (2002: 58).

The number of questionnaires distributed was 350, therefore, the minimum sample was met statistically. Subject criteria include Marines with the position of Major, Lieutenant, and Colonel with a minimum service period of 10 years, and have been assigned three times in different places.

The collected data were treated confidentially and anonymously. The average time to complete the questionnaire was 15 minutes. The data collection stage was carried out from August to November 2019.

Instruments

Job demands

The measuring instrument used a questionnaire consisting of two parts, namely the demographic data of the respondents and

three study variables, namely job demands, work crafting, and adaptive performance, in the form of an attitude scale. Meanwhile, the attitude scale is a method of evaluating a particular position with the response distribution as the basis for determining the value of the scale (Azwar, 2012).

The job demand scale is adopted from the developed Job Demand Resources Questionnaire (Bakker, 2014). This scale consists of 23 items with five dimensions, namely: 1) work pressure, 2) cognitive demands, 3) emotional requirements, 4) role of conflict, and 5) bureaucratic complexity. There are response options for each score with a five-point Likert scale. The 1st three dimensions include: job pressure, represented in 4 items, for example: "Do my job requires me to work fast?", cognitive demands, denoted in 4 items, for instance: "Do my job requires much concentration?", and emotional requirements, designated in 6 items, for example: "Do my job requires me to deal with emotionally stressful situations?", with the response options ranging from 1 which is Never to 5, signifying Almost Always. Meanwhile, the last two dimensions include: conflict ideas, represented in 4 items, for example, "I receive conflicting directions from two or more people" and bureaucratic complexity, denoted in 5 items, for instance: "My job requires me to face complicated administrative problems", with the response options ranging from 1 which is Strongly Disagree to 5, signifying Strongly Agree.

Job Crafting

The job crafting scale is adopted from Tims et al. (2012) and consists of 15 items with three dimensions, namely: 1) improving social resources, represented in 5 items, for example: "I ask others to provide feedback on my performance", 2) increasing structural resources, denoted in 5 items, for instance: "I try to develop myself professionally", and 3) increase job challenges, designated in 5 items, for example: "When there is an interesting task, I offer to be part of the team". Each item has a 5-category Likert scale, moving from a

response of 1 which is Almost Never to 6, signifying Very Often.

Adaptive Performance

The adaptive performance scale is adopted from the developed I-ADAPT Scale Ployhart dan Bliese (2006). The scale consists of 8 subscales with 55 items, namely: 1) dealing with emergencies, represented in 5 items, for example: "I am alert and ready during an emergency" 2) handling an uncertain and changing environment, denoted in 9 items, for instance: "I get frustrated when tasks are unpredictable", 3) providing creative methods of solving problems, designated in 5 items, for example: "I observe problems from different perspectives", 4) learning new skills, knowledge, and procedures, represented in 9 items, for example: "I am responsible for learning new skills". Furthermore, 5) coping with stress, denoted in 5 items, for instance: "I am not prepared to deal with much pressure", 6) interpersonal adaptability, designated in 8 items, for example: "I consider it important to be flexible in dealing with other people", 7) cultural adaptability, represented in 5 items, for instance: "I enjoy studying cultures compared to mine", 8) physical adaptability, denoted in 9 items, for example: "I use my physical abilities to complete relevant tasks". The responses were assessed based on a Likert scale ranging from 1 which is Strongly Disagree to 5, signifying Strongly Agree.

Data Analysis

The measurement model was tested with Confirmatory Factor Analysis (CFA) to describe aspects and indicators reflecting latent variables. CFA test the construct validity and reliability of the indicators (items) forming the latent construct. It also assesses the dimensionality of a construct.

Structural Equation Modeling (SEM) is used to test statistical models in the form of causal technique. SEM is the right method to analyze model relationships (Byrne, 2001; Hair et al., 2010). The measurement model analysis in SEM is the relationship between the indicator and the hypothesized latent construct. The hypothesis measurement

model shows positive according to the index recommendation to test the model's goodness of fit (Hu & Bentler, 1999; Hair et al., 2010; Kline, 2015). The data processing is carried out using the IBM SPSS AMOS 22 software.

Results and Discussion

Result

Based on the descriptive data shown in Table 1, the respondents' age is 33 to 57 years, and the service period is between 10 and 36 years. Most respondents with the position of Major were 161 (70%). Task job units at the Navy and TNI Educational institutions are 116 (50.43%), and the work units at the Marine Command are 109 (47.39%).

Construct Validity

The factor load is eligible when it has a minimum score of .40 (Hair et al., 2010) and is significant. Table 2 shows the value of factor loading (>.40) and is significant. It is observed that all scales used for measurement have adequate construct validity.

Reliability

Composite reliability is also known as Cronbach's alpha, which is a measure of internal consistency. Cronbach's alpha should be above .70 to measure the value of internal reliability consistency, while below .60 indicate less fit (Nunnally, 1978). Composite reliability of the scale of job demands ($\alpha = .912$), job crafting ($\alpha = .914$), and adaptive performance ($\alpha = .961$). The consistency of the reliability of the measurement scale are acceptable, and all scales in this study are reliable as a measuring tool.

Indices Modification

Indices are modified to reduce the Chi-Square value, and the model becomes fit. The results in Figures 1 and 2 show a Chi-Square of 368.279 with degrees of freedom of 101 at a probability level of $p = .000$. This is obtained after modifying the indices to become a Chi-Square of 285.085 with degrees of freedom of 97 at a probability level of $p = .000$. Modification of indices is only carried out on dimensions in the same variable. The e1

aspect (bureaucratic complexity/hasless) has a negative effect on the e4 part (cognitive demands). While the e1 aspect (bureaucratic complexity/hasless) has a positive effect on the e5 part (job pressure). Then, the aspect of e3 (cognitive demands) has a negative effect on the e4 part (job pressure).

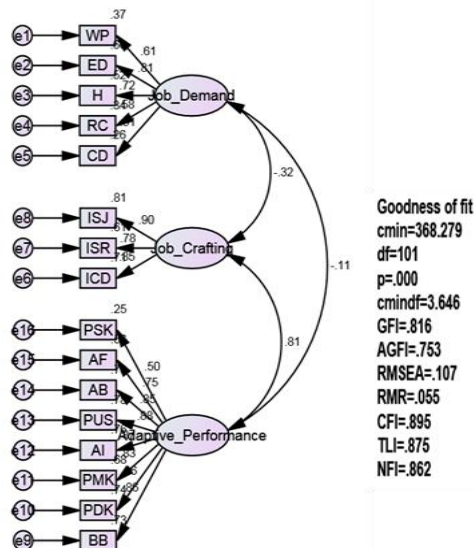


Figure 1. Model before indices modification

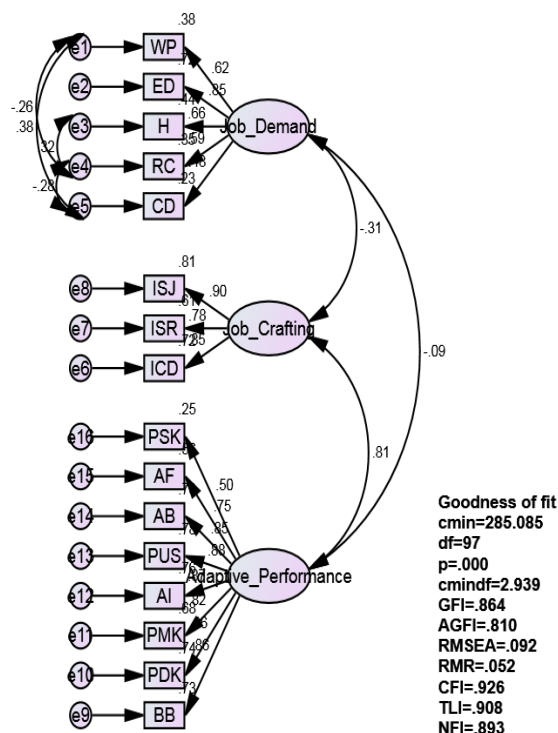


Figure 2. Model after indices modification

Table 1
Data Description Respondents

	N	%	Min	Max	M
Age (SD= 5.856)			33	57	44.4
Length of service period(SD = 8.533)			10	36	21.9
Position					
Major	161	70			
Lieutenant Colonel	48	20.9			
Colonel	21	9.1			
Job unit					
Personel	5	2.1			
Commander	109	47.39			
Education	116	50.43			

Table 2
Adaptive Performance Measurement Model CFA Results

Scale and Dimension	Score factor load	Sig (p)
Job demands		
Jobing pressure (WP)	.618	.000
Tuntutan emosional (ED)	.847	.000
Role conflict (RC)	.590	.000
Bureaucratic complexity (H)	.663	.000
Cognitive demands (CD)	.476	.000
Job crafting		
Structural (ISJ)	.779	.000
Social (ISR)	.898	.000
Challenge (ICD)	.847	.000
Adaptive Performance		
Learn new tasks, technologies & procedures (BB)	.857	.000
Handling crisis and emergencies (PDK)	.862	.000
Creative problem solving (PMK)	.825	.000
Handling job stress (PSK)	.500	.000
Interpersonal adaptability (AI)	.874	.000
Handling uncertain & unpredictable job situations (PUS)	.882	.000
Cultural adaptability (AB)	.852	.000
Physical adaptability (AF)	.745	.000

The results of the CFA statistic in Figure 2 show a good of fit to the data ($\chi^2 = 285.085$, $df = 97$, $TLI = .908$, $CFI = .926$, $RMR = .052$).

This is in line with the study of Bollen and Long (1993), Hayduk et al. (2007), and Tanaka (1993) stating that using other goodness of fit measurements is important, to evaluate the overall model and pay attention to identifying sources of unfit technique, and recommending multiple parameters (indexes) by combining statistical estimates with other assessments (human judgment).

Confirmatory Factor Analysis of each Variable

The results of the confirmatory factor analysis of forming the latent variables, namely job demands, work crafting and adaptive performance, with a total of 16 dimensions, are presented in Table 3.

Table 3
Regression Weight on Job Demand Variables, work Crafting, Adaptive Performance

	Esti- mation	SE	Critical Ratio (CR)	P
ICD <-- Job Crafting	1.000			
ISR <-- Job Crafting	.819	.059	13.770	***
ISJ <-- Job Crafting	1.000	.060	16.803	***
H <-- Job demands	1.000			
ED <-- Job demands	1.284	.158	8.106	***
WP <-- Job demands	.994	.131	7.615	***
RC <-- Job demands	.740	.084	8.811	***
CD <-- Job demands	.741	.123	6.044	***
BB <-- Adaptive Performance	1.000			
PDK <-- Adaptive Performance	1.008	.058	17.376	***
PMK <-- Adaptive Performance	1.104	.069	16.072	***
AI <-- Adaptive Performance	.998	.056	17.848	***
PUS <-- Adaptive Performance	.979	.054	18.162	***
AB <-- Adaptive Performance	.945	.055	17.027	***
AF <-- Adaptive Performance	.997	.073	13.626	***
PSK <-- Adaptive Performance	0.766	0.095	8.041	***

Description: *** < .001

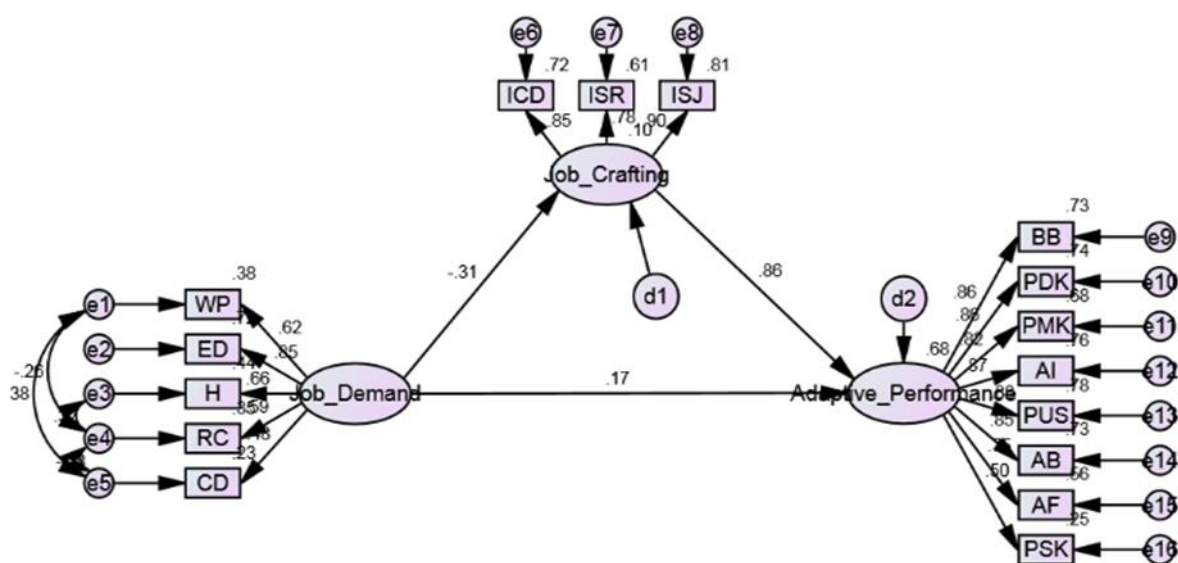


Figure 3. Adaptive performance structural model

The confirmatory factor analysis in Table 4 shows the test values of each constructor. The results show that each dimension forming the latent variable indicate a CR above 1.96 with a probability below .005. With these, it stated that the unidimensionality of the indicators makes up the latent variable.

Hypothesis Testing and Fit Model

Testing the hypothesis refers to the Critical Ratio (CR) value of a causal relationship based on the results of SEM processing. The results in Table 4 show the estimated parameters for testing job demands on work crafting with a CR value of -3.914 > 1.96. A significant probability at .000 implies that job demands affect work crafting. The estimated parameter for testing the job demands of work crafting shows a CR value of 12,335 > 1.96 and probability of .000. This means that job crafting affects adaptive performance. The estimated parameter for testing the job demands of work crafting shows a CR value of 3.123 > 1.96 and a probability significance of .002. It is observed that job demands affect adaptive performance. Furthermore, Figure 3 shows a structural model of adaptive performance.

The results based on the standardized estimates model are shown in Figure 3. The results of the structural model of adaptive

performance are quite fit. The four parameters of the fit criteria are as follows: CMIN/DF = 2,568 (≤ 2.00), RMR = .052 (≤ 0.08), GFI = .864 ($\geq .9$), CFI = .926 ($\geq .9$), TLI = .908 ($\geq .9$), $n = 230$. CFI value = .926 > .9; RMR = .052 < .08). The fit of the model (goodness of fit) was tested with CFI > .9, RMR < .08 (Hu & Bentler, 1999). The theoretical model of adaptive performance for Pamens Marines was not further modified, and the criteria for good fit were met. This implies that the model is appropriate to empirical conditions. The effect of positive job demands significantly affects adaptive performance ($\beta = .175$, $p = .002$). There is negative impact of job demands on work crafting ($\beta = -.313$, $p < .01$), as well as the significant positive effect of job crafting on adaptive performance ($\beta = .863$, $p < .01$). Mediation analysis was assessed using the Sobel test method. This shows that the mediator role of work crafting ($b = .269$, $p < .001$), meaning that job demands affect adaptive performance through the crafting as a partial mediator.

The effect and contribution of job demand on work crafting is R Square of 9.8%. While the impact of job demands and work crafting on adaptive performance is R square 68%.

Table 4
Regression Weight Structural Equational Model

Variable		Estimate	SE	CR	P
Job Crafting	<-- Job demands	-.417	.107	-3.914	***
Adaptive Performance	<-- Job Crafting	.501	.041	12.335	***
Adaptive Performance	<-- Job demands	.136	.043	3.123	**

Description: *** < .001; ** < .01

Discussion

The results show that Pamens Marines possess 8 dimensions of adaptive performance, namely: dealing with the dynamics of a job that is always evolving and changing, learning new tasks, technologies, and procedures; providing creative solutions to problems; handling crises and emergencies, physical, cultural, and interpersonal adaptability, and job stress management.

All dimensions of adaptive performance are affected ranging from 55.3% to 87.9% based on R-Square, except handling job stress is classified as moderate. However, compared to the other 8 dimensions of adaptive performance, it is the lowest.

Readiness to face a change in the assignment is indicated by the effect and magnitude of dealing with an uncertain and dynamic job situation as the highest dimension of adaptive performance. This mainly refers to the qualities that are expected, such as responsiveness to sudden threats and the worst possible risks, resilience when experiencing suffering and shock, flexibility in finding different methods to cope with environmental demands, and the ability to change strategy when there is a significant modification in certain conditions.

The results obtained are in line with Pulakos et al. (2000), which suggested that dealing with uncertain and unpredictable situations is the most important dimension for special forces, soldiers, combat NCOs, and police. Pulakos et al. (2000) stated that the dimension of "dealing with uncertain and unpredictable situations" is identified as a core component of individual adaptability.

These dimensions reflect the ease and effectiveness with which individuals face and cope with uncertainty and take effective action when necessary, even though the environment is unpredictable, uncertain, or ambiguous. A military job is in relation to handling people, job variations, and responsibilities, as well as dealing with uncertain situations. (Bates et al., 2013).

Pamens Marines are able to work effectively by studying and adapting to the area of their responsibility, where they serve, change positions as well as carrying out various assignments. They refuse to quit or become helpless when facing uncertainty, or ambiguity when dealing with uncertain situations in emergency assignments. They acquire the necessary knowledge, skills or abilities to respond to actual or anticipated assignments. Pamens Marines remain calm and in control when faced with difficult challenges and job demands or excessive schedules, not overreactive to news or unexpected situations, able to manage frustrations by directing efforts to find constructive solutions rather than blaming others. Furthermore, they exhibit resilience and professionalism at the highest level in a highly stressful environment, able to act calmly and assist others who need help. As armed combat soldiers, Pamens Marines should remain humanist and communicative with people and coordinate based on orders. Therefore, adaptive performance is an important competency for the military to perform well in complex and changing situations (Dekkers et al., 2016).

The results strengthen the statement that, there are differences in the effect of the job demands on other organizations. The highest effect and contribution of job demands on Pamens Marines is emotional requirements. Emotional demands occur because organizational change is continuous and it is emotionally stressful. The problems which create a stressful environment around individual include finance, legal and disciplinary demands, interpersonal or intergroup conflicts among unit members.

The emotional demands are high, but Pamens Marines are still able to handle job stress moderately, which is indicated by the high adaptive performance. However, the results are not in line with the previous studies, which stated that job demands affect various risks, such as stress, fatigue, psychosomatic complaints, burnout, loss of productivity, absenteeism, and health (Bakker & Demerouti, 2014; Demerouti & Bakker, 2011).

The job demands for other Pamens Marines are quite high, namely work pressure, bureaucratic complexity, and conflict management. The job pressures, such as in task complexity, include joining multinational and joint military operations with the Indonesian National Armed Forces and Police. The pressures include the number of works, duration, dynamic job changes, length of time spent during assignments, and increased speed of information transfer. Furthermore, the exchange of military protocol data in the form of attention, awareness of the environment, military operations throughout the year, connected with around-the-clock work, the spread of social media, and indepth knowledge of language and culture. Complicated bureaucracy correlates with the command line that affects the movement flexibility while still referring and considering authority, responsibility, and rigid operating standards to reduce the risk of human casualties (injury, death) and material damage. Pamens Marines should provide tiered reporting every time, in order to be given assistance and supplies needed or repair parts.

The role of Pamens Marines in dealing with changes in the Marine Corps organizational structure is a consequence of changes in position, the field of assignment and the area. They occupy the position of the Commander of the Work Unit as well as a member of the personnel who is required to obey and be loyal to the orders of superiors in carrying out their duties. This is in line with the study of Jundt et al. (2015), which stated that adaptive performance emphasizes the

importance of employee processes involved in adjusting to changing work demands. Meanwhile, adaptive performance is an important competency for the military to perform in complex and changing situations (Bates et al., 2013).

Cognitive demands are moderate for Pamens Marines, in this case, they are not dealing directly with the enemy of the state and are fully responsible for assignments related to threat on security and sovereignty. They undergo military training in addition to their assignments. Great strategy and care are required to deal with the risk of an assignment that is susceptible to serious injury or death from enemy short-barreled weapons, mortars, mines, explosive weapons, disease, infections, and toxic environments.

As a partial mediator, job crafting improves the adaptive performance of officers. Then, job demands affect the improvement of adaptive performance. The Marines perceive the job demands in the context of military organizations as a work order to realize the vision and mission of the Marine Corps, therefore, adaptive performance is higher. Job crafting is used positively according to the authority and direction of superiors. Pamens Marines with job crafting take control of assignments and work orders by creating a meaningful work environment. Consequently, they are able to adapt and perform their duties, responsibilities, and roles effectively.

This correlate with the study of Bates et al. (2013), which stated that the job demands in the military environment are the ability and capacity to complete tasks efficiently, as it strengthen the resilience of the organization. Pamens Marines' adaptive performance is not just a response to the demands of an increasingly dynamic external environment and changing assignments, they are also faced with the modification that occur. Therefore, they are expected to change their work behaviour and exhibit better adaptive performance. They consider that job demands do not always have a negative effect because of readiness, anticipation and even

consequences as part of a higher position than before.

The job demands through work crafting improve the adaptive performance and assists in adapting to changing assignments, influencing change-oriented behaviour, increasing adaptability and proactivity in dealing with modifications. Based on previous studies, job demands facilitate the emergence of new work roles through crafting strategies to help employees deal with changing situations, which is an important factor in improving adaptive performance (Demerouti et al., 2017; Gordon et al., 2018; Peeters et al., 2016). The placement of Pamens Marines in the Marine Corps organization with a hierarchical job design, through a crafting strategy, has increase the social and structural resources as well as the challenges of the task. The agencies proactively align with preferences, not just passive recipients of tasks. Job demands are carried out by redesigning the strategy with various methods of supports, mobilizing subordinates in beneficial and harmonious interpersonal relationships and interactions, balancing work with resources, as well as dealing with diversity in duties. This corroborates with the study of Berg et al. (2013), suggesting that the right strategy in managing job demands help employees deal with cognitive and emotional stress, including work pressure, which in turn helps improve adaptive performance. Marine Corps organizations possibly use the study's practical implications in giving attention to Pamens Marines who exhibit high work crafting and adaptive performance in carrying out job demands.

The study's novelty is on organizations with a rigid military structure based on rules and codes of ethics. However, its personnel requires high adaptive performance by prioritizing high loyalty in fulfilling job demands. The previous studies on employees by Jundt et al. (2015) showed that adaptive performance is increasingly important in maintaining task performance and contributing to organizational achievement.

As part of the organization, individuals are required to meet the work demands of certain settings. Job crafting is a personal work strategy to meet demands and achieve targeted adaptive performance. Meanwhile, the study on job crafting in bureaucratic organizational structures is relatively limited, therefore, it is assumed that job crafting is not easy to carry out in military organizations. Presently, the findings are in line with the study of Dan et al. (2020) on firefighters in the UK who have an organization with a military structure, explaining that the important role of job crafting increase performance output.

Conclusion

The implementation of job demands within the Marine Corps organization, improve Pamens Marines adaptive performance through work crafting strategies by increasing social and structural resources, as well as challenges on assignments.

Further studies are recommended with use of an appraisal rating from the immediate supervisor in assessing the agencies knowledge on the potential job crafting consequences. Moreover, it is suggested to use a longitudinal design to proficiently figure out a problem and provide a solution based on experience.

This study was conducted on a specific group of military organization personnel, namely Pamens Marines, who are officers at the Battalion Commander level and above with echelon III or groups 9 to 12 positions in the Marine Corps. The generalization of results only includes Indonesian military organizations, not intended for employees and other establishments.

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