

Abstract

Adaptive performance is very important for Indonesian Marine Corps Middle-Ranked Officers (*Perwira Menengah Marinir*) in facing the dynamic and complex changes in the strategic environment. The antecedents of adaptive performance are work characteristics, influenced the perception of Indonesian Marine Corps Middle-Ranked Officers in controlling the work and ability to do the job. Moreover, as a foundation for the job demands-resources (JD-R) model, job crafting itself is affected by the level of job demands from the environment and the given job resources of the workplace.

The scale of job demand and job resources was adapted from the Job Demand Resources Questionnaire' Bakker, 2014. The scale of Job Crafting adapted from the Scale Job crafting' Tims, Bakker, & Derks (2012). The scale Adaptive performance adopted from the scale I-ADAPT' Ployhart & Bliese (2006).

The research method is quantitative with cross-sectional. Data were obtained from 230 the middle-rank officer Marine Corps spread to 35 military unit of the Indonesian Marine Corps of the Indonesian Navy and Indonesian National Armed Forces (TNI). The technique purposive sampling with criteria for subjects are middle-ranked officer Marine' corps, with work experience at least 10 years and "tour area" at least 3 assignment and deployment.

We applied SEM to test our hypotheses using the IBM SPSS 22 software and AMOS 5.0. The a goodness of fit statistics of the CFA model showed sufficient fit to the data ($\chi^2= 497.99$, $df= 178$, $TLI= .89$, $CFI= .903$, $RMSEA= .089$). The results showed that job resources positive significantly related to job crafting and adaptive performance while job demands related to job crafting negative significantly; job demands positive significant influence on adaptive performance; job crafting acts as a partial mediator between job demands and adaptive performance as well as between job resources and adaptive performance. The results show that job demands mediated by job crafting have a negative significant on the adaptive performance job resources mediated by job crafting positively related to the adaptive performance.

Keywords: Adaptive performance, job crafting, job demands, job resources, Indonesian Marine Corps Middle-Ranked Officers

ABSTRAK

Kinerja adaptif sangat penting bagi Perwira Menengah Marinir dalam menghadapi dinamika dan perubahan lingkungan strategis. Antecedent kinerja adaptif adalah karakteristik kerja, dipengaruhi persepsi Perwira Menengah Marinir dalam mengontrol dan melakukan pekerjaan. Sesuai dengan model *Job Demands-resources* (JD-R), *job crafting* dipengaruhi tingkat tuntutan kerja dari lingkungan dan sumberdaya pekerjaan yang tersedia dari lingkungan kerja.

Metode penelitian adalah kuantitatif dengan *cross sectional*. Teknik pengambilan sampel adalah *purposive sampling*. Subyek penelitian 230 Perwira Menengah Marinir pada organisasi Korps Marinir. Masa kerja minimal 10 tahun dengan pengalaman penugasan pada 3 area penugasan yang berbeda.

Data diukur dengan menggunakan adaptasi skala tuntutan kerja dan skala sumberdaya pekerjaan yang dikembangkan Bakker (2014). Adaptasi skala *job crafting* yang dikembangkan Tims, dkk., (2012). Adaptasi skala kinerja adaptif yang dikembangkan oleh Ployhart & Bliese (2006).

Kuesioner dianalisa menggunakan CFA dan SEM dengan SPSS 22 and AMOS 5.0. Model kinerja adaptif *Goodness of fit* cukup fit ($\chi^2 = 497,99$, $df = 178$, $TLI = 0,89$, $CFI = 0,903$, $RMSEA = 0,089$). Hasil menunjukkan *job crafting* berperan sebagai mediasi parsial antara tuntutan kerja terhadap kinerja adaptif. *Job crafting* berperan sebagai mediasi parsial antara sumberdaya pekerjaan terhadap kinerja adaptif. *Job crafting* berperan sebagai mediator pengaruh tuntutan kerja terhadap kinerja adaptif. Pengaruh tuntutan kerja signifikan positif terhadap kinerja adaptif; pengaruh tuntutan kerja signifikan negatif terhadap *job crafting*. *Job crafting* berperan sebagai mediator parsial pengaruh sumberdaya pekerjaan terhadap kinerja adaptif. Pengaruh tidak langsung sumberdaya pekerjaan lebih besar melalui *job crafting* sebagai mediator pengaruh langsung sumberdaya pekerjaan.

Kata Kunci: Kinerja Adaptif, *Job crafting*, Tuntutan Kerja, Sumberdaya Pekerjaan, Perwira Menengah Marinir