

# Factors Influencing Job Performance in the Mining Industry: An Empirical Study at PT Pamapersada Nusantara

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## ABSTRACT

**Purpose:** This research proposes to examine the relationship between job performance and empathic leadership, job satisfaction, and work engagement.

**Design/methodology/approach:** The quantitative research technique is referred to as the research method. The target of this research is PT. Pamapersada Nusantara, and the research sample, which consists of 386 respondents, refers to the structural equation modelling model.

**Findings:** The findings demonstrated that the respondents believed that each and every hypothesis had been confirmed.

**Research limitations/implications:** The study only focused on a specific set of factors that may influence job performance, such as individual crafting, supervisory support, and work engagement. Other factors, such as organisational culture or job demands, were not explored in depth. It is important for future research to investigate these additional factors and their potential impact on job performance at PT. Pamapersada Nusantara. Despite these limitations, this study contributes to the understanding of the factors that influence job performance in the mining industry and provides insights for practitioners to develop effective interventions to enhance job performance among employees.

**Practical implications:** The managerial implication of this research is that the company can enhance job satisfaction and work engagement, boost employee performance, achieve their objectives, and acquire a competitive edge. To ensure they meet organisational goals and improve safety, technical and non-technical training programmes must be evaluated. This assessment should assess teacher preparedness, classroom, simulator, and field practise efficacy, training material content, and employee benefits. Companies may boost employee engagement, performance, and safety by strengthening training programmes and meeting employee requirements.

**Originality/value:** This report originates from research conducted inside a single mining business.

**Paper type:** Research Paper.

**Keyword:** Mining, Job Performance, Individual Crafting, Work Engagement, Job Satisfaction, Empathetic Leadership

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## I. INTRODUCTION

Mining is a high-risk business that is highly crucial to the world's economy (Mansyah, 2013). 41% of the world's power is produced from coal. Almost 70% of the world's steel is made using coal, according to the International Coal Association and Mine Safety. Mining may have a hugely beneficial impact on a nation's progress. The economic success of mining firms is influenced by a variety of factors in addition to the economic

laws of reproduction. Indonesia's coal business has evolved over the past 20 years from being an obscure, tiny participant in Asia's coal markets to the largest steam coal exporter in the world (Lucarelli, 2010). According to the Indonesian Directorate of Mineral, Mining, and Geothermal Business (2020), because Indonesia, which was previously an oil exporter, has now become an oil importer, coal is becoming increasingly important to replace oil in the composition of energy use in Indonesia.

The conditions in the local and global coal markets have been highly favourable, with a high price level. Recently, there have been several businesses doing coal exploration and production. The main difficulty is severe competition from private firms operating mines locally and overseas and protecting export markets (Pancasila et al., 2020). Among the companies involved in the coal mining sector in Indonesia, PT Pamapersada Nusantara (PAMA) is one of the companies that has the greatest market share. PAMA has 16 different work sites spanning Kalimantan and Sumatra, contributing to the company's total coal production of 85 million tonnes and its overburden material production of 864.27 million cubic metres. One of the many efforts that PT Pamapersada Nusantara has made towards the implementation of a workplace safety management system is to provide training to all of its employees. This is especially important for heavy equipment operators, who have the highest risk of being involved in an accident. PT Pamapersada Nusantara has made a number of other efforts towards this goal. PT Pamapersada Nusantara is responsible for managing 9400 heavy equipment operators, which accounts for close to 42.7% of all of its staff members. The mining industry uses a 24-hour workday to stimulate economic activity. (Handoko, 2022).

To increase productivity and cut expenses, a mining business invests more in tools than in core production (Mansyah, 2013). In coal mining, it is especially important to guarantee safe and affordable working conditions (Petrov, 2019). In truth, the business has had a number of challenges over the past ten years, including a demand-supply mismatch, a lack of new technologies, issues with site acquisition, low worker productivity, a lack of safety infrastructure, and environmental concerns (Vembu, 2012). The bulk of the time, mining productivity has decreased globally. Concern about this phenomenon has been heightened by the severity of the decrease and the fact that it comes after about two decades of increased productivity. A significant amount of work, money, energy, and other inputs are required to mine and process a large number of products as a result of declining productivity (Tilton, 2014). In a similar vein, CEOs have started admitting to investors that bad job performance has to be addressed (AusIMM Bulletin, 2015).

A performance is a completed act or piece of work. Performance evaluations look at how an individual has worked rather than whether they have met predefined goals for themselves or the company as a whole. Performance evaluation is carried out inside the firm or scope of the organisation to ascertain the degree to which operational or financial variables contribute to the achievement of set goals (Cushway, 2002). When it comes to luring, keeping, and performing workers, sustainability is a crucial component and a commercial dilemma in the context of human resource management in mining organisations (Janovac et al., 2021). Sustainable HRM may enhance mining businesses in finding and keeping talented employees while also enhancing staff management (Strenitzerová, 2019).

## **B. Problem Statement**

Regarding Workplace Testing, workplace environment elements, such as physically demanding duties, employee morale, stress levels, and long hours, affect job performance. Bad working circumstances and high levels of stress may result in poor health behaviours, including smoking, drug use, and a poor diet, which have increasingly negative consequences for job performance. If the person performs well, the company's performance is likely to be excellent as well. If a person has excellent ability, is driven to work because he is rewarded, and has a good view of the future, his performance will be extraordinary. (Pancasila et al., 2020).

Organisations in the mining sector have the unique challenge of a low rate of employee engagement and satisfaction. The job in mining sector organisations is challenging, the workplace is often hazardous and unhealthy, and workers are exposed to industry-specific dangers (Kuranchie-Mensah, 2016). In addition to bad working situations, an unjust incentive system is a typical demotivator for workers. The absence of employee motivation and satisfaction results in diminished productivity (Janovac et al., 2021). The results of research conducted by Rose et al. (2011) also found that employee performance has a positive relationship with job satisfaction. The topic of whether or not the alterations in work practises and industrial relations arrangements have led to an improvement in the bottom-line performance of businesses is an important one. There is a general understanding that flexible working methods have aided coal businesses in better responding to production needs, and that flexible working time arrangements have enhanced job satisfaction as well as job performance. (Zheng et al., 2007).

Furthermore, before workers can execute their tasks, they must understand what their occupations involve, since the actions and behaviors connected with a given job are mainly determined by the expectations and demands of other individuals, both inside and outside the business. (Kouzes, 2013). It's called empathy. Empathy is an emotion in which people try to understand what other people are thinking and try to see things from a different

point of view to understand each other's actions (Stein & Book, 2001). This encouraged us to suggest empathy with intended targets, the emotional and cognitive identification and understanding of targets' issues and emotions, as a relationship-specific second-stage mediator that modifies the positive link between work engagement and job performance. This moderating function of empathy with planned objectives is referred to as direction, since it directs the employee's motivation. In conclusion, we argue that employee engagement has good effects on work performance only when an engaged employee has high (rather than low) empathy for their intended impact objectives. (Chong, 2020).

PT Pamapersada Nusantara, as a mining company in Indonesia, faces several challenges related to the performance of its operators. First, the company has a wide operational zone coverage of mining activity that spans around three kilometres, from front loading to disposal zone. This creates a challenge for operators to maintain their focus and perform their duties effectively across such a large area. Second, due to the high mobility of operators and the large number of operators working in the field, it can be difficult for supervisors to monitor their performance and provide feedback in a timely manner. Finally, the limited number of supervisors in the field results in operators not being able to meet with their supervisors all the time, which can hinder their ability to improve their job performance (Handoko, 2022). These challenges highlight the need for effective strategies to improve operator performance, such as individual crafting, which can help operators proactively align their working conditions with their own needs and abilities, and ultimately improve their job performance.

According to the above description, the objective of this research is to examine the link between individual crafting, job satisfaction, and work engagement as it relates to the job performance of heavy equipment operators working for PT. Pamapersada Nusantara.

### **C. Literature Review**

#### **1. Individual Crafting**

Individual job crafting is the process of proactively altering one's work responsibilities and the resources available to them. Individual job crafting entails raising work demands that are both hard and inhibiting, expanding job resources that are structural, increasing job resources that are social, and increasing job resources overall. (Llorente-Alonso & Topa, 2019). In previous conceptualizations of work-making, the activity was always seen as an Individual endeavour. Leana, Appelbaum, and Shevchuk (2009) elaborated on the concept, proving that team job crafting had more impact than individual job crafting. Workers may collectively choose how to change the job to suit their shared objectives, according to these researchers, since they all take part in comparable working processes and connect to and experience similar occurrences. (Leana et al., 2009). According to the findings of their research, job crafting is made up of two distinct constructs: Individual and collaborative crafting. Cheng, Chen, Teng, and Yen (2016) state that in individual crafting, workers deliberately shift the boundaries of their responsibilities.

#### **2. Job Satisfaction**

Job satisfaction may be described as an individual's overall feelings about their employment and their attitudes towards different areas or components of their job. Additionally, an attitude and viewpoint that might impact the degree of compatibility between the employee and the company can be regarded as a component of job satisfaction. (Ivancevich & Matteson, 2002). Job satisfaction is a measure of organisational success and is directly related to organisational and individual characteristics. The majority of workers are aware that their level of job satisfaction influences the success of their firm. This is the origin of the commonly held management adage that "happy workers are productive workers." (Lumley et al., 2011).

#### **3. Work Engagement**

Work engagement is "a pleasant, satisfying, work-related state of mind that is marked by vigor, dedication, and absorption." Work engagement essentially describes how employees feel about their jobs: energising, stimulating, and something they want to invest time and effort in (the vigour component); significant and meaningful (the dedication component); and absorbing and something they are fully focused on. (absorption). Engaged personnel are passionate about their job, exhibit high levels of energy in pursuit of their professional objectives, and take pleasure in their work. (Schaufeli et al., 2002). The beneficial acts that result are a direct result of this delight. Employees that are engaged are more likely to exhibit behaviours and put in performances of higher quality (Hsieh and Wang, 2015).

#### **4. Empathetic Leadership**

The theory of empathic leadership posits that leaders demonstrate enhanced effectiveness by exhibiting an awareness and acknowledgment of their followers' emotions, hence assisting them in effectively regulating said emotions. Consequently, due to this positive reinforcement, individuals who adhere to such encouragement will experience an enhanced sense of job satisfaction, leading to improved work performance. While simply testing the results of empathic leadership in this article to see whether the model makes accurate predictions (Lynham, 2002). Empathetic leadership focuses on the emotional interaction between a leader and follower—how well a leader comprehends the work circumstances of a follower, engages in emotional

understanding, and offers emotional stability for the follower. The necessity for such a model has risen as employee cognitive and emotional labour plays a larger role in job success (Kock et al., 2018).

#### 5. Job Performance

The main objective in human resource management is job performance. (Organ & Paine, 1999). Its evaluation and analysis are important for several organisational activities, including human selection, remuneration and benefits, and training. Regardless of the goal of the review, companies need reliable evaluations of performance, and it is preferable if these ratings deliver the same outcomes while saving time and resources. (DeNisi & Murphy, 2017). Accomplish organisational objectives such as quality, cost reduction, and other successful criteria (Gibson, Ivancevich, and Donnelly, 2012). The performance of workers is evaluated not just based on the product they produce but also on the amount and quality of the work they do. It is not sufficient for organisations to implement unilateral policies such as upgrading work techniques, pay, disciplinary rules, co-workers, supervision, and promotion to increase employee job performance (Luthans, 2012).

### D. Review Hypotheses

#### 1. The relationship between Job Satisfaction mediates Individual Crafting and Job Performance

According to the findings of previous research, there is a connection between job crafting and its dimensions (individual crafting) and a person's level of happiness as well as other organisational outcomes. Nonetheless, various theoretical methods have resulted in a variety of distinctive findings. Consequently, Leana et al. (2009) investigated the connection between job crafting and organisational results. Individual crafting did not predict these outcomes, while collaborative crafting predicted higher-quality care, more work satisfaction, and greater organisational commitment. Cheng and O-Yang (2018) also suggested that there may be a connection between job crafting and job satisfaction. Ghitulescu (2006) demonstrated that people who designed their jobs were more devoted to their responsibilities and work-related choices, resulting in better levels of job satisfaction.

Job satisfaction also appears to mediate the relationship between emotional Individual crafting and job performance (Lee, 2016). The study highlights the importance of creating a work environment that emphasises work-life harmony. Zhang et al. (2012) concluded that job crafting can lead to positive outcomes such as job satisfaction, work meaning, work engagement, job performance, and organisational commitment. Previous research has established a correlation between the various elements of job crafting and employee engagement and job satisfaction. Villajos, García- Ael, and Topa (2019) discovered that the factors related to an increase in structural and social resources as well as demanding tasks were related to participation. Job satisfaction was shown to be correlated with increasing structural and social resources alone. Nielsen and Abildgaard (2012) discovered relationships between certain work-crafting activities or characteristics and wellbeing indicators like job satisfaction and engagement.

Hypothesis 1 (H1) Job Satisfaction mediates the positive effect of Individual Crafting and Job Performance.

#### 2. The relationship between Work Engagement mediates Individual Crafting and Job Performance

Bakker and Oerlemans (2018) looked at the correlation between individual crafting and employee engagement and found that it was beneficial because it helped people meet fundamental psychological requirements. Nevertheless, they also discovered that individual crafting might have unexpected consequences since it requires effort and drains people's energies. While the article stated that the majority of data indicates a causal influence of individual crafting on engagement, they also noted that the link between individual crafting and engagement may be mutual. Chen et al. (2014) discovered that both forms of individual crafting increase dedication, since they allow workers to shape the parameters and expectations of their work. Bakker, Tims, and Derks (2012) theorised that involvement served as a "mediator" between various individual crafting and actual job performance.

It should be highlighted that the connection between job crafting and employee engagement at work is most likely a dynamic one (Bakker, 2011). Employees that actively alter their workplace to make it more resourceful and demanding (i.e., engage in job crafting behaviours) will thus be more engaged. (Hakanen et al., 2008). People who practise job crafting do so because they want to make sure their jobs match their skills and interests. The goal of proactive workers is to achieve harmony with their surroundings. (Parker & Collins, 2010). They make effective use of the resources available to them on the job and cultivate a demanding working environment that encourages the excitement and concentration that are defining characteristics of engagement.

Hypothesis 2 (H2) Work Engagement mediates the positive effects of Individual Crafting and Job Performance.

#### 3. The relationship between Work Engagement mediates Empathetic Leadership and Job Performance

Through an inclusive atmosphere, empathetic leadership behaviour may affect the engagement of followers in the workplace. Leadership quality is an essential element in fostering an inclusive environment. Specifically,

great leadership affects not just the performance of followers but also their perceptions of the workplace (Aarons & Sommerfeld, 2012). A major predictor of subordinates' engagement in their jobs is the leader's social support. Employees feel more engaged in their jobs when their leaders actively listen with empathy to their perspectives. Therefore, businesses must equip their leaders with the skills of active empathy if they want to inspire their employees (Jonsson & Kristinsson, 2020). As a result, it is beneficial for studying the relationship between mediated leaders and followers (Kock et al., 2018). In addition, a positive correlation was shown between experience and performance, although a clear correlation could not be established between education and performance. (Kahya, 2007).

On the other hand, according to Bakker, Demerouti, and Verbeke (2004), job-oriented workers score higher than their colleagues in both main and secondary responsibilities, showing that they do tasks effectively and are eager to grow in their careers. In addition, Harter, Schmidt, and Hayes (2002) found a correlation between high levels of employee engagement and successful business outcomes, Employee performance on the job is impacted as a result of this employee engagement (Saks, 2006).

Hypothesis 3 (H3) Work Engagement mediates the positive effects of Empathetic Leadership and Job Performance.

#### 4. Relationship between empathetic leadership and job performance

Relationships are the foundation of leadership in its most fundamental form. (Bennis, 2007). A successful leader-follower dynamic has the potential to promote happiness and out-of-character actions (Geertshuis et al., 2015). Kock et al. (2018) studied the relationship based on a preliminary assessment demonstrating substantial evidence for the relationship between empathic leadership and performance and presenting proof of the model's causation (Goldthorpe, 2001). However, other significant workplace outcomes, such as employee turnover, absenteeism, and organisational civic behaviour, need to be investigated. Positive impact of empathic leadership on follower performance. Improved job satisfaction and engagement should increase intrinsic motivation and the drive to perform well, leading to more efficient and effective performance behaviours. In addition, The study discovered that leader-level motivating language significantly and positively affects follower performance, whereas dyadic-level motivating language significantly and positively affects both employee performance and job satisfaction. (Mayfield & Mayfield, 2010).

Hypothesis 4 (H4) Empathetic leadership has a positive effect on Job Performance.

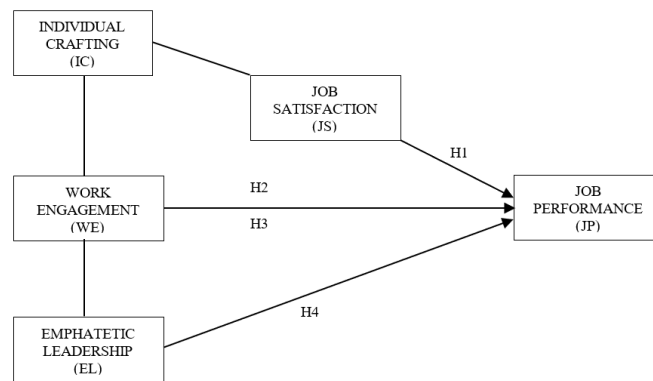


Figure 1. Theoretical Framework

## II. METHODS

In this study, quantitative methods are employed. Using these methods, it is possible to determine from the information gathered from each individual unit of analysis, how their job performance is related to their Individual crafting, work engagement, job satisfaction, and empathic leadership. In comparison to other methodologies, the use of questionnaires presents a more expedient approach for assessing the behaviour, attitudes, preferences, perspectives, and intentions of a substantial cohort of persons (Sekaran & Bougie, 2019). Our research was included in a cross-sectional study due to the fact that information was gathered just once every few weeks or months by researchers. Our research design is a natural environment. Our research design is a non-contrived setting.

In this study, researchers used all heavy equipment operators as the population in this study's individual unit of analysis to represent behaviours and categories of work areas in PT Pamapersada Nusantara. According to data

from the business's Operation and Human Capital Department, there are 10,716 operators employed in the area at the time of writing. From a population of 386 operators, we constructed a sample frame using our research frame based on Slovin's formula. Purposive sampling is used in the sampling process, and it is based on the ratio of operators in one district to all operators in the target population. The researcher selects the sampling that is considered the most representative or relevant to meet the research objective. Selection was carried out on the operator, namely the operator who had unit versatility (active licence) has more than one year experience.

Using a questionnaire, primary data were gathered. Respondents filled out a variety of questionnaires, which were subsequently gathered and collated for data analysis. One of the researchers circulated the online survey using social media channels, including email, WhatsApp, and LinkedIn. The Google Form software will be used to create the online survey, which will be used as the questionnaire. Each sentence is evaluated using one of five options on the Likert model's attitude scale. Items on the scale are scored from 1 (strongly disagree) to 5 on a five-point scale (strongly agree). All of the variables' measures utilised in this investigation were taken from earlier studies, and all of them had excellent measurement validity.

In the process of analysing the data, a statistical test will be carried out using the Structural Equation Modelling (SEM) approach and the SmartPLS programme. The data collecting question-statements are given in the appendix. Researchers used structural equation modelling (SEM) using the partial least squares (PLS) methodology, or PLS-SEM, since PLS-SEM is based on methodologies that do not presuppose that the data follow normal distributions. (Kock, 2016). Researchers selected this model for three reasons: 1) According to Chin (2010), It is a method that may be used in a circumstance where theory is being developed, such as in this research; 2) It provides the simultaneous evaluation of the reliability and validity of theoretical construct measurements (external or measurement model) and estimation of the links between these constructs (internal or structural model); and 3) It allows for the integration and testing of a priori knowledge and assumptions with actual data (Barroso et al., 2010). Furthermore, this programme facilitates the modelling of both mediating and quadratic connections between latent variables.

The statistical analysis programme SmartPLS, version 3.2.9, was used to do the analysis on the collected data. (Ringle, Wende, & Becker, 2015). Following the recommendation made by Dijkstra and Henseler (2015), The method utilised was a relatively recent one termed consistent PLS (partial least squares route modelling). Researchers should use consistent PLS or covariance-based SEM instead of standard PLS as long as the common factor model is preserved, as proposed by this method.

Furthermore, the validity and reliability tests performed to ensure the validity and usability of the questionnaire measuring tool (As a metric for the examination, regression analysis was utilised) were deemed adequate. To determine validity and reliability, there are two analyses available, including the Measurement Shape. To test the hypothesis, the Structural Shape (Multiple Regression) is utilised. The programme is used to test multiple dependence relationships within a model, such as Individual crafting, work engagement, job satisfaction, emphatic leadership, and on the job performance, as well as to observe any previously unforeseen relationships and potential measurement errors during the process estimation process. The questionnaires used and the definitions for each variable are presented in the table attached.

### III. RESULTS AND DISCUSSION

The sampel comprised 386 people as previously targeted. Researchers encourage respondent participation by including a cover letter at the top of the online questionnaire page that serves as an introduction to the researcher and communicates the goals and objectives of the research. In addition, we determined the demographics of the research study participants, which are listed in Table 1, who were all men and had positions as operators, with most ages (51.8%) being between 30 and 39, less than 30 were 42.0%, and others were more than 40 (6.2%). Most participants (58.8%) had more than 10 years' experience, and 41.2% had less than 10 years' experience. As a site cluster participant category, 12.2% were from Sumatra, Central Kalimantan was 12.2%, South Kalimantan was 16.6%, and East Kalimantan was 59.2%.

The demographic data collected in this study, represented in Table 1, are length of service, jobsite, department, age, and location of residence.

*Table 1. Demographic Data*

	<i>N</i>	<i>%</i>
<i>Age</i>		
<i>Less than 30 years old</i>	<i>162</i>	<i>41.97%</i>
<i>30 to 39 years old</i>	<i>200</i>	<i>51.81%</i>
<i>40 to 49 years old</i>	<i>18</i>	<i>4.66%</i>
<i>more than 50 years old</i>	<i>6</i>	<i>1.55%</i>
<i>Working Period</i>		
<i>1 to 2 years old</i>	<i>79</i>	<i>20.47%</i>
<i>2 to 5 years old</i>	<i>40</i>	<i>10.36%</i>
<i>5 to 10 years old</i>	<i>40</i>	<i>10.36%</i>
<i>more than 10 years old</i>	<i>227</i>	<i>58.81%</i>
<i>Site Cluster</i>		
<i>Sumatera</i>	<i>47</i>	<i>12.18%</i>
<i>East Kalimantan</i>	<i>228</i>	<i>59.07%</i>
<i>South Kalimantan</i>	<i>64</i>	<i>16.58%</i>
<i>Central Kalimantan</i>	<i>47</i>	<i>12.18%</i>
<i>Department</i>		
<i>Overburden Process</i>	<i>260</i>	<i>67.36%</i>
<i>Coal Process</i>	<i>85</i>	<i>22.02%</i>
<i>Operational Support</i>	<i>41</i>	<i>10.62%</i>

*Location of Residence*

<i>Mess</i>	<i>172</i>	<i>44.56%</i>
<i>Non Mess</i>	<i>214</i>	<i>55.44%</i>

Next, researchers validate the statement items that will be utilised for measuring the study variables of the subject of the study. Using SmartPLS, the researchers process each component of the statement as a whole. The PLS model was decoded in three stages: the measurement model (the outside model), the structural model (the inside model), and the global model assessment.

The results of the research variables are summarised in Table 2, together with their respective means, standard deviations, and correlations.

*Table 2. Correlations, Means, and Standard Deviations of Study Variables*

<i>Variables</i>	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Individual Crafting</i>	<i>4.326</i>	<i>0.624</i>	<i>.914a</i>				
<i>Job Satisfaction</i>	<i>4.275</i>	<i>0.594</i>	<i>-0.046</i>	<i>.906a</i>			
<i>Work Engagement</i>	<i>4.362</i>	<i>0.579</i>	<i>-0.269</i>	<i>-0.267</i>	<i>.902a</i>		
<i>Empathetic Leadership</i>	<i>4.137</i>	<i>0.670</i>	<i>-0.245</i>	<i>-0.405</i>	<i>-0.001</i>	<i>.920a</i>	
<i>Job Performance</i>	<i>4.325</i>	<i>0.610</i>	<i>-0.375</i>	<i>-0.260</i>	<i>-0.422</i>	<i>-0.076</i>	<i>.886a</i>

The measurement model (external model), structural model, and model interpretation were used to interpret the PLS model. (Internal model). Initially, the researchers assessed the individual dependability of the items by examining the basic loadings or correlations of the measures or indicators with their particular concept. The indicators' external loadings must be greater than .707 (Hair, Hult, Ringle, & Sarstedt, 2014). Secondly, to signify a suitable match, Cronbach's alpha, composite reliability, and the rho\_A value were then used to assess the construct's consistency. All constructions were determined to have reliability values greater than .70, meeting the minimum threshold for construct dependability. (Nunnally & Bernstein, 1994). Thirdly, convergent validity was assessed by calculating the average variance that was taken out of the data. (AVE).

The result of the earliest process is Convergent Validity, which is deemed significant if its value is greater than 0.5. Based on the understanding, a loading factor > 0.5 is necessary. As the opinion of states that the loading factor > 0.5 is significant. Also, according to Hair, Ringle, and Sarstedt (2011), The minimal loading factor in SEM is 0.7, thus the researchers excluded items having a value < 0.7, such as JS4 for Job Satisfaction items. (Information: for the attached loading factor table). Only remove indicators with loadings among .40 and .70 if it improves constructed reliability.

After taking out the items that don't comply with the requirements, the next researcher looks at the results in Table 3, which show the Composite Reliability and Average Variance Extracted.



*Table 3. Measurement Model: Loadings, Construct Reliability, and Convergent Validity*

<i>Latent Variables</i>	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>AVE</i>
<i>Individual Crafting</i>	0.967	0.967	0.974	0.883
<i>Job Satisfaction</i>	0.942	0.943	0.959	0.852
<i>Work Engagement</i>	0.966	0.966	0.974	0.882
<i>Empathetic Leadership</i>	0.922	0.923	0.941	0.762
<i>Job Performance</i>	0.969	0.969	0.973	0.800

Based on the test findings in Table 1, all items (excluding JS4) can be continued for the next test, namely, the validity test. Table 4 shows the discriminant validity analysis findings used to test validity. In the discriminant validity table, the researcher checked AVE roots to each construct's AVE roots, ideally greater than the correlation between the constructs they are based on.

*Table 4. Discriminant Validity*

<i>Variables</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Individual Crafting</i>	0.940				
<i>Job Satisfaction</i>	0.815	0.923			
<i>Work Engagement</i>	0.811	0.892	0.939		
<i>Empathetic Leadership</i>	0.850	0.840	0.880	0.873	
<i>Job Performance</i>	0.790	0.874	0.905	0.869	0.894

Based on Table 4, the results of the Validity and Reliability test show that all constructs in the research model have a good Outer Loading value, that is, there is no value below 0.5, so it can be said that the construct already meets the Convergent Validity requirements. In addition, all constructs also have an Average Variance Extracted (AVE) value above 0.5, which means that they have fairly good convergent validity. Furthermore, Cronbach's Alpha and Composite Reliability values also meet good reliability standards, which are above 0.7. This shows that the constructs in the research model have a good and consistent level of reliability. Thus, the results of the Validity and Reliability test show that the proposed research model is of good quality and qualified in terms of validity and reliability. Therefore, the research model can proceed to the next stage in the data analysis process.

The path coefficient, mathematical sign, scale, and statistical significance were assessed to test the structural model. The significance-level route coefficients were positive and supported the study's assumptions. The path coefficient's statistical significance was assessed using consistent PLS bootstrapping (5,000 subsamples). Individual t-values above the significance threshold are crucial t-value (1.645).05 differed considerably from 0. (Figure 2).

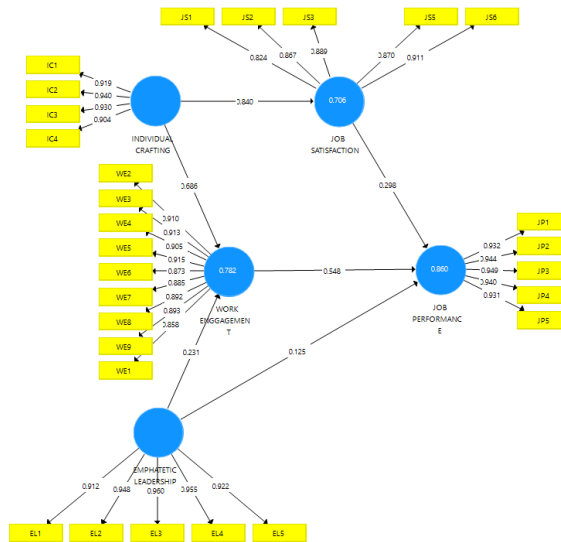


Figure 2. Structural Model: Standardized Regression Coefficients (Values of t).

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

Table 5. R Square

Variables	R Square	R Square Adjusted
Job Satisfaction	0.705	0.705
Work Engagement	0.782	0.781
Job Performance	0.859	0.858

Table 5 depicts the impact of the independent variable on job performance; according to the findings, job performance is affected by 78.2% of a combination of job satisfaction, work engagement, and empathic leadership. This research provides a model that includes both non-technical and technical skills as dependent variables and yields the following findings: According to Figure 1, individual crafting will affect job satisfaction by 86.0%, while empathic leadership will influence work engagement by 70.6%.

Table 6. Hypothesis Testing

Hypothesis	t-statistic	p Values	Decision(s)
H1	3.743	0.000	Supported
H2	6.398	0.000	Supported
H3	4.173	0.000	Supported
H4	2.355	0.019	Supported

PLS-SEM hypothesis testing concludes research data testing. Bootstrapping provides consistent factor number estimates for testing this concept. The bootstrap uses several subsamples from the original sample with replacements to assess the stability of the computed coefficients. The SmartPLS programme presents the T-statistics and P-values for the bootstrap-derived structural model. The t-statistic illustrates how much the independent variable affects the dependent variable. The connection is significant at 95% with a t value higher than 1.96 ( $p < 0.005$ ;  $\alpha = 0.05$ ) (Hair et al., 2011).

According to the information provided in Table 6, each of the four hypotheses possesses a positive t-statistical value and a p value that is less than 0.005. This indicates that the supposition is correct and that there is a connection between the variables.

In testing, the first hypothesis was accepted, which means that Job Satisfaction positively mediates the relationship between Individual Crafting and Job Performance. The results of this study confirm the research of Dinc (2017), which defines Job performance refers to the level of quality and quantity attained by an individual or a group upon the completion of a given assignment. In the contemporary landscape of business, organisations are compelled to acquire and retain high-performing personnel in order to effectively accomplish their objectives and gain a competitive edge, which is influenced by the level of work satisfaction experienced by those people. In the conditions of the mining business, the results of this study show that individual crafting can be an effective strategy to improve job performance. In other words, personal crafting increases job satisfaction, which ultimately enhances employee performance.

In the second hypothesis test, it is accepted, which means that Work Engagement positively mediates the relationship between Individual Crafting and Job Performance. This is consistent with individuals who actively attempt to match their working environment to their own needs and capabilities. Employees actively work to fit into their immediate environment. (Parker and Collins, 2010; Tims and Bakker, 2010). They engage in extra effort to boost productivity in the workplace by encouraging employees to use their initiative and take on more difficult tasks. Halbesleben and Wheeler (2008) show, in their study among American employees, their superiors, and their closest co-workers from different industries and jobs, that work involvement uniquely contributes to explaining the variance in job performance, having controlled to instill work.

In testing, the third hypothesis was accepted, which means work engagement positively mediates the relationship between Empathetic Leadership and Job Performance. According to Chong's research (2020), the target's needs, worries, and sentiments must be understood. We propose that employee empathy with planned effects impacts how much proactive personality and work engagement positively influence job performance. In testing, the fourth hypothesis, accepted and Empathetic Leadership, had a significant positive effect on Job Performance. In accordance with Kock's research (2018), where Empathetic Leadership affects employee performance at work.

#### IV. CONCLUSION

Based on the results of the study, the results showed that individual crafting has a significant influence on job satisfaction and work engagement. In other words, employees who do individual crafting on their tasks and roles tend to feel more satisfied and motivated with their work. In addition, the analysis results show that both job satisfaction and work engagement significantly influence job performance. In the context of this study, job satisfaction can be explained as a positive perception of employees about their work and the work environment that surrounds them. While work engagement refers to the level of employee involvement in their work, including the sense of enthusiasm and energy they feel. Therefore, individual crafting can be an effective strategy to improve employee performance. So, the company needs to improve individual crafting and empathy leadership in order to significantly help the performance of the company.

The research findings suggest that individual crafting and empathetic leadership positively impact job performance in the mining industry, mediated by job satisfaction and work engagement. The results indicate that mining companies can use individual crafting to improve job performance by increasing employee job satisfaction, which ultimately leads to improved performance. Additionally, empathetic leadership is found to be an effective tool for improving job performance, as it positively influences work engagement, which is a crucial determinant of job performance.

It is important to take note of these findings and consider how to incorporate individual crafting and empathetic leadership into the company's management practises. By improving job satisfaction and work engagement, companies can enhance their employees' performance, which can contribute to achieving the organisation's goals and gaining a competitive advantage in the industry. It is also essential to assess the current training programmes in place, both technical and non-technical, to ensure that they align with the company's objectives and have a positive impact on safety performance. This evaluation should focus on the readiness of

instructors, the effectiveness of classroom, simulator, and field practise activities, the content of the training materials, and the benefits that employees perceive from attending training sessions. By improving training programmes and ensuring they meet employees' needs, companies can create a more engaged and motivated workforce that performs better and contributes to a safer working environment.

Very few studies have concentrated on this theory approach to individual crafting, according to the literature examined here. A future study could look into the causes and effects of solo and joint job crafting, as well as particular work groups and the validation of the measure in other languages. Furthermore, research in occupations where employees are highly reliant would be fascinating because degrees of individual and joint work creation can vary significantly from one professional area to the next.

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