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**Adaptive performance of Indonesian Marine Corps' Middle-Ranked Officers: The mediating role of Job Crafting on Job Demands and Job Resources**

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**Abstract**

Adaptive performance of Marine Corps' Middle-Ranked Officers (*Perwira Menengah Marinir*) is an important indicator of the success of the Indonesian Marine Corps's mission. High job demands and job resources indicate that the Marine Corps is a challenging organization. This study aims to provide a broader perspective on contextual antecedents of Marine Corps organization with job crafting as a mediator of job demands and job resources on the adaptive performance of Marine Corps' Middle-Ranked Officers. This study used a quantitative approach with a questionnaire survey towards 230 Indonesian Marine Corps' Middle-Ranked Officers. Data analysis were done using *Confirmatory Factor Analysis* (CFA) and *Structural Equation Modeling* (SEM) with SPSS 22 and AMOS 5.0. Results shown that the hypothesis developed on this research study got significant support. Job demands had positive effects on adaptive performance ( $\beta = .16; p < .001$ ); job demands had negative effects on job crafting ( $\beta = -.13, p < .01$ ). In return, job resources had positive effects on adaptive performance ( $\beta = .59; p < .001$ ) and job resources had positive effects on job crafting ( $\beta = .77, p < .001$ ); job crafting had positive effects on adaptive performance ( $\beta = .39, p < .001$ ). Effects mediated by job crafting showed a good fit, variance of the adaptive performance 80.9% and variance of job crafting 65.3%. In this case, job demands have a positive effect on the performance of Marine Corps' Middle-Ranked Officers. Further details are explained and discussed.

**Keyword:** job demands, job resources, job crafting, Marine Corps' Middle-Ranked Officers.

**INTRODUCTION**

The Indonesian Marine Corps or Middle-ranked Officers (*Perwira Menengah Marinir*) deployment spread to Indonesian; divided by 11 Marine Corps Headquarters Military Command Units, 30 work units of the Ministry of Defense and Indonesian National Armed Forces ("Tentara Negara Indonesia", TNI) Headquarters, 28 Indonesian Navy Military Bases and TNI Educational Institutions (Marine Corps Personnel Administration Service, October 2018). The composition of Indonesian Marine Corps' Middle-Ranked Officers assignment in the three military units is as follows: Marine Corps Organization Executive/Implementing Unit (57.1%), the Ministry of Defense (33.6%), and TNI Headquarters and Indonesian Navy (9.3%).

During their military service, Indonesian Marine Corps' Middle-Ranked Officers went through a change of assignments such as "tour of duty", "tour of area", and position/ranks change (Tentara Negara Indonesia Markas Besar, 2011). They are expected to be adaptive and ready to face changes in their assignment as staff personnel, educators, territorial command, and command of military units. Indonesian Marine Corps' Middle-Ranked Officers are required to run the daily fixed commands. They must be standby for an assignment in case of war, an assignment that is situational and emergency in the form of non-war military operation (*Operasi Militer Selain Perang* or OMSP), and extra duty as a military unit which suits the principal tasks of TNI (Indonesia, 2004).

Adaptive performance requires employees to change plans, goals, actions, or priorities to deal with changing work situations (Pulakos et al., 2000). There are several considerable reviews of adaptive performance from a military perspective which mentioned that high operational tempo, increased uncertainties, cultural differences, strong and smart enemies, and the necessity to change tactics and approaches reliably are several important factors that could affect the environment where adaptability is a prerequisite for the success of the mission (Bates et al., 2013; Bowden, Laux, Keenan, & Knapp, 2003; Kozlowski & DeShon, 2005; Kozlowski et al., 2001; Reed, 2012; Thompson, 2008; Tucker & Gunther, 2009).

The changes in the assignment of Marine Corps' Middle-Ranked Officers have an impact on changing the job demands and job resources of Marine Corps organization. Bates et al. (2013) examined the potential effect in the context of military culture using the Job Demands-Resources (JD-R) model. The military performance can be measured by several specific contexts such as job demands, job resources, and outcome (Bates et al., 2013). One of the indicators for the success of the Marine Corps organization's mission realization is the high adaptive performance displayed by Marine Corps' Middle-Ranked Officers. Marine Corps' Middle-Ranked Officers' place or area of assignment such as in the Marine Forces and 1<sup>st</sup> Marine Brigade, Marine Forces and 2<sup>nd</sup> Marine Brigade, Marine Forces and 3<sup>rd</sup> Marine Brigade are related to size of the area in which is their responsibility of their work. Each field of assignment (commander, educational, and operational) have different levels and dimensions of adaptive performance. For example, in the field of operational assignments, Marine Corps' Middle-Ranked Officers might serve as Commanders or troops of combat forces in military operations that often deal with work situations unpredictable, threatening, and uncertain conditions with high-level security issues and even armed physical contacts. In terms of education and operational staff, Marine Corps' Middle-Ranked Officers can serve as staff personnel, instructors, or military teachers.

The military design of Marine Corps organization plays an important role in the assignment of Marine Corps' Middle-Ranked Officers. The Marine Corps of Indonesia has a top-down organization that has a "chain of commands" with a combat soldier work ethic with a clear set of responsibilities (Irianto & Sutrisno, 2014). In fact, Marine

Corps' Middle-Ranked Officers control and give meaning to the job by redesigning their way their work, performing various work activities, having meaningful interactions with other people which are beneficial to their work, fulfilling the passion for work, as well as facing work diversities (based on the interview result with Indonesian Marine Corps' Middle-Ranked Officers). Not only they react to changes, they also proactively and voluntarily do job strategy through self-initiative to create change while still paying attention and performing duties and responsibilities. Indonesian Marine Corps' Middle-Ranked Officers increase their work challenges and work designs in accordance with their desire to be able to adapt. They also try to build their abilities and preferences in accordance with their expertise, needs, as well as aspirations through job crafting. However, this phenomenon shows the dual processes between *top-down* assignments from the Marine Corps organization to Marine Corps' Middle-Ranked Officers to succeed in the mission of the organization and *bottom-up* job strategy from Marine Corps' Middle-Ranked Officers through job crafting.

Previous studies pointed out that adaptive performance theories and research are used in non-military organizations and the context of the USA military. The literature of job crafting in the military is very limited. Fortunately, the research on how organizational design affects job crafting is developing (Demerouti, 2014). The research which examined the effect of job crafting on adaptive performance in the context of military organizations is also lacking. It is argued that the research on the adaptive performance of Indonesian military personnel, especially Marine Corps' Middle-Ranked Officers in the Marine Corps organization has never been carried out. The explanation above shows the background and several research reviews that become the researcher's argument for analyzing the adaptive performance of Marine Corps' Middle-Ranked Officers.

### **Objective of the Study**

This study aimed to analyze the psychological processes regarding job demands and job resources which were mediated by job crafting in the context of changing assignment duty, positions, and areas affect to adaptive performance of Marine Corps' Middle-Ranked Officers.

### **Literature review**

The changes in the work situation and environment require the adaptive performance of the employees to adapt and cope with emergencies, to learn the situations quickly, and to solve the problems that might occur (Charbonnier-Voirin & Roussel, 2012; Brenda E Ghitulescu, 2013; B. Griffin & Hesketh, 2005; Pulakos et al., 2002). Adaptive performance shows the individual's adaptability to the changes in the work environment that facilitates positive outcome such as improvement on work capabilities, successful career (Griffin et al., 2007; Shoss et al., 2012), and the success of organizational change (Gordon et al., 2018; Peeters et al., 2016).

Different jobs have varied levels of adaptive performance and not all dimensions of adaptive performance are relevant to all areas of duty or employment (Campbell et al., 1993; Pulakos et al., 2000). The eight dimensions of adaptive performance from Pulakos et al. (2000) are relevant for the military personnel (Bates et al., 2013), particularly for the missions of peace, humanitarian, and other military operations. Adaptability is a crucial feature for military personnel to be able to overcome challenges and fulfill the complex demands of dynamic and unpredictable environment (Bates et al., 2013).

Adaptive performance is influenced by internal and external factors (Ployhart & Bliese, 2006; Pulakos et al., 2002). The antecedents of adaptive performance consist of individual characteristics, job characteristics, groups, and organizations (Park & Park, 2019). Employees have different ways of assessing and dealing with job demands to display performance in an adaptive manner (Jundt et al., 2015). The individuals who were successful in adapting to changes have important consequences, not only for others but also for the organization (Ployhart & Bliese, 2006).

The JD-R model is one of the main theoretical frameworks used to explain work stress and employee well-being (Bakker et al., 2004; Bakker & Demerouti, 2007). It has been tested in various countries and settings. Job characteristics in specific conditions of different organizations contributes to the performance of the employees and organization, but the results may vary from one organization to another (Demerouti et al., 2001).

Job demands and job resources are also reported to affect adaptive performance (Bakker & Demerouti, 2007; Park & Park, 2019). Job demands require sustained effort from workers and therefore associated with certain costs, such as high work pressure and emotionally demanding interactions, which could diminish employee's well-being, leading to exhaustion and burnout via health impairment process (Bakker et al., 2004; Bakker & Demerouti, 2007). It is reported that job demands influence teachers' adaptive performance negatively (Brenda E Ghitulescu, 2013; Sherehiy & Karwowski, 2014). Through strategies that could help reduce mental and emotional demand, as well as work pressure, job demands could also be seen as helpful in enhancing adaptive performance (Hakanen et al., 2008; Parker & Collins, 2010; Wrzesniewski et al., 2013).

Other research reported that job resources play a functional role in achieving work goals by reducing job demands and facilitating personal development and growth (Bakker & Demerouti, 2007). Working conditions are often challenging and demanding, in which employees with high job resources have a better ability to face job demands and to reduce the risk of fatigue (Bakker et al., 2005). Employees use job resources such as autonomy, social support, working conditions, and proper work design in their ability to adapt and improve adaptive performance (Humphrey et al., 2007).

Autonomy and resources availability as well as employees' efforts in doing their jobs affect adaptive performance (Brenda E Ghitulescu, 2013; Goštautaitė &

Bučiūnienė, 2015; Sherehiy & Karwowski, 2014). Previous research on social ties provides access to information needed by employees to support changes and to be more adaptive in their work (Oreg et al., 2011). Organizations could also help employees to be more responsible in facing changes by providing resources to support new ideas (Chiaburu et al., 2013).

Job crafting, which expands early job design views to include employees' proactive changes to their jobs (Wrzesniewski & Dutton, 2001). Instead of placing employees in the relatively passive position of job design, this approach allows substantial freedom and independence for individuals. This includes intentional changes within a job limitation to initiate individuals in redesigning the work (Bakker, 2014; Bakker & Demerouti, 2007, 2017; Bindl & Parker, 2010; Tims & Bakker, 2010).

Job crafting is widely recognized to have positive consequences (Tims et al., 2013, 2015). Job crafting may increase the confidence to behave in novel ways, which is a requirement on organizational changes (Bakker & Demerouti, 2017). Alternatively, successful displays of adaptive performance could provide employees with the resources needed to engage in future proactive behavior (Strauss et al., 2015). When individuals engage in job crafting, it influences individual job attitudes and performance levels such as job satisfaction, job commitment, individual performance, absenteeism (Brenda Elena Ghitulescu, 2007), quality of self-image, perceived control, and readiness to change (Lyons, 2008). Berg et al. (2013) recognize that job crafting can run counter to an organization's goals. Interestingly, a few papers have demonstrated the potential negative consequences of job crafting, showing a detrimental effect of reducing one's job demands on job performance (Demerouti et al., 2015; Weseler & Niessen, 2016).

Employees undertake job crafting by setting the level of job demands based on their needs (Bakker, 2014; Petrou et al., 2012; Tims & Bakker, 2010). Job crafting is influenced by the perceptions of daily job resources (Demerouti et al., 2015). Job crafting helps employees to match their job demands and job resources by combining their skills, strengths, and preferences at work (according to their abilities and needs) which would have an impact on positive organizational outcomes (Petrou et al., 2012; Tims et al., 2012).

Job crafting facilitates the emergence of a new role in a job and helps employees to face changes in a situation (Demerouti et al., 2017). A new role is associated with job crafting as an important factor in predicting adaptive performance (Demerouti et al., 2017; Gordon et al., 2018; Peeters et al., 2016). Employees would be able to adapt and display adaptive performance in carrying out work roles effectively. The output of job crafting is adaptability and performance in carrying out work roles effectively in the form of adaptive performance (Grant & Parker, 2009).

Job crafting as a proactive behavior is targeted to improve work as a way to survive in a rapidly changing work environment (Ghitulescu, 2013; van den Heuvel et al., 2009). Job crafting is an opportunity to integrate work design and work stress; it can be

done through the exploration of job stress and job demands by combining the role of work motivation and job resources (Bakker & Demerouti, 2017). The focus of job crafting is on individual level and does not aim to harm the organization or solve organizational problems by increasing social job resources, challenging job demands, and structural job resources (Tims et al., 2012).

## **RESEARCH METHOD**

The research method used was quantitative approach with cross-sectional design. Using purposive sampling technique, the subject's criteria required in this research were Marine Corps' Middle-ranked officer, with minimum work experience for at least 10 years, and had undergone change of assignment for at least 3 assignments and/or deployments. The data was collected with the assistance from points of contacts at 65 different Military units of the Indonesian Marine Corps, the Indonesian Navy, and Indonesian National Armed Forces (TNI). Each officers were handed a questionnaire and an addressed envelope individually delivered to the officer. The instruments also contained the information for the officers about their voluntary participation in the study, as well as adherence to anonymity and confidentiality of the data. Average time for completion of the questionnaires was 15 minutes.

### ***Measurement***

The scale of job demands was adapted from the Job Demands-Resources Questionnaire developed by Bakker (2014). The questionnaire comprised five dimensions: work pressure, cognitive demands, emotional demands, role conflict, and hassles; in each of which were scored on a five-point Likert type scale, with response options ranging from 1 (never) to 5 (almost always).

The measurement of job resources was adapted from the Job Demands-Resources Questionnaire developed by Bakker (2014); measures five dimensions consists of 17 items. The dimensions of job resources are autonomy, social support, feedback, opportunities to development, and coaching; each of which were scored on a five-point Likert type scale, with response options ranging from 1 (never) to 5 (almost always).

Job crafting was assessed with the adaptation of Job Crafting Scale developed by Tims et al. (2012) consisting 15 items, each scored on a six-point Likert type scale, with response options ranging from 1 (Almost never) to 6 (Almost always). The scales comprised three dimensions: increasing social job resources, increasing structural job resources and increasing challenging job demands.

Adaptive performance assessment instrument was adopted from I-ADAPT scale developed by Ployhart & Bliese (2006). These scales consisted of eight subscales with a total of 55 items with following topics: handling emergency and unpredictable situations, dealing with uncertain and changing circumstances, creative problem solving, learning new skills, knowledge and procedure; manage stress; interpersonal adaptability; cultural adaptability; physical adaptability. Answers were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (almost agree). All items were translated to Indonesian.

### Data analysis

Structural Equation Modeling (SEM) was used to test hypotheses by utilizing IBM SPSS AMOS 22 software. Descriptive Statistics can be seen in table 1. Mean of age was found to be 44.41 (Standard Deviation = 5.856) and mean for tenure is 21.98 (Standard Deviation = 5.963).

Table 1. Descriptive Statistics

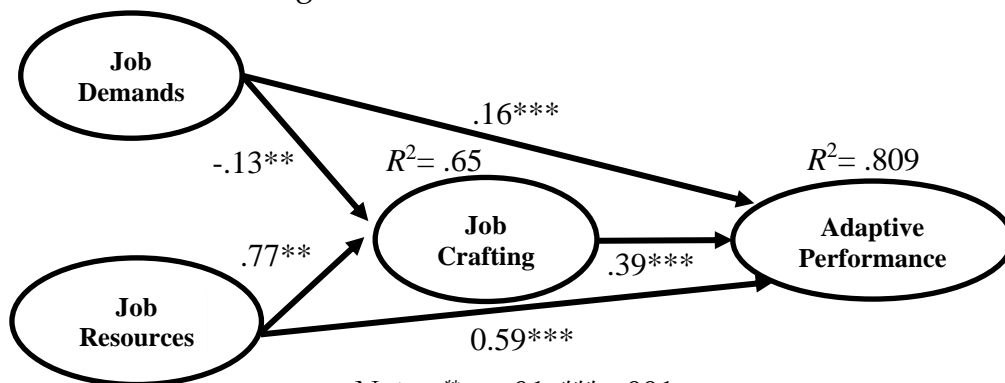
|        | N   | Minimum | Maximum | Mean  | SD    |
|--------|-----|---------|---------|-------|-------|
| Age    | 230 | 33      | 57      | 44.41 | 5.856 |
| Tenure | 230 | 10      | 36      | 21.98 | 5.963 |

### RESULTS AND DISCUSSIONS

The hypothesized measurement model fit the data well in accordance with recommended fit indices in the literature (Hair Jr et al., 2010; Hu & Bentler, 1999; Kline, 2015). The goodness of fit statistics of the CFA model showed sufficient fit to the data ( $\chi^2 = 497.99$ ,  $df = 178$ ,  $TLI = .89$ ,  $CFI = .903$ ,  $RMSEA = .089$ ). Composite reliability is above 0.782, then the consistency of the measurement scale could be considered as acceptable. The result was the AVE construct of job demand .526 with composite reliability .782. The convergent validity of the construct is still adequate with AVE less than .5 considered acceptable if composite reliability higher than .6 (Fornell & Larcker, 1981).

Pearson's correlations provide provisional support for the hypotheses. This result proved hypothesis true that job demands was positively related to adaptive performance ( $r = .103$ ,  $p = .001$ ), job resources related to adaptive performance ( $r = .863$ ,  $p < .001$ ), job crafting related to adaptive performance ( $r = .812$ ,  $p < .001$ ), job resources was positively related to job crafting ( $r = .235$ ,  $p < .001$ ). In turn, the relationship between job demands and job crafting negative ( $r = -.310$ ,  $p < .01$ ). The standardized estimates for path analysis are in the model reported below:

Figure 1. Standardized estimations



Notes: \*\* $p < .01$ ; \*\*\* $< .001$

Mediation analysis were tested using the bootstrapping method with bias-corrected confidence estimates (Preacher & Hayes, 2008). In this study, SEM with Maximum Likelihood estimation and AMOS test at the 95% Confidence Interval (C.I.)

was obtained with 200 bootstrap resamples. Standardized estimates for all paths were calculated and reported with fit indices for the default model.

The hypothesis with job crafting introduced as a mediator was then estimated. Results of the mediation analysis confirmed the mediating role of job crafting ( $b = -.51$ ;  $p = .035$ ; C.I. [-.100 to -.008]) in the relation between job demands and adaptive performance; mediating role of job crafting ( $b = -.302$ ;  $p = .010$ ; C.I. [.102 to .435]) in relation between job resources and adaptive performance. The direct effect of job demands on adaptive performance became significant ( $b = -.157$ ,  $p < 0.001$ ; C.I. [.080 to .235]) when controlling for job crafting, thus suggesting partial mediation. Job resources is significant to have a direct effect on the adaptive performance ( $b = -.597$ ,  $p < .001$ ; C.I.: [.385 to .857]) when controlling for job crafting, thus suggesting partial mediation.

The adaptive performance dimension of Marine Corps' Middle-Ranked Officers corresponds to the 8 dimensions of adaptive performance (Pulakos et al., 2000). The R-Square analysis showed that all dimensions in this study could influence and contributes to adaptive performance. This includes work situation that is uncertain and unpredictable; interpersonal adaptability; new task, technology and procedures learning; crisis and emergency management, cultural adaptability, creative problem-solving, and physical adaptability; all of which have major influence on adaptive performance. The readiness of Marine Corps' Middle-Ranked Officers to face changes in an assignment was demonstrated by their influence and contribution to the work situation that is uncertain and unpredictable as the highest dimension among the 8 dimensions of adaptive performance. Managing work stress, in this case, was classified as moderate. However, when compared with the other 8 dimensions of adaptive performance, this dimension had a relatively low effect.

The dimension of facing an uncertain and unpredictable work situation was the most significant dimension for Marine Corps' Middle-Ranked Officers. Facing a work situation that is uncertain and unpredictable reflects the ease and effectiveness of someone in overcoming uncertainty. This also determines the effective actions they take when the environment is unpredictable, uncertain, or ambiguous where all things cannot be distinguished as "black" and "white". This is in accordance with the main task of the Marine Corps organization, which is to carry out operational tasks against every form of military and armed threats from outside and within the country such as the issue of sovereignty, territorial divinity, and safety of the Republic of Indonesia. The readiness of Marine Corps' Middle-Ranked Officers when confronted with situational or emergency assignments in the form of Non-War Military Operation (*Operasi Militer Selain Perang* or OMSP) and extra duty as a military unit corresponds to the fundamental duty of the National Army of Indonesia. In other words, Marine Corps' Middle-Ranked Officers have to adapt in response to the changing position, new skills achievement, and/or behavior modification which is caused by the changes in assignments duty, position/rank or assignment areas. Marine Corps' Middle-



Ranked Officers learn and apply new behavior and strategies in anticipation of changes in assignment duty, position/rank or areas. They also actively respond to changes that cannot be anticipated or uncertain situations associated with people, work variety, job responsibilities as a military unit, and work assignments. These officers learn the knowledge, skills, and abilities to respond to the actual assignments or anticipation tasks that are relevant to the changes to achieve the goal. Based on the explanation above, it could be realized that Marine Corps' Middle-Ranked Officers perform the 8 dimensions of adaptive performance on each of their work areas such as the Marine Corps, the Navy, the Ministry of Defense, and the National Army of Indonesia. The results of this study are in accordance with Bates et al. (2013) and Pulakos et al. (2000) which underlined that the dimension of facing an uncertain and unpredictable work situation is the core of an individual's adaptability.

The existence of organizational context, subject characteristics, and the influence and contribution of adaptive performance may explain why the uncertain and unpredictable work situation, emotional demands, and work pressure have a high effect in this research. The changes in job demands and job resources increase the motivation of Marine Corps' Middle-Ranked Officers to change in work strategy to adapt and work together with new assignments which ultimately will improve their adaptive performance as a response to the changing assignments. The success in every assignment of Marine Corps' Middle-Ranked Officers becomes an important evidence that adaptive performance is the outcome of job demands, job resources, and job crafting.

Job demands and job resources are two different psychological processes which have affecting job crafting on Marine Corps' Middle-Ranked Officers. This study also supports previous research that job demands have different effects among different organizations. Even though this study agrees with previous research that job crafting has a positive effect on adaptive performance, there are still some differences in the results. In this case, job demands have a positive effect on the performance of Marine Corps' Middle-Ranked Officers. However, it is shown that high job demands have a negative effect on job crafting. High job demands make job crafting ineffective on military organizational culture's. Marine Corps' Middle-Ranked Officers are required to carry out the traditional values and work ethic of the Marine Corps organization which strongly emphasizes loyalty, dedication, achievement, and proactive behavior in military work units. Marines are morally obliged to follow bureaucratic regulations to be loyal and highly dedicated. Hierarchical and/or mechanistic organizations make Marine Corps' Middle-Ranked Officers only focus on their work and will tend to think about what to do, and would not likely to encourage employees to take initiatives or innovate. In this case, Marine Corps' Middle-Ranked Officers must follow the rules strictly and work as ordered.

Job resources are proved to have the greatest influence on adaptive performance, compared to job demands and job crafting in influencing the adaptive performance of

Marine Corps' Middle-Ranked Officers. The results of this study confirm the findings of previous studies regarding the importance and influence of job resources on the adaptive performance of Marine Corps' Middle-Ranked Officers in the context of the Marine Corps organization. It is found that autonomy, social support, development opportunities, feedback, and coaching have the strongest predictor when the Marine Corps organization intends to increase the adaptive performance of Marine Corps' Middle-Ranked Officers.

The changes in the assignment of Marine Corps' Middle-Ranked Officers are balanced job demands and job resources with job crafting to facilitate job outcome and processes. Especially for Marine Corps' Middle-Ranked Officers who'd like to have optimum achievements by acting proactively in seeking challenges and resources. In carrying out their assignments, Marine Corps' Middle-Ranked Officers have an autonomy based on their position by adding and subtracting tasks, changing the nature of the tasks, managing a load of time, energy, and attention of various tasks, changing how, when, and with whom the work is implemented, as well as shifting the way they view the tasks. With the support from supervisors and co-workers, Marine Corps' Middle-Ranked Officers could build positive relationships with other people and are able to change their perspective on their work, so they can generate more benefits that are in line with their preferences and personal aspects.

As a job strategy, job crafting affects the job role of Marine Corps' Middle-Ranked Officers through the changes in the composition and design of job. Consequently, job crafting strategy facilitates the emergence of new work roles that help them deal with changing situations and also motivates these employees to participate in adaptive performance. Job demands and job resources have the strongest and most consistent positive relationship with adaptive performance, and job crafting is a proactive strategy to support this effort.

Job resources in terms of autonomy and development offers the opportunities to increase the structural resources of Marine Corps' Middle-Ranked Officers. Feedback and social support provided by the Marine Corps organization will increase the structural resources of Marine Corps' Middle-Ranked Officers. Aside of that, work pressure from job demands will have an effect on enhancing job challenges. Marine Corps organization provides an opportunity for Marine Corps' Middle-Ranked Officers to use available job resources which would affect the adaptive performance of Marine Corps' Middle-Ranked Officers through job crafting.

Based on the R-square value, it is revealed that the percentage variance of adaptive performance was influenced by the antecedent variables such as job demands and job resources as well as job crafting as the mediator variable. The results were classified as high which means that all variables affecting adaptive performance in this study have been studied thoroughly. Job crafting becomes a medium for every Marine Corps' Middle-Ranked Officers to adjust their needs, preference capabilities, job demands, and work resources in carrying out their job assignments. Marine Corps'

Middle-Ranked Officers whom display job crafting behavior as one of their personal strategies are able to align their personal missions with organizational missions and their work. This will provide wide opportunities for Marine Corps' Middle-Ranked Officers to be able to upgrade and complete their work more proactively in accordance with their respective capacities.

Therefore, it could be seen as important to implement job crafting. When they have new roles, Marine Corps' Middle-Ranked Officers deal with some changes and thus are facilitated by job crafting strategies as an important factor in increasing adaptive performance. Eventually, job crafting enables them to adapt and integrate with work assignments they can work effectively, and which in turn affects the increasing level of adaptive performance.

This research results are limited to a certain level. First, the cross-sectional research design has limitations in concluding the causal relationship and role of job crafting in influencing job demands and job resources on adaptive performance. One of the efforts made by researchers to overcome the limitations of cross-sectional research is by having a direct and one by one meeting and wait for the Marine Corps' Middle-Ranked Officers to complete the questionnaire. Second, several demographic variables have not been optimized to be used as data sources that can be analyzed further such as tenure, position, and assignments due to a limited number of research respondents. Third, the generalization of the results is only suitable for military organizations, and not intended for employees and other work environments. In this study, Marine Corps' Middle-Ranked Officers are officers of upper battalion commander. The research was conducted on a specific group of military organization personnel, namely Marine Corps' Middle-Ranked Officers in the Marine Corps in the context of military organizations.

## **CONCLUSION**

Adaptive performance is a psychological mechanism which needs a comprehensive approach. The effect of job demands and job resources on job crafting as a mediator could influence the adaptive performance of Marine Corps' Middle-Ranked Officers. The synergy between Marine Corps' Middle-Ranked Officers and Marine Corps organization in an organizational context can be built strongly if there is mutual support between military personnel and military organizations. The Marine Corps organization provides support in the form of job resources and in return the Field Officers carry out job demands and job crafting to succeed the mission of the Marine Corps organization by displaying adaptive performance.

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