

Home Resources, Job Crafting, and Work Engagement as Predictors of Job Performance of Café Dine-In Employees

Daniel Christian B. B^{1*}, B Medina Nilasari², Dita Oki Berliyanti³

¹ Master of Management Study Program, Faculty of Economics and Business, Trisakti University, Jakarta, Indonesia

* Corresponding Author: cbbdaniel763@gmail.com

Article History

Received: 08-07-2026

Revised: 12-07-2026

Published: 30-07-2026

Keywords: Home Resources; Job Crafting; Work Engagement; Job Performance; Café Dine-In

ABSTRACT

The dine-in cafe industry faces high service demands, requiring employees with optimal performance. Employee job performance is influenced by various factors, both from the home environment and proactive work behavior. This study aims to analyze the influence of Home Resources and Job Crafting on Job Performance with Work Engagement as a mediating variable in dine-in cafe employees in Depok City. The study used a quantitative approach with a survey method on dine-in cafe employees selected using a purposive sampling technique. Data were collected through questionnaires and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4. The results showed that Home Resources and Job Crafting had a positive effect on Work Engagement. In addition, Work Engagement had a positive effect on Job Performance and was able to mediate the influence of Home Resources and Job Crafting on Job Performance. These findings indicate that support from the home environment and proactive behavior in shaping work can increase work engagement, thus impacting the performance of dine-in cafe employees. This research implies that café managers need to encourage the creation of a work environment that supports job crafting behavior while also addressing employee well-being to improve organizational performance. This abstract should be tailored to the objectives, variables, and research methods in your thesis.

INTRODUCTION

The food and beverage (F&B) industry in Indonesia continues to experience significant growth along with the increasing changes in people's lifestyles that have made cafes a place to work, study, and socialize. This development has driven an increase in the number of cafes with a dine-in concept, so that competition between business actors has become increasingly competitive. In facing this competition, each cafe is required to not only be able to serve quality products, but also provide superior service to be able to maintain

customer satisfaction and loyalty. In the service industry, service quality is largely determined by the quality of human resources because employees are the ones who interact directly with customers. Therefore, improving Job Performance is one of the important factors that determine the operational success and competitiveness of a company.

Job performance is the work results achieved by employees in accordance with the standards set by the organization, both in terms of quality, quantity, and effectiveness of task completion. In a dine-in cafe, employees are required to be able to provide fast, friendly, responsive, and consistent service in dealing with various customer characteristics. These demands make employees a strategic asset that plays a role in building the company's image and creating a positive customer experience. However, high workloads, service pressures, and operational dynamics often affect employee psychological conditions, potentially reducing performance if not supported by adequate resources.

In situations like this, companies need employees who are not only capable of performing well but also possess a high level of engagement in their work. Work engagement is a positive psychological state characterized by high levels of vigor, dedication, and full involvement in carrying out work. Employees with high levels of work engagement tend to demonstrate greater work energy, commitment, and involvement, thus producing more optimal performance (Nawardi & Berliyanti, 2023; Asda & Nilasari, 2022). Employees with high levels of work engagement will demonstrate enthusiasm, commitment, and a willingness to give their best effort in completing their work. This condition not only impacts individual productivity but also contributes to service quality and the achievement of organizational goals, particularly in the hospitality industry, which relies heavily on interactions between employees and customers.

One factor believed to increase work engagement is home resources. Based on the Work-Home Resources Model, individuals obtain various resources from the home environment that can support work performance. Home resources include family support, positive interpersonal relationships, a comfortable home atmosphere, and assistance from family members in carrying out daily activities. These resources provide psychological energy that helps individuals reduce work stress, improve well-being, and encourage higher engagement in work. Research by Matthews et al. (2014), Haar et al. (2020), and Xu et al. (2026) shows that home resources have a positive effect on work engagement and ultimately improve job performance.

In addition to Home Resources, Job Crafting is also a crucial factor influencing employee work engagement and performance. Job Crafting is an individual's proactive behavior in adapting their work characteristics to better suit their abilities, needs, and preferences. Through Job Crafting, employees strive to increase job resources, seek more meaningful challenges, and reduce obstacles that can interfere with task performance. Research by Tims et al. (2012), Van Wingerden et al. (2017), and Abukhalifa and Mohd

Kamil (2025) shows that Job Crafting can increase Work Engagement, thereby encouraging better Job Performance.

Various previous studies have examined the relationship between Home Resources, Job Crafting, Work Engagement, and Job Performance. Matthews et al. (2014), Haar et al. (2020), and Xu et al. (2026) highlight the importance of Home Resources in enhancing work engagement. Meanwhile, Tims et al. (2012) and Van Wingerden et al. (2017) demonstrate that Job Crafting contributes to increased Work Engagement and Job Performance. On the other hand, Nawardi & Berliyanti (2023) emphasize that Work Engagement is a crucial psychological condition for improving employee work quality, particularly in service-oriented organizations. However, research integrating Home Resources and Job Crafting as factors influencing Job Performance through Work Engagement in the context of dine-in café employees in Indonesia is still relatively limited. This situation indicates a research gap that requires further study.

The novelty of this research lies in the integration of Home Resources and Job Crafting as antecedents of Job Performance through Work Engagement in the context of dine-in café employees in Depok City. Unlike previous studies that generally examine these variables separately or in different industrial sectors, this study develops a model that combines resources derived from the home environment with proactive work behavior based on the Work–Home Resources Model. This research is expected to contribute to the development of human resource management literature, particularly in the hospitality industry, as well as become a basis for café managers in formulating strategies to improve work engagement and employee performance.

Based on the description, this study aims to analyze the influence of Home Resources and Job Crafting on Job Performance with Work Engagement as a mediating variable in dine-in café employees in Depok City. The results of this study are expected to provide theoretical contributions to the development of the Work–Home Resources Model and provide practical implications for café managers in improving the quality of human resources and organizational competitiveness.

RESEARCH METHODS

This study uses a quantitative approach with an explanatory research design to analyze the influence of Home Resources and Job Crafting on Job Performance with Work Engagement as a mediating variable among *dine-in café employees* in Depok City. The quantitative approach was chosen because the study aims to test the causal relationship between variables through hypothesis testing using numerical data analyzed statistically.

The research population was all employees working at *dine-in cafes* in Depok City. The sampling technique used purposive sampling, which is a sampling technique based on certain criteria to ensure that respondents meet the research objectives (Sugiyono, 2023). The respondent criteria included: (1) permanent or contract employees working at *dine-in cafes* in Depok City; (2) having a minimum work period of six months; and (3) being directly

involved in operational activities and customer service. Based on these criteria, 170 respondents were obtained as the research sample.

The data used were primary data obtained through in-person and online questionnaire distribution using Google Forms. All statement items were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree, to gauge respondents' level of agreement with each variable indicator.

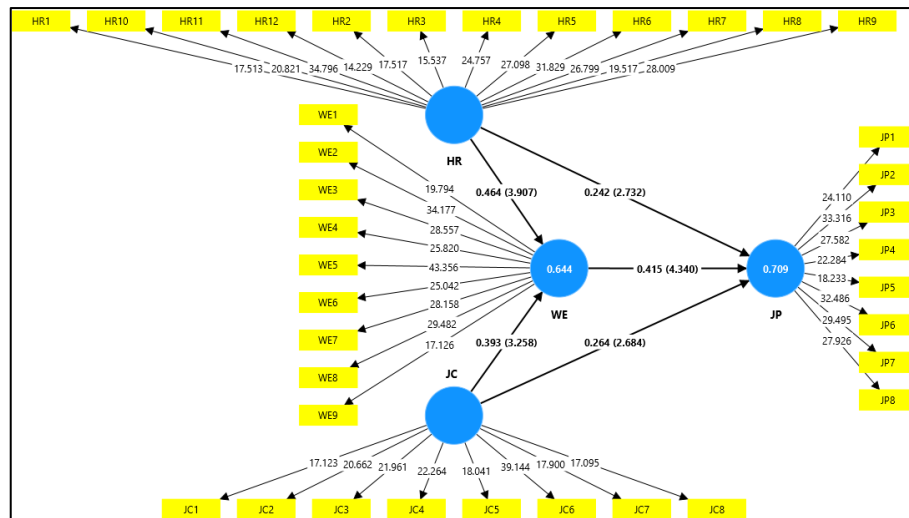
The research instrument was developed based on scales that have been used and validated in previous studies. The Home Resources variable was adapted from Matthews et al. (2014) and Xu et al. (2026). The Job Crafting variable was measured using an instrument developed by Tims et al. (2012). The Work Engagement variable was measured based on the concept of Schaufeli et al. (2002), which consists of three main dimensions: vigor, dedication, and absorption. Meanwhile, the Job Performance variable was adapted from Koopmans et al. (2014), which measures an individual's ability to complete work according to organizational targets and standards.

Data analysis was performed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS 4 software. The SEM-PLS method was chosen because it is able to test the relationship between latent variables simultaneously, accommodate complex models, and still provide good results in relatively small sample sizes (Hair et al., 2022).

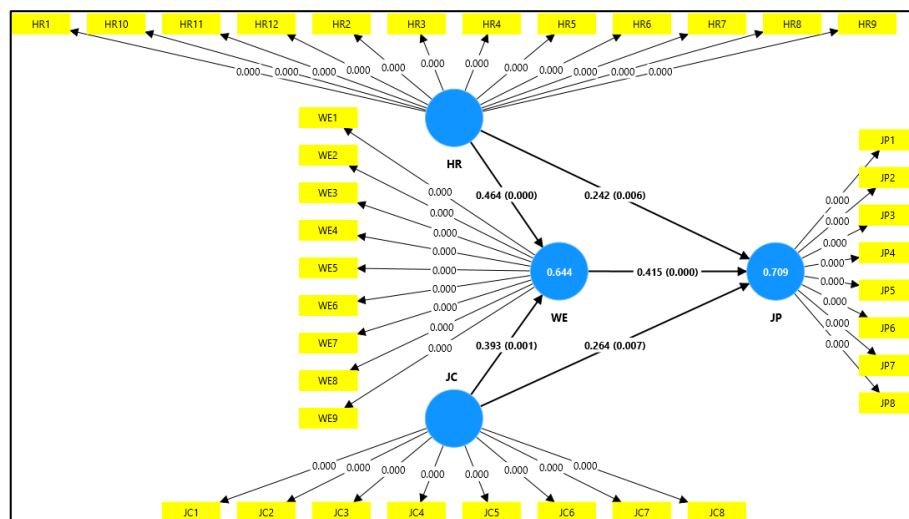
The analysis stage begins with an evaluation of the measurement model (outer model) through convergent validity, discriminant validity, and construct reliability testing. Convergent validity is assessed based on outer loading values ≥ 0.70 and Average Variance Extracted (AVE) ≥ 0.50 , while construct reliability is evaluated using Cronbach's Alpha and Composite Reliability values ≥ 0.70 (Hair et al., 2022).

Next, a structural model evaluation (inner model) was conducted to examine the relationships between variables using the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and path coefficient. Hypothesis testing was conducted through a bootstrapping procedure with a 5% significance level. The hypothesis was accepted if it had a T-statistic value > 1.96 and a p-value < 0.05 (Hair et al., 2022). Furthermore, this study examined the role of Work Engagement as a mediating variable through an indirect effect analysis of the bootstrapping results.

RESULTS AND DISCUSSION



Coefficient Value, T Statistics and Adjusted R Square



Coefficient Value, P Value and Adjusted R Square

Hypothesis Testing

Hypothesis Testing				
	Coefficient	T Statistics	P Value	Information
HR → WE	0.464	3,907	0,000	H ₁ Accepted
JC → WE	0.393	3,258	0.001	H ₂ Accepted
WE → JP	0.415	4,340	0,000	H ₃ Accepted
HR → JP	0.242	2,732	0.006	H ₄

				Accepted
JC -> JP	0.264	2,684	0.007	H ₅ Accepted
HR -> WE - > JP	0.193	3,277	0.001	H ₆ Accepted
JC -> WE - > JP	0.163	2,421	0.016	H ₇ Accepted

Sempls (2026)

Based on the table of hypothesis testing results above, the following is an explanation related to the table as follows:

Hypothesis 1

Hypothesis 1 was conducted with the aim of testing the Influence of Home Resources on Work Engagement. The results of the hypothesis test indicate that Home Resources (HR) have a positive and significant effect on Work Engagement (WE). This is evidenced by the t-statistic value of 3.907, which is greater than the critical value of 1.96, and the p-value of 0.000, which is smaller than the significance level of 0.05. In addition, the path coefficient value of 0.464 indicates a positive relationship with a relatively high influence strength. Thus, the first hypothesis (H1) is accepted. This finding indicates that the better the resources employees have in the home environment, such as family support, environmental comfort, and work-life balance, the higher their level of engagement with work. Home resources can provide psychological energy that supports individuals in facing work demands so that employees become more enthusiastic, dedicated, and able to concentrate on completing tasks. Therefore, the existence of resources in the home environment is an important factor in increasing the work engagement of dine-in café employees.

Hypothesis 2

Hypothesis 2 was conducted with the aim of testing the Effect of Job Crafting on Work Engagement. The results of the hypothesis testing indicate that Job Crafting (JC) has a positive and significant effect on Work Engagement (WE). This is evidenced by the t-statistic value of 3.258, which is greater than the critical value of 1.96, and the p-value of 0.001 which is below the 0.05 significance level. The path coefficient value of 0.393 indicates that the relationship between the two variables is positive. Thus, the second hypothesis (H2) is declared accepted. These results indicate that the higher the employee's ability to perform job crafting, such as modifying tasks, expanding work relationships, and giving meaning to their work, the higher the level of work engagement. This proactive behavior allows employees to create work conditions that are more in line with their needs, competencies, and interests, thereby increasing enthusiasm, dedication, and involvement in work. Therefore, job crafting is an important strategy to increase work engagement among dine-in café employees.

Hypothesis 3

Hypothesis 3 was conducted with the aim of testing the Effect of Work Engagement on Job Performance. The results of the hypothesis testing indicate that Work Engagement (WE) has a positive and significant effect on Job Performance (JP). This is indicated by the t-statistic value of 4.340, which is greater than the critical value of 1.96, and the p-value of 0.000, which is smaller than the significance level of 0.05. The path coefficient value of 0.415 indicates a positive relationship with a fairly strong level of influence. Thus, the third hypothesis (H3) is accepted. This finding indicates that the higher the level of employee engagement to their work, the better the resulting performance. Employees with high work engagement tend to show high enthusiasm, dedication, and focus in carrying out tasks so that they are able to produce better work quality, higher productivity, and more effective work completion. Thus, increasing work engagement is a strategic factor in supporting the achievement of optimal performance in café dine-in employees.

Hypothesis 4

Hypothesis 4 was conducted with the aim of testing the Influence of Home Resources on Job Performance. The results of the hypothesis testing indicate that Home Resources (HR) have a positive and significant effect on Job Performance (JP). This is evidenced by the t-statistic value of 2.732, which is greater than the critical value of 1.96, and the p-value of 0.006, which is smaller than the 0.05 significance level. The path coefficient value of 0.242 indicates that the relationship between the two variables is positive, although the magnitude of the effect is relatively lower compared to the influence of Home Resources on Work Engagement. Thus, the fourth hypothesis (H4) is accepted. These findings indicate that resources available in the home environment, such as family support, comfortable living conditions, and work-life balance, can improve the quality of employee performance. Employees who receive support from the home environment tend to have a more stable psychological condition, lower stress levels, and a better ability to concentrate and complete work effectively. Therefore, home resources contribute directly to improved job performance.

Hypothesis 5

Hypothesis 5 was conducted with the aim of testing the Effect of Job Crafting on Job Performance. The results of the hypothesis test indicate that Job Crafting (JC) has a positive and significant effect on Job Performance (JP). This is evidenced by the t-statistic value of 2.684, which is greater than the critical value of 1.96, and the p-value of 0.007, which is smaller than the 0.05 significance level. The path coefficient value of 0.264 indicates a positive relationship between job crafting and job performance. Thus, the fifth hypothesis (H5) is declared accepted. These results indicate that proactive employee behavior in adjusting tasks, building more effective working relationships, and developing work methods that are more in line with their abilities and preferences can improve individual performance. Job crafting provides an opportunity for employees to optimize their potential so that work can be completed more efficiently, productively, and with quality. Therefore, organizations

need to encourage job crafting behavior by providing work autonomy, superior support, and a work environment that supports employee creativity and innovation.

Hypothesis 6

Hypothesis 6 was conducted with the aim of testing the Role of Work Engagement in Mediating the Effect of Home Resources on Job Performance. The results of the hypothesis testing indicate that Work Engagement (WE) is able to positively and significantly mediate the effect of Home Resources (HR) on Job Performance (JP). This is evidenced by the t-statistic value of 3.277, which is greater than the critical value of 1.96, and the p-value of 0.001, which is smaller than the 0.05 significance level. In addition, the indirect path coefficient value of 0.193 indicates that the influence of Home Resources on Job Performance is strengthened through increased Work Engagement.

Thus, the sixth hypothesis (H6) is accepted. This finding indicates that the availability of resources in the home environment, such as family support, a conducive home atmosphere, and a balance between personal life and work, not only has a direct impact on improving performance but also increases employee engagement with their work. When employees receive adequate support from the home environment, they tend to have higher psychological energy, motivation, and work enthusiasm. These conditions encourage dedication, enthusiasm, and full concentration in completing work, which ultimately results in more optimal performance. Therefore, Work Engagement acts as a psychological mechanism that bridges the relationship between Home Resources and Job Performance, so organizations need to pay attention to work-life balance and support for employee well-being as a strategy to improve work performance sustainably.

Hypothesis 7

Hypothesis 7 was conducted with the aim of testing the Role of Work Engagement in Mediating the Effect of Job Crafting on Job Performance. The results of the hypothesis testing indicate that Work Engagement (WE) is able to positively and significantly mediate the effect of Job Crafting (JC) on Job Performance (JP). This is evidenced by the t-statistic value of 2.421, which is greater than the critical value of 1.96, and the p-value of 0.016, which is smaller than the significance level of 0.05. The indirect path coefficient value of 0.163 indicates that Job Crafting is able to improve Job Performance through increasing Work Engagement. Thus, the seventh hypothesis (H7) is declared accepted. These findings indicate that employees' proactive behavior in adjusting their job characteristics, developing more effective work methods, expanding work relationships, and providing meaning to the tasks they carry out can increase their engagement with their work.

Employees who actively engage in job crafting tend to perceive their work as more challenging, meaningful, and suited to their abilities, fostering greater enthusiasm, dedication, and engagement. This high level of work engagement further drives improvements in the quality, productivity, and effectiveness of individual performance. Thus, work engagement serves as a mediating variable that explains the mechanism by which job crafting can improve

job performance. Organizations are advised to provide employees with space to creatively and proactively adjust their work to enhance work engagement and achieve optimal performance. Based on the results of the study, it shows that all proposed hypotheses are accepted, thus confirming the existence of a direct and indirect relationship between Home Resources, Job Crafting, Work Engagement, and Job Performance in dine-in café employees in Depok. This finding shows that Home Resources have a positive effect on Work Engagement and Job Performance, which indicates that support from the home environment, such as family support, a conducive home atmosphere, and a balance between work and personal life, can increase employee engagement with their work while encouraging improved performance. In addition, Job Crafting is also proven to have a positive effect on Work Engagement and Job Performance, which shows that employee proactive behavior in modifying tasks, work relationships, and ways of interpreting work can create a more meaningful work experience thereby increasing motivation and productivity. This study also proves that Work Engagement has a positive effect on Job Performance, which means that the higher the enthusiasm, dedication, and involvement of employees in work, the better the performance produced. Furthermore, Work Engagement is proven to mediate the effect of Home Resources on Job Performance and mediate the effect of Job Crafting on Job Performance.

These results indicate that work engagement is a psychological mechanism that explains how resources derived from the home environment and proactive behavior in shaping work can be translated into improved performance. Thus, improved job performance depends not only on the availability of personal and organizational resources, but also on the organization's ability to build work engagement through a supportive work environment, providing autonomy, and policies that can create a balance between personal life and work. These findings also reinforce that work engagement is a strategic factor that acts as a link between individual resources and proactive work behaviors to the achievement of optimal employee performance.

CONCLUSION AND SUGGESTIONS

Based on the results of this research:

Home resources have a positive effect on work engagement, meaning the better the support from the home environment, the higher the employee's engagement with their work. Family support, a comfortable home environment, and a work-life balance can increase employee psychological energy. These conditions foster enthusiasm, dedication, and concentration at work. These findings indicate that home resources are a crucial factor in fostering optimal work engagement among dine-in café employees.

Job crafting has a positive effect on work engagement. Proactive employee behavior in modifying tasks, work relationships, and how they interpret their work can increase engagement with their work. Employees who have the opportunity to tailor their work to their abilities and needs are more motivated, enthusiastic, and dedicated. Therefore, implementing

job crafting is an effective strategy for increasing work engagement among dine-in café employees.

Work engagement has a positive effect on job performance. The higher the level of employee involvement in their work, the better their performance. Employees who are passionate, dedicated, and passionate about their work tend to be more productive, effective, and high-quality. Therefore, increasing work engagement is a strategic factor in supporting optimal performance and organizational operational success.

Home resources have a positive effect on job performance. Family support, a conducive home environment, and a work-life balance can improve employees' ability to complete tasks effectively. These conditions help reduce psychological stress and increase focus at work. Thus, home resources are one of the external factors contributing to improving the quality, productivity, and effectiveness of dine-in café employees' performance.

Job crafting has a positive effect on job performance. Proactive employee behavior in adapting their work can increase the effectiveness of task execution. Employees who engage in job crafting tend to be more creative, adaptive, and able to utilize resources optimally, resulting in better performance. Therefore, organizations need to provide space for employees to develop initiative and innovation in carrying out their work.

Work Engagement mediates the effect of Home Resources on Job Performance. Support from the home environment not only directly improves performance but also through increased work engagement. Employees who receive family support and a conducive home environment tend to have higher enthusiasm and dedication, thus enabling optimal performance. Thus, work engagement is an important mechanism in explaining this relationship.

Work engagement mediates the effect of job crafting on job performance. Proactive employee behavior in shaping their work can increase work engagement, which in turn impacts performance improvement. Employees who are more psychologically engaged in their work will demonstrate higher productivity, work quality, and effectiveness. Therefore, work engagement acts as a mechanism that strengthens the influence of job crafting on job performance.

BIBLIOGRAPHY

- Abukhalifa, A., & Mohd Kamil, N.A. (2025). Empowering performance: Unraveling the impact of job crafting in nonprofit settings through work engagement. *Journal of Organizational Effectiveness: People and Performance*.
- Aleyda, F., & Berliyanti, DO (2023). The effect of perceived organizational support and contingency reward behavior on work engagement. *Journal of Accounting, Finance, and Management*, 4 (3), 185–194. <https://doi.org/10.35912/jakman.v4i3.1290>
- Asda, SR, & Nilasari, BM (2022). The effect of authentic leadership and work engagement on job performance: Evidence from the DKI Jakarta Provincial Government. *MIX: Jurnal Ilmiah Manajemen*, 12 (3), 524–540. https://doi.org/10.22441/jurnal_mix.2022.v12i3.01

- Bakker, A. B., & Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83 (1), 189–206.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22 (3), 273–285.
- Carlson, D.S., Kacmar, K.M., Wayne, J.H., & Grzywacz, J.G. (2014). Measuring the positive side of the work–family interface: Development and validation of a work–family enrichment scale. *Journal of Vocational Behavior*, 68 (1), 131–164.
- Christian, M.S., Garza, A.S., & Slaughter, J.E. (2011). Work engagement: A quantitative review and test of its relationships with task and contextual performance. *Personnel Psychology*, 64 (1), 89–136.
- Hair, J.F., Hult, G.T.M., Ringle, C.M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Sage Publications.
- Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., Schaufeli, WB, De Vet, HCW, & Van der Beek, A.J. (2014). Improving the Individual Work Performance Questionnaire using Rasch analysis. *Journal of Applied Measurement*, 15 (2), 160–175.
- Matthews, R.A., Winkel, D.E., & Wayne, J.H. (2014). A longitudinal examination of the role of home resources in the work–home resources model. *Journal of Vocational Behavior*, 85 (3), 365–374.
- Nawardi, A., & Berliyanti, DO (2023). The effect of human resources management practices, transformational leadership on turnover intention mediated by work engagement on state-owned bank employees. *International Journal of Multidisciplinary Research and Analysis*, 6 (1). <https://doi.org/10.47191/IJMRA/v6-i1-36>
- Pamungkas, TA (2025). The role of work engagement in mediating the relationship between job crafting and job performance. *Journal of Human Resource Management*.
- Petrou, P., Demerouti, E., Peeters, MCW, Schaufeli, W.B., & Hetland, J. (2012). Crafting a job on a daily basis: Contextual correlates and the link to work engagement. *Journal of Organizational Behavior*, 33 (8), 1120–1141.
- Schaufeli, W.B., Salanova, M., González-Romá, V., & Bakker, A.B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3 (1), 71–92.
- Sugiyono. (2023). *Quantitative, qualitative, and R&D research methods*. Alfabeta.
- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, 80 (1), 173–186.
- Tims, M., Bakker, A. B., & Derks, D. (2015). Job crafting and job performance: A longitudinal study. *European Journal of Work and Organizational Psychology*, 24 (6), 914–928.
- ten Brummelhuis, L.L., & Bakker, A.B. (2012). A resource perspective on the work–home interface: The work–home resources model. *American Psychologist*, 67 (7), 545–556.

- Van Wingerden, J., Bakker, A. B., & Derks, D. (2017). Fostering employee well-being via a job crafting intervention. *Journal of Vocational Behavior*, 100 , 164–174.
- Xu, X., et al. (2026). From home to work: Online leisure and work engagement. *Journal of Organizational Effectiveness: People and Performance*.
- Trihariyanto, RR (2013). Optimal Portfolio Analysis Based on a Single Index Model (Case Study on Sharia Stocks on the IDX). *Mathematics Journal*.