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THE INFLUENCE OF JOB CRAFTING AND TECHNOSTRESS ON INNOVATIVE BEHAVIOR MEDIATED BY ORGANIZATIONAL COMMITMENT AMONG E-COMMERCE EMPLOYEES IN SOUTH JAKARTA

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Abstract:
The rapid growth of the e-commerce industry in South Jakarta requires employees to adapt to dynamic digital changes and consistently demonstrate innovative behavior. This study aims to examine the influence of job crafting and technostress on innovative behavior, with organizational commitment serving as a mediating variable. A quantitative approach with a cross-sectional design was employed, involving 185 respondents working in e-commerce companies in South Jakarta. Data were collected through an online questionnaire and analyzed using validity tests, reliability tests, and hypothesis testing. The findings reveal that job crafting has a positive effect on organizational commitment and innovative behavior, whereas technostress exerts a negative effect on both organizational commitment and innovative behavior. Furthermore, organizational commitment is proven to be a significant mediator in the relationship between job crafting and innovative behavior, as well as between technostress and innovative behavior. These results indicate that employees' proactive adjustments to their work can enhance emotional commitment and foster innovative behavior, while excessive technological pressure tends to undermine both aspects. This study provides practical implications for e-commerce companies to develop a work environment that supports job crafting while minimizing technostress to strengthen employee innovation.

Keywords: Job Crafting, Technostress, Organizational Commitment, Innovative Behaviour, E-Commerce

INTRODUCTION

The development of digital technology has become a major driver of business transformation across various sectors, including e-commerce. The use of digital technologies enables organizations to enhance operational efficiency, expand service reach, and strengthen competitiveness amid increasingly dynamic market conditions. In this context, technology adoption serves as a strategic element influencing the success of digital business models. Research on e-commerce technology adoption strategies among business actors in Indonesia indicates that selecting appropriate technological strategies is essential to ensuring operational effectiveness and business sustainability (Bening et al., 2023). These findings affirm that companies capable of systematically integrating technology tend to secure a stronger competitive position.

This digital transformation also requires organizations to develop human resources capable of adapting to rapid technological changes. Such shifts affect not only organizational structures and processes but also significantly reshape job demands. In a digital work environment, employees are expected to possess adaptive capacity, technological literacy, and the ability to generate new ideas aligned with organizational needs. Studies on innovative employee behavior in digital contexts

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highlight that an innovation-supportive organizational culture and transformational leadership can enhance employees' ability to create and implement new ideas (Bindel Sibassaha et al., 2025). It underscores that innovative behavior is a key determinant of organizational success in navigating technological complexities.

Conversely, the intensive use of technology in daily operations may lead to psychological pressure commonly referred to as technostress. In industries that heavily rely on digital systems, such as e-commerce, technostress has the potential to reduce employee well-being and impair work effectiveness. Farmanesh et al. (2025) found that technostress can hinder employee engagement and decrease organizational commitment, particularly when companies fail to provide adequate technological support. Moreover, technostress can weaken organizational resilience, especially in professions that require precision and high accuracy, such as accounting and financial reporting (Fettahoglu & Yikilmaz, 2025). Therefore, managing technology-induced stress must be considered a strategic priority within organizations undergoing digitalization.

From a theoretical perspective, the interaction among digital transformation, innovative behavior, and technostress reflects a complex dynamic within modern work environments. Organizational factors such as work culture, leadership support, and human resource management policies play a crucial role in optimizing employee adaptation to technological changes. Organizations must ensure that digitalization processes focus not only on technical aspects but also on employees' psychological readiness and behavioral responses, enabling innovation to grow sustainably. This relevance becomes more apparent considering that organizational competitiveness highly depends on employees' ability to absorb technological changes and convert them into added value.

Although prior studies have examined the relationships among digital transformation, technostress, and innovative behavior, research that integrates these variables within the Indonesian e-commerce industry remains limited. Most existing studies focus on different organizational contexts and have not comprehensively evaluated how technostress influences organizational commitment and innovation among employees in rapidly changing digital environments. Moreover, research discussing organizational factors as determinants of innovative behavior is still relatively scarce, particularly within e-commerce settings characterized by high technological intensity and fast-paced change. Therefore, empirical studies that explain the relationships among technostress, organizational commitment, and innovative behavior in a more structured manner are needed.

Considering these research gaps, the present study is essential to explore how e-commerce companies can manage human resources more adaptively amid accelerating digitalization. This study not only contributes to the theoretical development regarding the influence of technology on work behavior but also offers practical implications for organizations in designing management strategies that enhance employee commitment and innovation. Overall, this research is expected to provide a comprehensive understanding of the dynamic interactions among technostress, organizational culture, work commitment, and innovative behavior within the rapidly evolving e-commerce environment.

Job Crafting. Job crafting is understood as employees' proactive efforts to reshape their tasks, roles, and the meaning of their work to better align with their personal abilities and preferences. This concept is grounded in the view that employees can actively optimize job demands and available resources (Di Stefano et al., 2025) and modify role boundaries to achieve greater alignment with personal needs (Signore et al., 2024; Sesen & Donkor, 2023). Furthermore, job crafting involves both cognitive and physical changes in one's work, including adjustments to social relationships and

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perceptions of work meaning (Y. Wang et al., 2025). Recent studies also indicate that employees' ability to reorganize their work has become increasingly important in digital environments; Emilisa et al. (2024) found that heightened technological awareness encourages employees to be more proactive in adjusting their roles and job demands through job crafting.

The common dimensions of job crafting include task crafting, cognitive crafting, and relational crafting, as described by Emilisa et al. (2020) and supported by findings showing that job crafting can enhance structural and social job resources (Ingusci et al., 2021). Research by Bruning and Campion (2018) further reveals that factors such as motivation, individual characteristics, and the social context of work significantly influence employees' engagement in job crafting.

Job crafting has been shown to contribute to higher organizational commitment, particularly when task adjustments align with employees' intrinsic motivations (Abbas et al., 2023) and when they operate within an organizational environment that supports collaboration and inclusivity (Boateng & Appiah, 2025).

Technostress. Technostress is defined as the psychological pressure that arises from the intensive use of digital technologies (Molino et al., 2020). This pressure may stem from information overload, technology invasion, and continuous demands for adaptation (Ayyagari et al., 2011). Nimrod (2025) emphasizes that technostress can trigger negative psychological and physiological reactions, while Tu et al. (2025) highlight five primary creators of technostress: techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty.

Ragu-Nathan et al. (2008) similarly affirm these five dimensions as the core components of technostress in workplace environments. Beyond its negative effects, certain forms of technology-related stress may transform into techno-eustress—a challenge-based form of stress that can enhance motivation (Qi, 2019).

Factors such as technological complexity, the blurring of work–life boundaries, increasing digital demands, and rapid technological changes can intensify technostress (Molino et al., 2020). Its consequences include burnout, reduced organizational commitment, and impediments to innovative behavior (Bondanini et al., 2020; Buzás et al., 2025).

Organizational Commitment. Organizational commitment refers to employees' psychological and emotional attachment to their organization. This commitment encompasses a sense of belonging, value alignment, and the desire to remain within the organization (Benkarim & Imbeau, 2021). Emilisa et al. (2023), Lee and Kim (2023), and Onur et al. (2024) further highlight that commitment reflects employees' dedication and trust in organizational goals. Gašić et al. (2024) emphasize that emotional involvement forms the core of organizational commitment.

The primary dimensions of commitment include affective, continuance, and normative commitment (Khalip, 2016), while Santana-Martins et al. (2022) distinguish between affective commitment to leaders and overall commitment to the organization.

Several factors shape organizational commitment, including psychological capital, leadership support, development opportunities, a supportive work environment, recognition, work–life balance, and job satisfaction (Lee & Kim, 2023; Geremias et al., 2024). In addition, Emilisa et al. (2022) assert that organizational commitment increases when employees perceive emotional involvement and consistent leadership support.

Innovative Behavior. Innovative behavior refers to employees' actions in generating, promoting, and implementing new ideas within the work context (W. S. Choi et al., 2021; Riaz et al., 2018). Qian et al. (2025) and Duradoni and Di Fabio (2019) describe it as a proactive activity that encompasses the discovery of ideas through their implementation.

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Zargar et al. (2025) highlight three core dimensions of innovative behavior: idea generation, idea promotion, and idea realization. Meanwhile, Santana-Martins et al. (2022) extend these into five dimensions, namely opportunity exploration, generativity, formative investigation, championing, and application.

In addition, innovative capability is influenced by leadership and organizational support. Emilisa et al. (2025) assert that within e-commerce organizations, the combination of effective leadership and technological readiness enhances employee engagement, which in turn fosters innovative behavior.

Several factors are known to affect innovative behavior, including perceived overqualification, felt trust, the ability to face pressure, tenure, transformational leadership, commitment to change, and organizational support for creativity (Choi et al., 2021; Sun & Qiu, 2022; Jun & Lee, 2023).

Innovative behavior is positively influenced by organizational commitment (Chang et al., 2024) and job crafting (Y. Mekhael et al., 2023), but may be hindered by technostress (S. Zhang et al., 2025).

Conceptual Framework. The conceptual framework of this study is grounded in the interrelationships among job crafting, technostress, organizational commitment, and innovative behavior as supported by the existing literature. Job crafting is understood as employees' proactive actions to modify their tasks, relationships, and the meaning of their work to better align with personal needs and abilities (Di Stefano et al., 2025; Emilisa et al., 2020; Ingusci et al., 2021). Such adjustments enhance engagement and foster a stronger sense of ownership toward the organization, ultimately strengthening organizational commitment (Emilisa et al., 2024). Conversely, technostress—defined as psychological strain resulting from digital demands such as overload, invasion, complexity, insecurity, and uncertainty (Molino et al., 2020; Ragu-Nathan et al., 2008)—tends to reduce comfort at work and lower employees' commitment levels.

Organizational commitment itself is a key factor in promoting innovative behavior, as employees with strong emotional attachment and loyalty to the organization are more inclined to generate, promote, and implement beneficial new ideas (Gašić et al., 2024; He & Sutunyarak, 2024). Furthermore, job crafting directly influences innovative behavior, given that employees who actively reshape their work demonstrate higher levels of creativity and idea exploration (Wang, Liu, & Choi, 2025; Mekhael et al., 2023). In contrast, technostress is expected to diminish innovative behavior because technological pressure inhibits cognitive flexibility and individual creative capacity (S. Zhang et al., 2025).

Based on these dynamics, organizational commitment is positioned as a mediating variable in two primary relationships: first, job crafting enhances innovative behavior through increased employee commitment; second, technostress reduces innovative behavior by weakening organizational commitment. Accordingly, this conceptual model explains that job crafting serves as a driver of innovation, whereas technostress acts as a barrier, with organizational commitment functioning as the psychological mechanism that bridges their respective effects on innovative behavior.

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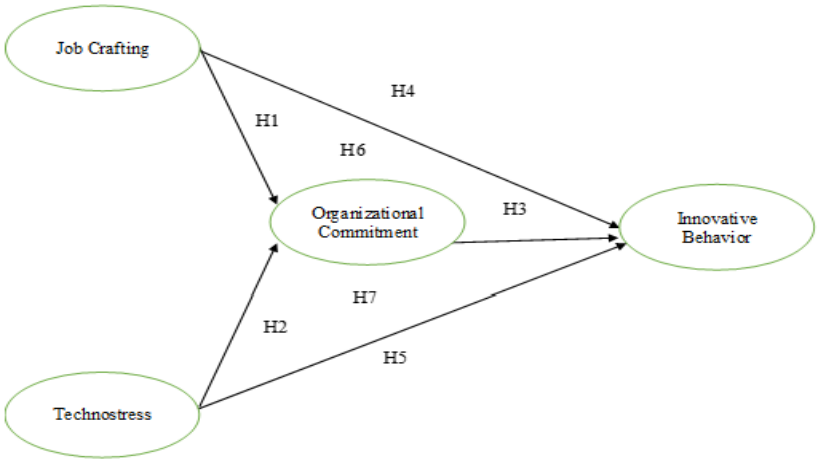

Figure 1. Conceptual Framework

Hypothesis.

H1: Job Crafting → Organizational Commitment (Positive). Job crafting encourages employees to adjust their tasks, relationships, and the meaning of their work so that these aspects align more closely with their abilities and personal preferences (Di Stefano et al., 2025; Emilisa et al., 2020). Prior studies indicate that such proactive modifications enhance employees' emotional engagement and sense of belonging within the organization (Abbas et al., 2023). Furthermore, job crafting strengthens organizational commitment by increasing work relevance, social support, and autonomy (Boateng & Appiah, 2025).

Therefore, job crafting is predicted to increase organizational commitment.

H1: Job crafting has a positive effect on organizational commitment.

H2: Technostress → Organizational Commitment (Negative). Technostress arises from pressures associated with technological complexity, information overload, and high digital demands (Molino et al., 2020; Ayyagari et al., 2011). Its consequences include exhaustion, frustration, and reduced workplace well-being, all of which erode employees' commitment to the organization (Bondanini et al., 2020). Further studies confirm that technology-induced strain can diminish affective commitment—particularly when leadership support is low (Choi, 2024)—and weaken work relationships (Fettahoglu & Yikilmaz, 2025).

Therefore, technostress is predicted to decrease organizational commitment.

H2: Technostress has a negative effect on organizational commitment.

H3: Organizational Commitment → Innovative Behavior (Positive). Organizational commitment serves as a motivational driver for employees to engage in innovative activities. Employees with a strong emotional attachment to their organization are more willing to take risks and propose new ideas (Gašić et al., 2024). Chang et al. (2024) further demonstrate that higher levels of commitment increase employees' tendency to develop and implement new ideas that support organizational goals.

Therefore, organizational commitment is predicted to enhance innovative behavior.

H3: Organizational commitment has a positive effect on innovative behavior.

H4: Job Crafting → Innovative Behavior (Positive). Job crafting expands employees' opportunities to develop new ideas by enhancing autonomy, adjusting work roles, and strengthening interpersonal relationships (Emilisa et al., 2020). In both healthcare and public-sector settings, job crafting has been shown to improve employees' ability to generate creative solutions

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(Y. Mekhael et al., 2023; Adikara et al., 2020). Additionally, Guo et al. (2023) found that job crafting strengthens the relationship between inclusive leadership and innovation.

Therefore, job crafting is predicted to influence innovative behavior positively.

H4: Job crafting has a positive effect on innovative behavior.

H5: Technostress → Innovative Behavior (Negative). Technostress inhibits employees' cognitive flexibility and creativity (Bondanini et al., 2020). When technology-related pressure is perceived as a hindrance, innovative capability tends to decline (S. Zhang et al., 2025). High levels of digital strain also weaken innovation-related behaviors, particularly in knowledge management contexts (Gao et al., 2025).

Therefore, technostress is predicted to reduce innovative behavior.

H5: Technostress has a negative effect on innovative behavior.

H6: Job Crafting → Organizational Commitment → Innovative Behavior (Positive Mediation). Job crafting enhances organizational commitment by aligning work tasks with employees' abilities and personal values (Abbas et al., 2023), and such commitment subsequently encourages innovative actions (Chang et al., 2024). Since job crafting increases commitment, and commitment, in turn, enhances innovation, organizational commitment functions as a mediating variable in this relationship.

H6: Organizational commitment mediates the effect of job crafting on innovative behavior.

H7: Technostress → Organizational Commitment → Innovative Behavior (Negative Mediation). Technostress reduces organizational commitment (Choi, 2024; Tu et al., 2025), and lower levels of commitment subsequently weaken innovative behavior (Gašić et al., 2024). Therefore, the decline in commitment caused by technostress is expected to diminish employees' innovative behavior.

H7: Organizational commitment mediates the effect of technostress on innovative behavior.

METHODS

This study employs a quantitative approach with a hypothesis-testing design, referring to the research model of Y. Wang et al. (2025), to examine the influence of job crafting and technostress on innovative behavior with organizational commitment as a mediating variable. The research design is cross-sectional, wherein data were collected once during the period of September–November 2025, with the unit of analysis consisting of employees working in e-commerce companies located in South Jakarta. The research setting is non-contrived, as data collection was conducted in a natural work environment (Sekaran & Bougie, 2016).

The variables in this study include job crafting and technostress as independent variables, innovative behavior as the dependent variable, and organizational commitment as the mediating variable. All variables were measured using a five-point Likert scale. The job crafting instrument was adapted from Emilisa et al. (2020), consisting of three dimensions: task crafting, cognitive crafting, and relational crafting. Technostress was measured using 11 items developed from Tarafdar et al. (2007), covering techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty. Innovative behavior was measured using six indicators based on the Scott and Bruce (1994) scale, while organizational commitment was measured using the instrument developed by Emilisa et al. (2023).

Data were collected through an online questionnaire distributed via Google Forms to employees meeting the purposive sampling criteria, namely individuals working in e-commerce companies in South Jakarta. The minimum sample size was determined using Hair et al.'s (2020) formula of 5–10 respondents per measurement item, resulting in a required sample range of 180–

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360 respondents; this study successfully collected data from 185 respondents. Instrument validity was assessed using convergent validity through factor loading values (Hair et al., 2019), with a minimum threshold of 0.40. The results indicate that all indicators of job crafting, innovative behavior, and organizational commitment, as well as 9 out of 11 indicators of technostress, met the validity criteria. Reliability testing using Cronbach's Alpha showed that all variables had values ≥ 0.60, indicating that all instruments were reliable.

Data analysis was conducted in two stages. First, descriptive statistics using SPSS were employed to describe the characteristics of the research variables. Second, Structural Equation Modeling (SEM) using AMOS was applied to test the direct relationships among variables, while the Sobel test was used to assess the mediating effect of organizational commitment. Model fit was evaluated using absolute, incremental, and parsimonious fit indices, including RMSEA, GFI, CFI, TLI, and CMIN/DF (Hair et al., 2020). The test results show that most indices met the criteria for goodness-of-fit, indicating that the model was appropriate for further hypothesis testing.

RESULT AND DISCUSSION

This study analyzed 185 respondents who were employees of e-commerce companies in South Jakarta. Descriptively, job crafting was categorized as high (mean = 3.59), indicating that employees actively adjust their tasks, relationships, and perceptions of their work. Innovative behavior was also at a high level (mean = 3.79), suggesting that most employees frequently generate and implement new ideas. In contrast, technostress was categorized as low (mean = 2.33), indicating that technology-related pressure remained within manageable levels. Organizational commitment was similarly high (mean = 3.83), reflecting strong loyalty and emotional attachment among employees.

The SEM model fit assessment showed that all goodness-of-fit indices—including GFI, CFI, TLI, and RMSEA—fell within acceptable thresholds. All relationships in the research model were statistically significant. Job crafting was found to have a positive effect on organizational commitment ($\beta = 0.411$; $p < 0.05$). Technostress had a negative and significant effect on organizational commitment ($\beta = -0.422$; $p < 0.05$). Organizational commitment positively influenced innovative behavior ($\beta = 0.450$; $p < 0.05$). Job crafting positively affected innovative behavior ($\beta = 0.262$; $p < 0.05$), whereas technostress had a negative effect on innovative behavior ($\beta = -0.196$; $p < 0.05$). In addition, organizational commitment was shown to significantly mediate both the relationship between job crafting and innovative behavior and the relationship between technostress and innovative behavior.

The Effect of Job Crafting on Organizational Commitment. The findings of this study indicate that job crafting is a strong predictor of increased organizational commitment. This result aligns with the studies of Abbas et al. (2023) and Boateng and Appiah (2025), which emphasize that when employees intentionally modify their tasks, work relationships, and cognitive perceptions of their jobs, their sense of work meaningfulness increases, thereby fostering emotional attachment to the organization. Job crafting creates a more personal and relevant work experience, which ultimately enhances employees' sense of belonging and loyalty (Benkarim & Imbeau, 2021).

From the perspective of role–resource theory (Bruning & Campion, 2018), proactive job adjustment enables employees to optimize resources such as autonomy, social support, and work meaningfulness. Adding or reducing specific aspects of their tasks also provides employees with the room to balance work demands and personal capacity. It is reinforced by the findings of Signore et al. (2024), which show that job crafting enhances well-being and strengthens employability, ultimately contributing to higher organizational commitment.

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Thus, the high levels of job crafting among employees in the e-commerce sector—who operate in fast-paced, dynamic, and technology-driven environments—serve as an essential mechanism for maintaining strong organizational commitment amid continuous change.

The Effect of Technostress on Organizational Commitment. Technostress is shown to decrease organizational commitment, consistent with the findings of Bondanini et al. (2020), which demonstrate that technology-related pressures—such as information overload, technological invasion, and uncertainty—heighten psychological stress and fatigue. This result is also aligned with Choi (2024), who found that techno-overload and techno-invasion can disrupt work–life balance, reduce job satisfaction, and ultimately lower employees' commitment to the organization.

In the context of e-commerce, the intensive use of digital systems, real-time work applications, and monitoring dashboards can amplify employees' perceptions of technological burden. When technology is perceived as disrupting work rhythms, increasing emotional strain, or causing anxiety related to technical competence, employee loyalty tends to decline. Tu et al. (2025) further confirm that technostress increases burnout, which is a significant contributor to reduced organizational commitment.

Therefore, e-commerce companies need to manage technological pressure strategically by providing digital training, simplifying systems, and implementing policies that support work–life balance.

The Effect of Organizational Commitment on Innovative Behavior. The finding that organizational commitment has a positive effect on innovative behavior is consistent with the studies of Chang et al. (2024), Wang and Hou (2023), and Dzieńdziora et al. (2022). When employees possess emotional attachment and shared values with their organization, they are more willing to contribute beyond their formal responsibilities, including generating new ideas, improving work processes, and taking innovative risks.

Organizational commitment also fosters intrinsic motivation, whereby employees feel they are an important part of the organization. It creates a psychologically supportive environment for innovation. He and Sutunyarak (2024) demonstrated that commitment enhances creative behavior in AI-driven companies. Employees with high commitment also tend to show a stronger sense of responsibility for organizational sustainability, motivating them to provide innovative solutions.

In the competitive e-commerce industry, organizational commitment serves as a fundamental driver of innovative behavior, enabling employees to adapt to rapid technological and market changes.

The Effect of Job Crafting on Innovative Behavior. Job crafting is shown to encourage innovative behavior, supporting the findings of Ren et al. (2020), Guo et al. (2023), and Abuzaid et al. (2024). Employees who can modify their work in alignment with their competencies and interests gain greater flexibility to experiment and express creativity. Job crafting enables workers to identify opportunities for process improvement, develop new ways of completing tasks, and strengthen collaboration—all of which are key elements of innovative behavior.

Job crafting also enhances employees' sense of control over their work, reinforcing intrinsic motivation. Mondo et al. (2023) highlight that job crafting plays an important mediating role between work wellbeing and innovation in sustainable organizations. In the rapidly changing and uncertain e-commerce environment, the flexibility afforded by job crafting becomes a direct catalyst for increased creativity and innovation.

The Effect of Technostress on Innovative Behavior. The findings show that technostress decreases innovative behavior. This result is consistent with Zhang et al. (2025), who highlight that technology-related pressure triggers anxiety and reduces engagement, thereby hindering the

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cognitive capacity required to generate new ideas. Liang et al. (2022) also found that technostress affects both the cognitive and emotional capabilities necessary for innovative behavior, particularly in high-technology work environments.

Furthermore, Rohwer et al. (2022) explain that unmanaged technostress can lead employees to adopt defensive behaviors, reduce idea exploration, and increase reliance on existing work routines. In the e-commerce industry, where technology forms the backbone of operational processes, technology-related pressure must be properly managed to avoid suppressing creativity.

Thus, high levels of technostress diminish employees' willingness to take innovative risks and weaken their initiative to pursue change.

The Mediating Role of Organizational Commitment. This study finds that organizational commitment mediates the relationships between job crafting and innovative behavior, as well as between technostress and innovative behavior. This mediation aligns with the theoretical model proposed by Wang, Liu, and Choi (2025), which suggests that job crafting enhances commitment, and commitment subsequently fosters innovative behavior.

Regarding job crafting, the findings are consistent with Dzieńdziora et al. (2022) and Signore et al. (2024), who argue that emotional attachment to the organization strengthens employees' motivation to implement new ideas. Job crafting creates positive work experiences that reinforce commitment, ultimately resulting in greater innovative behavior.

In the case of technostress, the mediating effect supports the findings of Bondanini et al. (2020) and He and Sutunyarak (2024), who demonstrate that high levels of technostress reduce commitment, which in turn suppresses innovation. It indicates that organizational commitment functions as a crucial psychological mechanism linking technology-driven work conditions to innovation outcomes.

Therefore, organizational commitment serves as a key variable in sustaining innovation, particularly within digital organizations characterized by high technological intensity.

CONCLUSION

This study confirms that job crafting and technostress play important roles in shaping employees' innovative behavior within e-commerce companies in South Jakarta, with organizational commitment functioning as a psychological mechanism that links both variables to innovation outcomes. The SEM analysis shows that job crafting has a positive effect on organizational commitment and innovative behavior, indicating that employees' ability to proactively modify their tasks, relationships, and perceptions of their work enhances loyalty while simultaneously fostering innovative actions. Conversely, technostress exerts a negative effect on organizational commitment and innovative behavior, demonstrating that pressure arising from intensive technology use can weaken employees' attachment to the organization and reduce their ability to generate and implement new ideas.

Furthermore, organizational commitment is proven to be a significant mediator in the relationships between job crafting and innovative behavior, as well as between technostress and innovative behavior. These findings highlight that organizational commitment is a crucial factor in sustaining innovative behavior within dynamic digital work environments. Overall, the study emphasizes that organizational efforts to support job crafting practices and manage technostress effectively will substantially contribute to cultivating an innovative culture in the increasingly competitive e-commerce industry.

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