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## Crafting Jobs on Job Satisfaction to Encourage Employee Development of IAIN Palopo

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**Kaimuddin**

Institut Agama Islam Negeri Palopo

e-mail : [kaimuddin@iainpalopo.ac.id](mailto:kaimuddin@iainpalopo.ac.id)

### **ABSTRACT**

*The results of the audit of the Inspectorate General of the Ministry of Religion in 2020 showed the performance achievement of IAIN Palopo was only 76.14%, and several sources stated that the performance of higher education was strongly motivated by job satisfaction which was influenced by the ability of its employees to innovate in their work. Therefore, this study will analyze job satisfaction and work innovation (job crafting), which will be a reference to improving IAIN Palopo. This study uses quantitative methods with a sample of 135 employees of IAIN Palopo. The results showed that job crafting affected the job satisfaction of IAIN Palopo employees.*

*Keywords: Job Crafting, Job Satisfaction, Employees*

### **INTRODUCTION**

Refers to the main problems in education, ranging from the quality of education in general, resources to the development of educational innovation, and decent education services for all. The study of educational development needs to be reviewed and focuses on curriculum development, education management, development of educators and personnel, development of educational innovation, development of educational partnerships, and general education policy.

The Palopo State Islamic Institute which is only ranked 401 based on the SINTA national ranking and the results of the audit of the Inspectorate General (Itjen) of the Ministry of Religion for the 2020 fiscal year, which shows

the performance achievement is only 76.14 with details on the economic aspect in budget management getting a value of 76,733, the efficiency aspect in planning, implementing and evaluating reporting gets a score of 77,959. On the effectiveness aspect in achieving results (outcomes), it only gets a score of 61,600, which becomes PR. It is great for stakeholders or leaders to find ways to improve this performance. Sinha's (2009) research states that higher education performance is strongly motivated by employee satisfaction (Sinha, 2009).

Job satisfaction is a predictor of performance because job satisfaction has a moderate correlation with performance. Job satisfaction has a moderately positive effect on performance. Although the survey on employee job satisfaction

at IAIN Palopo has never been conducted, this is what underlies the researcher to take research topics related to job satisfaction because people who have higher job satisfaction tend to have higher performance levels.

The importance of job satisfaction makes many institutions do various ways to increase job satisfaction. Many factors can predict job satisfaction, including environmental practices, staff and resources, management, co-worker relations, and professionalism (H. Lu, Zhao, & While, 2019). Moreover, in a competitive era, all leaders compete to increase job satisfaction because they think that employee satisfaction is as important for an institution's long-term survival and profitability. Job satisfaction and quality of work-life used to be an outcome for employees. Therefore, there is a greater emphasis on creating human capital and social capital within institutions that can help realize personal employee growth and maintain the competitive advantage of organizations, including universities. One of the behaviors to support increasing competitive advantage in job crafting. Job crafting is a behavior that can support increasing competitive advantage. Job crafting is defined as initiative behavior to carry out their work actively. The creation of a comfortable environment and resources cannot be separated from the influence of Job crafting, which can maintain a balance between the wishes and expectations of employees. Job crafting is a state of job redesign where the focus is on how top-down managers design jobs for their employees. Informally defined jobs, employees are often motivated to adapt their work to better suit their motives, strengths, and interests. Job crafting is a means to describe how employees take advantage of opportunities to customize their jobs by actively changing their tasks and interactions with other people in the workplace.

Researchers who take the topic of job satisfaction and job crafting are to analyze job satisfaction and job crafting of IAIN Palopo employees so that they can be used as references for indicators that must be improved to improve the institution's performance. This research is expected to provide better

policymaking and learn lessons between institutions and researchers. This study is to see the effect of job crafting on job satisfaction to encourage the development of employee resources at IAIN Palopo.

Indahwaty Sidin (2020) studied culture and job crafting in the health sector from several research results; it can be concluded that there is a cultural relationship in influencing job crafting, which will impact nurse job satisfaction. In contrast to the research done by previous researchers, this research aims to look at the effect of job crafting on job satisfaction to encourage the development of employee resources in the scope of higher education. Beer (2016), in his research on the industrial sector with a sample of 470 employees, stated that job crafting has a positive relationship with job satisfaction (Beer and Tims, 2016). Villajos (2019), who conducted research related to job crafting on workers and their effect on job engagement and satisfaction, stated that indicators of job crafting increase job satisfaction (Villajos, García-Ael, and Topa, 2019). Sobaci (2020), who researched 251 teachers in Turkey's Tokat Province, showed a causal relationship between job crafting and job satisfaction; the results of his research revealed that when job crafting increased in teachers, teacher satisfaction also increased. Therefore, it can be said that teacher satisfaction increases when job crafting opportunities are given. Sobaci's research (2020) also proved that the teacher was satisfied because he was given the opportunity for the decision-making process at school (Sobaci and Polatci, 2020). Tims (2013) conducted a linguistic study that examined the welfare of employees in factories through job crafting. The result is that employees feel satisfied when they are allowed to innovate with their work, which is included in one of the indicators of job crafting (Tims, Bakker, and Derks, 2013).

## METHOD

This research was conducted at IAIN Palopo, the only public university in Palopo City. In 2020 the results of the audit of the Inspectorate General (Itjen) of the Ministry of Religion for the 2020 fiscal year at IAIN Palopo showed performance achievements of only 76.14. This research is quantitative research with a cross-sectional approach; the variables in the study use a questionnaire that employees will answer. The questionnaire is in the form of an e-questionnaire using a google form due to the pandemic conditions and the PPKM rules. The population in this study were IAIN Palopo employees, totaling 202 by the OKPP data (Sub-Division of Personnel Organization and Preparation of Regulations) of IAIN Palopo. Then, the population selects the sample using the probability sampling technique: simple

random sampling (homogeneous population) using the Slovin formula.

$$n = \frac{N}{1 + N\alpha^2}$$

So that obtained 135 samples. Then the data will be analyzed by SPSS test using linear regression method to see the effect of both.

## RESULT and DISCUSSION

### a. General Characteristics of Respondents

The respondents' characteristics are described to provide an overview of the identity of the respondents in this study. Characteristics of respondents are classified based on age, gender, length of work, and employment status.

Table 1. Frequency Distribution of Respondents Characteristics

No.	Characteristics of Respondents		Amount	
			n	%
1	Gender	Woman	70	51.9
		Man	65	48.1
2	Age	30 years	43	31.9
		> 30 years	92	68.1
3	Years of service	<3 Years	14	10.4
		>3 Years	121	86.9
4	Last education	SMA/SMK	3	2.2
		S1	121	89.6
		S2	11	8.1
5	Employment status	PNS/CPNS	50	37
		Contract employees	85	63

Source: Primary Data, the Year 2021

Table 1 shows the characteristics of the respondents in this study, the majority of whom were female (51.9%). Respondents with the age group > 30 years gave the largest percentage, as many as 92 people (68.1%). In terms of length of service, many respondents have worked > 3 years, namely 121 people (86.9%). Respondents with undergraduate education gave the largest percentage of 121 people (89.6%), with the highest employment status being 85 contract employees (63%).

### b. Descriptive Analysis of Research Variables

The respondents' scores were then categorized to describe the research variables. The data categorization is divided into two categories: categorization with empirical statistics and categorization with hypothetical statistics.

Categorization with empirical statistics mean and standard deviation obtained from empirical data is used (norm reference). Because it uses a reference in a norm, categorization based on empirical statistics will always produce a

category proportion that describes a normal curve. Usually used on a large number of subjects. In addition, it is used to see the relative position of individuals in a group.

Categorization with hypothetical statistics of the mean and standard deviation used for compiling category points is obtained from the measuring instrument (criterion reference). Usually used on a relatively small number of subjects, data distribution can be even or centralized. In addition, it is used to see the group's relative position in general to the measuring instrument. In this study, the type of categorization used is hypothetical statistics because the amount of data is relatively small and the data is not normally distributed.

The formula for determining the hypothetical mean and hypothetical standard deviation is:

- 1) Calculate the hypothetical mean ( $\mu$ )  
 $= 1/2$  (maximum total score + minimum total score)
- 2) Calculate the hypothetical standard deviation ( $\sigma$ )

$$= 1/6 \text{ (maximum total score - minimum total score)}$$

So that the objective criteria with 2 (two) categories use the hypothetical mean value as the standard value or cut off.

1) Crafting Jobs

Job crafting is an action taken to change the boundaries of work and design work according to their skills and abilities to complete a job more effectively.

The job crafting questionnaire consists of 20 statements with never, rarely, often, and always answers. The hypothetical mean and the hypothetical standard deviation are 50 and 10. The objective criteria for job crafting are good if the total score is the hypothetical mean (50). Suppose the total score < the hypothetical mean is categorized as poor.

The results of the analysis of the frequency of job crafting for IAIN Palopo employees are as follows:

Table 2. Job crafting Characteristics of IAIN Palopo Employees

No.	Category	Frequency (n)	Percentage (%)
1	Less Crafting Jobs	40	29.6
2	Good Crafting Job	95	70.4
Total		135	100

Table 2 shows that 135 respondents have a good job crafting, namely 95 people (70.4%).

Four indicators measure job crafting: increasing structural job resources, reducing hindering job demands, increasing social work resources, and increasing challenging job demands. Job satisfaction

Job satisfaction is the overall evaluative assessment that a person has about his or her job. The job satisfaction questionnaire consists of 15 statements with the answer choices being very dissatisfied, dissatisfied, slightly dissatisfied, slightly satisfied, satisfied, and very satisfied. The hypothetical mean and hypothetical standard deviation were 52.5 and 12.5, respectively. Therefore, the objective criteria for

job satisfaction are good if the total score hypothetical mean (52.5) If the total score < hypothetical mean is categorized as poor.

The results of the analysis of the frequency of job satisfaction of IAIN Palopo Education Personnel are as follows:

Table 3 Description of job satisfaction perceptions for IAIN Palopo Employees in 2021

Variable	Category	n	%
Job satisfaction	Not enough	6	4.4
	Good	129	95.6

Source: Primary Data, 2021

Based on the table above, it is known that the average respondent has fairly good job satisfaction, namely 129 people (95.6%). On the other hand, the respondents with poor job satisfaction were six people (4.4%).

Job satisfaction is measured by two indicators, namely intrinsic job satisfaction and

extrinsic job satisfaction. The distribution of respondents' answers regarding job satisfaction can be seen in the table below:

2) Analysis To See Effect  
 Linear Regression Test

Table 4. Results of Linear Regression Test (ANOVA) Jobcrafting Research Variables on Job Satisfaction of IAIN Palopo Employees, 2021

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.225	1	.225	6,530	0.012
Residual	4,589	133	0.035		
Total	4.815	134			

The output in the table above with a p-value of = 0.000. Because the value of p = 0.000 is smaller than 0.05 and  $F_{count} > F_{table}$ . So it can be concluded that Job Crafting has a significant

simultaneous effect on Job Satisfaction. Alternatively, it can be concluded that the model obtained is good (good of fit).

Table 5. Linear Regression Test Results (Coefficients) of Jobcrafting Research Variables on Job Satisfaction of IAIN Palopo Employees, 2021

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(constant)	.921	.048		19,140	.000
Jobcrafting	.089	.035	.216	2,555	.012

Source: Primary Data, Year 2021

The output in the coefficient table is obtained t count = 2.555, and the p-value on jobcrafting is = 0.012 < 0.05. It can be concluded that Jobcrafting has an influence on Job Satisfaction. So that the regression model obtained is  $Y = .921 - .089 X$  or Job Satisfaction = = .921 - .089 (Jobcrafting)

The big influence of Jobcrafting on Job Satisfaction is .216. From this model, the regression coefficient is positive, meaning that the greater the job crafting level, the greater the level of job satisfaction.

The effect of job crafting on job satisfaction

The results of the linear analysis test showed that the job crafting variable had a significant value of 0.012, where  $0.012 < \alpha = 0.05$

(significantly less than 0.05) indicated that the job crafting variable had a significant effect on the job satisfaction of IAIN Palopo employees.

Job crafting in this study is an action taken to change work boundaries and design the work according to their skills and abilities to complete a job more effectively. The indicators used to measure job crafting are increasing structural job resources, reducing hindering job demands, increasing social work resources, and increasing challenging job demands. Research conducted by Tim, Bakker, and Derks (2013) using structural equation modeling shows that employees who make their work resources in the first month of the study showed an increase in structural and social resources during the study

period (2 months). Furthermore, this increase in job resources is positively related to employee well-being (increasing job involvement and satisfaction and reducing burnout) (Tims, Bakker, & Derks, 2013).

Job satisfaction in this study is the overall evaluative assessment that a person has about his or her job. The indicators used to measure satisfaction are intrinsic job satisfaction and extrinsic job satisfaction. The results of this study are by the research conducted by Slemp and Vella-Brodrick (2013) in their research which stated that job crafting has a positive correlation with work motivation, morale, and job satisfaction (Slemp & Vella-Brodrick, 2013).

By social exchange theory, when employees take the initiative to improve their tasks, they will work better; with an environment of friends who have the same work plan and skills, employees will complete their tasks better. When employees change their view of the task, it will lead to a positive attitude that will allow them to enjoy their work more, resulting in better performance. Job crafting is defined as employee behavior that changes mindset while working and changes in relationships and tasks that refer to changes in form, scope, and quantity (Bakker et al., 2012). Employees actively improve the quality of their work according to job requirements, skills, and preferences (Tims et al., 2015). Wrzesniewski and Dutton (2001) argue that there are three types of job crafting,

Job crafting related to individual factors can be explained when employee performance can be achieved, then each department in the company will determine the type of work and what kind of design will be given to its employees. Traditionally, job design theory has centered on a top-down approach that explains that managers should consider jobs for their employees. However, in recent decades, every individual has realized the importance of active efforts and the role of employees in participating in the job design process (Berg et al., 2010). Wessler and Niessen (2016) explain that the activeness of employees is closely related to individual employee performance and overall team performance. In other words, the bottom-up approach is closely related to today's work life.

The study results found that 70.4% of IAIN Palopo employees had good job crafting characters. The research conducted at IAIN Palopo is very closely related to the character of Islamic employees. One of the verses that explain the ability to design work is in QS Ar-Ra would verse 11.

لَهُ مُعَقِّبَاتٌ مِّنْ بَيْنِ يَدَيْهِ وَمِنْ خَلْفِهِ يَحْفَظُونَهُ مِمَّنْ أَمَرَ اللَّهُ إِنَّ اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّىٰ يُغَيِّرُوا مَا بِأَنفُسِهِمْ وَإِذَا أَرَادَ اللَّهُ بِقَوْمٍ سُوءًا فَلَا مَرَدَّ لَهُ وَمَا لَهُم مِّنْ دُونِهِ مِن وَّالٍ

For him (humans), some angels always take turns guarding him from the front and behind him. They guard it by Allah's command. Verily, Allah will not change the condition of a people until they change the condition of themselves. Moreover, if Allah wills evil for a people, then none can resist it, and there is no protector for them except Him. (Surat Ar-Ra'd, Verse 11)

This is also by the Luwu character culture regarding job crafting and job satisfaction. Research conducted by Yunus (2020) which looked at the cultural education model at IAIN Palopo, concluded that local wisdom in upholding cultural values is still firmly held in the IAIN Palopo environment (Y. Yunus, 2020), and this is also reflected in the institute's vision. IAIN Palopo is a Leader in Scientific Integration characterized by Local Wisdom.

Pritantia (2021) says that lifestyle is influenced by education, marital status, and culture (Pritantia, Kosasih, and Supriyono, 2021). Cultural values are abstract things used as guidelines and general principles in acting and behaving. The attachment of people or groups to cultural values is relatively strong and even emotional. Therefore, cultural values can be seen as the goal of human life itself. Starting from this opinion, it can be said that every individual in carrying out his social activities is always based on and guided by the values or value systems that exist and live in society itself. The best known cultural value is siri' a piece used by the community as a guide in life, which is passed down from generation to generation; finally, this value affects the behavior, attitudes, and behavior of the people in South Sulawesi in

general. *Siri* is defined as a feeling of shame and self-esteem that requires loyalty, discipline, and honesty so that someone who holds fast to these values will be willing to sacrifice for his daily life at work. While *Jesse* refers to an attitude of togetherness and sharing the distress or burden of others, then with this value, a person will also feel responsible for reducing the burden borne by family and co-workers (Omar and Amat, 2017). "*resopa temmangngingi namalomo naletei pammase dewata*" This philosophy means that the Bugis believe that all success is due to the grace of love and help of Allah SWT. This value also contains the value of independence, namely working hard both in community life and in the life of regional development blessed by Allah SWT.

## CONCLUSION

Based on the results and discussion above, it can be seen that the job crafting of IAIN Palopo employees is not maximized, still, 70.4% or about 95 employees out of 135 who have good job crafting, while the job satisfaction indicator is 95.6% or 129 employees from 135 samples have good job satisfaction. The results of the linear analysis test showed that the job crafting variable had a significant value of 0.012, where  $0.012 < \alpha = 0.05$  (significantly less than 0.05) indicated that the job crafting variable had a significant effect on the job satisfaction of IAIN Palopo employees. The amount of job satisfaction can occur because IAIN Palopo employees work with the Islamic work culture and are still attached to the culture of local wisdom values, which are the basis in living daily life and when working so that IAIN Palopo employees are always satisfied with what they get from their work. This research is expected to be a reference for indicators that must be improved to improve institutions' performance. Moreover, this research is expected to provide a basis for better policymaking and become lessons learned for institutions and researchers.

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