

# Job Crafting and Job Design: Which Has the Greatest Influence on Job Performance?

Vina Dwi Mercuri\*, Nurul Hermina

*Master of Management, Widyatama University, Indonesia*

*\*Corresponding author. Email: cp.vinadm@gmail.com*

## ABSTRACT

This study aims to determine which has the greatest influence on job performance, job crafting or job design. Data collection was conducted by distributing questionnaires to employees at the Bank. Quantitative research methods, using multiple linear regression analysis and hypothesis testing, were used to see the magnitude of the influence of job crafting and job design in influencing job performance. The outcomes of this study will provide an overview of how job crafting and job design can influence job performance.

**Keywords:** *Job Crafting, Job Design, Job Performance.*

## 1. INTRODUCTION

One of the factors that greatly determines the overall job performance of a Bank is job performance. Quality job performance for a Bank is the company's main asset that greatly influences the sustainability of the company, making it easier for the company to build a strong foundation to face increasingly tight business competition. However, in reality, considering the outcomes of the researcher's observations, the job performance of bank employees is in a less than optimal condition. This is evident from a number of factors, one of which is the high rate of employee error, which causes the work to fall short of the bank's expectations. And there are still a lot of workers whose output falls short of expectations. There is still a lack of discipline among employees, which contributes to tardiness and the fact that some workers choose to speak or relax during work hours rather than get anything done. And many workers still don't show up to work, whether it's due to sickness, permission, or plain old absenteeism.

Job crafting is an approach that emphasizes how employees can make changes so that self-worth develops through work experiences (Berg et al., 2013). Employees who redesign their jobs to organizational changes will help employees adjust to their job performance that is in accordance with demands. This is indicated by motivation in working, not getting tired easily in working and feeling a sense of attachment in working. On the other hand, low job crafting will decrease job performance, indicated by employees feeling stress at work and boredom in doing research work (Singh & Singh, 2018). It is important for banks to know the job crafting that exists in their employees in organizational change so that it can strengthen employee job performance. Other factors besides job crafting that can affect job performance include job design. The pre-survey outcomes show that job crafting still needs to be improved., this is considering the average value of respondents' responses which are considered sufficient.

When it comes to a company's productivity, job design is a key component. In order to satisfy the demands of both the firm and its workers, job design integrates the job's content (responsibilities, power, and relationships), compensation, and necessary qualifications (knowledge, skills, and talents) (Nasruddin et al., 2023). The word "job design" refers to the steps taken to define an employee's responsibilities, authority, and scope of work (Hariandja, 2020). People invest a great deal of energy into their work, therefore it's crucial to put some thought into job design. Content, function, and job linkages are all aspects of a job's structure that must be considered throughout design (Purnaya, 2016). According to the pre-survey findings, there is room for improvement in work design. This is supported by the average value of the respondents' comments, which fall into the adequate group.

Job implementation Crafting in high employees, in this case, will be able to improve the quality of employee performance in the company. Employees in the company can independently modify aspects of employee work to improve one of the matches between needs and characteristics. employee's own work, preferences, and abilities. Miraglia (2017:11) explains that Job crafting is an activity carried out by employees where employees can create a work environment, both structurally and socially, by expanding resources and helping employees in pursuing their goals. As for job performance, it is an employee's effort to handle more challenging work demands and is also able to motivate in achieving goals. (Zareen et al., 2013).

There is a theory that explains the relationship between job design and job performance, as explained by Robbins & Coulter, (2018), job design is the way in which tasks are combined to form a complete job. A clear division of work will provide job satisfaction to employees which will have an impact on increasing Job Performance. Previous research explains that job design has an influence on employee performance. Research Zareen et al., (2013) that an employee's psychological perception has a significant positive impact on the relationship between job design and employee performance. More study is required in this area, as stated by Al-Musadieq et al. (2018). Perceptions of work design and employee performance in schools were shown to be significantly and positively related, according to the study's findings. Additionally, research has shown a strong correlation between how employees perceive their work design and their level of success in the classroom (Aroosiya & Ali, 2013). work crafting does impact performance on the work, according to the study (Maulana, 2022). Job crafting does not impact employee performance, according to Albania (2019).

## 2. RESEARCH METHODS

Descriptive and verification approaches are used in this strategy. Sugiyono (2022) provides a second definition of research as follows: descriptive research aims to determine the value of a variable (or variables) without making comparisons or relationships with other variables; verification research seeks to mathematically test the relationship between variables of the problem studied in the hypothesis report. Descriptive research collects data and studies social phenomena through the variables that are put into play. On the other hand, verification research is theory-testing that tries to establish a scientific technique, namely a conclusion about the status of a hypothesis—that is, whether the hypothesis is accepted or rejected. In order to evaluate theories, researchers conduct verification studies that make use of statistical computations.

## 3. RESULT AND DISCUSSION

Below are the responses from respondents regarding the job crafting variable considering the outcomes of distributing questionnaires to 80 bank officer employees. The job crafting variable consists of 6 statements, presented with descriptive influence results and considering the frequency and average distribution approaches obtained from each statement.

**Table 1.** Job Crafting Variables

No	Statement	Average	Note
1	I took the initiative to do something positive at work	3.23	Enough
2	I have an idea to get the job done in a way that I like.	3.41	Good
3	I proactively make changes and breakthroughs in the way I work.	3.23	Enough
4	I have a different work dynamic than other employees.	3.54	Good
5	In making changes to the way I work and these initiatives, I did it voluntarily.	3.51	Good
6	In making changes to the way I work and these initiatives, I did it without coercion.	3.15	Enough
Amount		20.06	
Total		3.34	Enough

The job design variable consists of 12 statements, presented with descriptive influence outcomes and considering the frequency and average distribution approaches obtained from each statement.

**Table 2.** Job Design Variables

No	Statement	Average	Note
1	I work according to the tasks that have been given to me.	3.31	Enough
2	I work according to directions from my superiors.	3.53	Good
3	Additional tasks assigned to employees.	3.46	Good
4	The organization rotates employees.	3.45	Good
5	Employees are given the opportunity to complete work independently.	3.13	Enough
6	Employees are given the opportunity to take responsibility according to their	3.34	Enough

No	Statement	Average	Note
	abilities.		
7	I am often given other tasks outside of my core tasks.	3.09	Enough
8	I am required to have other skills outside of my core duties.	2.99	Enough
9	I feel satisfied with what I have achieved so far in my work.	3.15	Enough
10	The organization provides benefits according to my work.	3.36	Enough
11	I do my work alone without the help of co-workers.	3.35	Enough
12	I solve problems in my work by myself without the help of coworkers.	2.89	Enough
Amount		39.04	
<b>Total</b>		<b>3.25</b>	<b>Enough</b>

The job performance variable consists of 4 statements, presented with descriptive influence outcomes and considering the frequency distribution approach of percentages and averages obtained from each statement.

**Table 3.** Job Performance Variables

No	Statement	Average	Note
1	I am able to complete work according to the established quality standards company	3.53	Good
2	I am able to complete the quantity of work set by the company.	3.09	Enough
3	I am able to complete work efficiently and effectively	2.91	Enough
4	I am able to complete the work assigned by the company on time.	3.12	Enough
Amount		12.63	
<b>Total</b>		<b>3.16</b>	<b>Enough</b>

### 3.1. Multiple Linear Regression

The influence of multiple linear regression is used to determine the influence between the job crafting (X1) and job design (X2) variables simultaneously on the job performance variable.

**Table 4.** Results of Multiple Linear Regression Coefficient Calculations

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.206	1,756		1.256	.213
	X1	.140	.069	.188	2,041	.045
	X2	.195	.033	.543	5,898	.000

a. Dependent Variable: Y

Considering the calculation outcomes above, the constant value and regression coefficient can be obtained, so that a multiple linear regression equation can be formed as follows:

$$Y : 2.206 + 0.140X1 + 0.195X2 \tag{1}$$

The equation above can be explained as follows:

a = 2.206 This means that if *job crafting* and job design has a constant value, then job performance will have a value of 2.206 units.

b1 = 0.140 This means that if job crafting increases by one unit and the job design variable is constant, then job performance will increase by 0.140 units.

b2 = 0.195 This means that if job design increases by one unit and the job crafting variable is constant, then job performance will increase by 0.195 units.

**Table 5.** Partial Hypothesis Test (t-Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.206	1,756		1,256	.213
	X1	.140	.069	.188	2,041	.045
	X2	.195	.033	.543	5,898	.000

a. Dependent Variable: Y

The level of significance ( $\alpha$ ) is 5%,  $df = 80 - 2 = 88$ , with 2-party testing so that the t-table is 1.991. The partial t-test value of the Variable (X1) Job crafting  $2.041 > 1.991$  means that  $H_0$  is rejected and  $H_a$  is accepted, A strong correlation exists between the job crafting variable (X1) and the job performance variable (Y). The partial t-test value of the Variable (X2) Job design  $5.898 > 1.991$  means that  $H_0$  is rejected and  $H_a$  is accepted, A strong correlation exists between the job design variable (X2) and the job performance variable (Y).

To test the simultaneous hypothesis, the F test statistic is used, which is obtained through table 7 as presented in the table below:

**Table 6.** F Test Results (Simultaneous Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	306,552	2	153,276	21,929	.000b
	Residual	538,198	77	6,990		
	Total	844,750	79			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Based on Table 6 above that the F count value is 21.929 with a significance value of 0.000. This value is the test statistic that will be compared with the F value from the table where in the F table for  $\alpha = 0.05$  and  $df_1: (k) 2$  and  $df_2: nk-1 (80-2-1) = 77$ , the F count value is 3.12. Because F count (21.929) is greater than F table (3.12), then at a 5% error rate ( $\alpha = 0.05$ ) it was decided to reject  $H_0$  and accept  $H_a$ , meaning that Job crafting (X1) and Job design (X2) simultaneously significantly impact on Job performance (Y).

#### 4. CONCLUSION

Job crafting has an effect on job performance considering the outcomes of the partial t-test. Variable (X1) Job crafting  $2.041 > 1.991$  means that  $H_0$  is rejected and  $H_a$  is accepted. A strong correlation exists between the job crafting variable (X1) and the job performance variable (Y).

Job design has an effect on job performance considering the partial t-test value. Variable (X2) Job design  $5.898 > 1.991$  means that  $H_0$  is rejected and  $H_a$  is accepted. There is a significant effect between the job design variable (X2) and the job performance variable (Y).

Job crafting and job design influences job performance by The F count value is 21.929 with a significance value of 0.000.

#### REFERENCES

- Al-Musadieq, M., Nurjannah, N., & Fernandes, A. (2018). The mediating effect of work motivation on the influence of job design and organizational culture against HR performance. *Journal of Management Development*. <https://doi.org/DOI:10.1108/JMD-07-2017-0239>
- Albana, H. (2019). Pengaruh Job Crafting terhadap Kinerja Karyawan yang Dimediasi oleh Work Engagement di PT. Terminal Teluk Lamong Surabaya. *Jurnal Ilmu Manajemen*, 7(1), 210–219. [www.indonesia-investments.com](http://www.indonesia-investments.com),

- Aroosiya, M. A. C. F., & Ali, M. A. M. H. (2013). Impact of job design on employees' performance (with special reference to school teachers in the Kalmunai Zone). *Journal of Management*, 8(33–41). <https://doi.org/DOI:10.4038/jm.v8i1.7553>
- Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2013). Job crafting and meaningful work. In B. J. Dik, Z. S. Byrne, & M. F. Steger (Eds.). *Purpose and Meaning in the Workplace*, 81–104.
- Hariandja. (2020). *Manajemen Sumber Daya Manusia*. Grasindo.
- Maulana, M. (2022). Pengaruh Job Crafting, Communication Skills Dan Work Environment Terhadap Job Performance Dengan Hubungan Kerja Sebagai Variabel Intervening Pada Pekerja Mikro BRI Kanca Demak. *JUEB : Jurnal Ekonomi Dan Bisnis*, 1(3), 99–110. <https://doi.org/10.55784/jueb.v1i3.276>
- Nasruddin, Suparman, & Najamuddin. (2023). Implementation of Job Analysis Results in Fulfilling Public Service Standards at the Education and Culture Service in West Sumbawa Regency. *Jurnal Pendidikan Mandala*, 8(4), 1403–1411. <https://doi.org/http://ejournal.mandalanursa.org/index.php/JJUPE/index>
- Purnaya, I. G. K. (2016). *Manajemen Sumber Daya Manusia*. Andy Offset.
- Robbins, S. P., & Coulter, M. . (2018). *Manajemen* (A. B. B. S. D. D. Bardan (ed.); edisi 13). Erlangga.
- Singh, V. L., & Singh, M. (2018). A burnout model of job crafting: Multiple mediator effects on job performance. *IIMB Management Review*, 30(4), 305–315. <https://doi.org/10.1016/j.iimb.2018.05.001>
- Sugiyono. (2022). Metodologi Penelitian. *Jurnal Metodologi Penelitian*, 1–20.
- Zareen, M., Razzaq, K., & Mujtaba, D. B. G. (2013). Job Design and Employee Performance: the Moderating Role of Employee Psychological Perception. *European Journal of Business and Management*, 5(3).