ANALYSIS OF JOB CRAFTING ON ADMINISTRATION DIVISION AT PT. HM SAMPOERNAH TBK. MANADO

ANALISA KERAJINAN KERJA PADA DIVISI ADMINISTRASI DI PT. HM SAMPOERNA TBK.MANADO

By:
Kezia Soetanto[1]
Willem J. F. A Tumbuan[2]
Merinda H.C Pandowo[3]

[123]International Business Administration, Management Program,
Faculty of Economics and Business
Sam Ratulangi University Manado

E-mail:
[1]keziaprettyparamitha@gmail.com
[2]wjf_alfa@yahoo.com
[3]merindapandowo@unsrat.ac.id

Abstract: Job crafting is the process where the employees implement their ability to work better, to gain more experiences by doing new things and improving their skills as an employee to work better. Job crafting may help the employees to explore their abilities. This study aims to analyze the job crafting on the administration division. To achieve these objectives the researcher got information from 10 respondents using a qualitative study which is in-depth interviews and uses purposive sampling. The result shows that Job crafting that has been done by every employee has a positives influence on employee outcomes. The job crafting helps all the employees to become more productive to work, and also the job crafting might help the employees to finish their work faster. Job crafting is become very helpful and useful to the all-employee, because doing the job crafting its effective to help the employee to grow better, and job crafting affects the employment outcomes and become one of the important roles for the employees. One of the recommendations of this research is PT. HM Sampoerna should use or let the employee do job crafting so that it can increase the effectiveness of their work.

Keywords*: job crafting, human resources*

Abstrak: *Job crafting adalah proses di mana karyawan menerapkan kemampuan mereka untuk bekerja lebih baik, untuk mendapatkan lebih banyak pengalaman dengan melakukan hal-hal baru dan meningkatkan keterampilan mereka sebagai karyawan untuk bekerja lebih baik. Job crafting dapat membantu karyawan untuk menggali kemampuan mereka. Tujuan dari penelitian ini adalah untuk menganalisis job crafting di divisi administrasi. Untuk mencapai tujuan ini peneliti mendapatkan informasi dari 10 responden menggunakan studi kualitatif yang merupakan wawancara mendalam dan menggunakan sample purposive. Hasil penelitian menunjukkan bahwa kerajinan kerja yang telah dilakukan oleh setiap karyawan memiliki pengaruh positif pada hasil karyawan. Kerajinan kerja membantu semua karyawan menjadi lebih produktif untuk bekerja, dan kerajinan kerja dapat membantu karyawan untuk menyelesaikan pekerjaan mereka. lebih cepat. Kerajian kerja menjadi sangat membantu dan bermanfaat bagi semua karyawan, karena melalui job crafting efektif untuk membantu karyawan untuk tumbuh lebih baik, dan job crafting sangat mempengaruhi hasil karyawan dan menjadi salah satu peran penting bagi karyawan. Salah satu rekomendasi dari penelitian ini adalah PT. HM Sampoerna harus menggunakan atau membiarkan karyawan melakukan pekerjaan kerajinan sehingga dapat meningkatkan efektivitas pekerjaan mereka.*

Kata kunci*:kerajinan kerja, sumber daya manusia*

INTRODUCTION

Research Background

With rapid economic development, people's material living standards continue to improve. For individuals, work has become more than just a means of obtaining material returns, but also an expression of self-worth. More and more people begin to think about the value of their work and take the initiative to obtain different work meanings and experiences through the subjective understanding and practice of the work content and their active interaction with others. This proactive behavior can give full play to the creativity of the employees and helps the employees realize themselves while benefiting the organization. This is the basis of the organization to start looking for employees who are initiative and creative. Expect an employee can react to unexpected conditions by showing proactive behavior, such as identifying opportunities, showing initiatives, finding challenging situations, interpreting the broader role of the work, and being able to define work with new tasks and objectives in it. The employee should perform well in the workplace no matter what the situation, the employee also has to cooperate with other employees and also to finish their job to reach the company's goals.

In an organization or the company, there's a thing called Job crafting, job crafting is a part of the employee, Job Crafting refers to a series of self-imposed employee behaviors that alter their job tasks and the boundaries of the relationship to align their interests, motivations, and passion with the job. Contrary to the top-down design of traditional work, it is the reconstruction of work contents, ways, and work relationships by employees based on their formal work design, to obtain a sense of work and identity. To balance job requirements and resources, employees make changes in their behavior according to their abilities and needs. to define job crafting, the essence is that employees take a proactive approach to change the work content and methods to meet the needs of individuals or groups to fulfill their work meaning, which is a kind of pro-organizational behavior. Job crafting is a reflection of the proactive behavior of employees. Employees with job crafting willing can identify crafting opportunities and actively take action in their work, redefining their tasks and objectives, actively seek resources and opportunities to create favorable conditions for crafting, and actively seek to reshape the challenges. The process of job crafting is also adaptive, and when employees are challenged in the process of crafting, they can use their strengths to solve problems and keep the job going smoothly.

In this case, the overall of the job crafting means of describing how employees utilize, opportunities to customize their jobs by actively changing their tasks and interaction with others, for example when the employees receive on their job crafting behavior may either create more possibilities for job crafting or inhibit in the future, and job crafting captures what employees do to redesign their jobs in ways that can foster job satisfaction, as well as engagement, resilience and thrive at work, and also to doing job crafting usually people will get the positive outcome or not and also it depends on every employee. When the employee itself does not realize if he or she already has done or become a part of job crafting that is where the problem came from. Employees with job crafting willing not only to pursue the material return provided by the work but also seek to find the intrinsic meaning of the work, such as the realization of personal value, understanding of the world, and self-awareness. Job crafting is considered as an individual's creative activity. Therefore, it first correlates with personal factors, such as proactive personality, personal motivational orientation, regulatory focus.

Research Objectives

This research paper aims to:
To analyze the job crafting on administration division at PT. HM Sampoerna Tbk. Manado.

THEORETICAL REVIEW

Human Resource Management

In this theory, human resource management is a grand theory or the foundation in this research. This theory contains the thought from the expert to support this research. Human resource management is the process of managing employees in the form of a relationship between management and employee. Human resources management, human resources should be managed by good management for the effectiveness and the efficiency of the company. It is the part of an organization that concern with "the human" dimension. Dessler (2013:33) also stated to achieve the organizational goal every organization from a profit organization, a non-profit organization,

educational institution, health, recreation, and so on are constructed by people that acquiring their services, developing skills, motivating themselves to achieve the high level of performance, and ensured to maintain their commitment to the organization. The human resources management process is an activity for staffing the organization and sustaining the employee to reach their high performance.

Organizational Behavior

Organizational behavior is the collection of people or individuals that are working together to achieve a common purpose. This collection could be a variety of clubs, voluntary organizations, religious institutions, small and large businesses, labor unions, educational institutions, hospitals, government agencies, and so on. An organization is a coordinated unit that consists of at least two people or more who functions to achieve the set goals. Wilpert (2015:313-316) mentioned Organization behavior is a field study about individuals' perceptions, values, learning capacities, and actions while in groups and within the organization and organizational behavior is a social science study seeks to explain, predict and control. On the administration division, it plays to observe the behavioral influences of an individual within the individual, within groups, and within an organizational structure to achieve an effective organizational culture.

Job Crafting

Job Crafting emphasizes bottom-up behavior, however, does not reduce the importance of organizational design (top-down), on the contrary, it complements the organizational design and enhances employee adaptability. Then a top-down approach that requires compliance with work achievement indicators seems slow in responding to changes, while a bottom-up approach that places employees as a source of innovation and proactive creativity becomes very relevant to implement. This approach makes employees have an active role in redesigning and changing certain aspects of work. The bottom-up concept is "Job Crafting" employees can balance the demands of work and work with personal abilities, Nadine. (2001:11). Job crafting which is considers that employees not only being passive recipients of an organization's design but proactively modifies of the job to fit their preferences. This perspective puts an employee not only as part of the organization but as a personal entity that gets meaning from the work. Then job crafting can be understood as a mechanism for employees to foster a positive sense of work done, as well as build a positive self-identity in the organization.

Employee Performance

The performance of the employee is considered as what an employee does and what an employee doesn't do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature, and timeliness of output. According to Yang (2008:41) showed that the performance of the individuals cannot be verified. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis to help employees identify suggested areas for improvement.

Previous Research

Wingerden (2018) conducted a study about job crafting behavior to indicate perceived opportunities to craft mediates the relationship between job resources and employees' actual job crafting behavior. The insights provided in this study do not only build on job crafting literature but are also helpful to understand which aspects of the workplace influence employees' job crafting behavior.

Petrou, Demerouti, and Schaufeli (2016) studied the role of employee job crafting behaviors for successful organizational change. The result reveals that while adequate change communication is linked to increased job crafting behaviors for promotion-focused employees, inadequate change communication is linked to increased job crafting behaviors for prevention-focused employees. Seeking resources is positively associated with employee work engagement, seeking challenge is positively associated with adaptively, and reducing demands is negatively associated with work engagement.

Sekiguchu, Li, and Hosomi (2017) this research is a study about predicting job crafting from the socially embedded perspective: the interactive effect of job autonomy, social skill, and employee status. Job crafting represents the bottom-up process of change employees make in their work boundaries and plays an important role in the management of organizational change. Following the socially embedded perspective, is examine the roles of job autonomy, social skill, and employment status in predicting job crafting. The results that managers and can promote job crafting for organizational change by enhancing employees' ability to interact with others effectively, along with the increase of job autonomy.

Conceptual Framework

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│          Job Crafting on        │
│       Administration Division   │
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Figure 1. Conceptual Framework
Source: Data Analysis Method, 2020

Figure 1 shows that this study aims to find out how is the Job Crafting on Administration Division at PT. HM Sampoerna Tbk. Manado.

RESEARCH METHOD

Research Approach
This research is a qualitative research methodology which is descriptive research. Denzin and Lincoln (1994) mentioned that qualitative research involves the studied use and collection of a variety of empirical materials - case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts that describe routine and problematic moments and meanings in individuals' lives. Accordingly, qualitative researches use a wide range of unrelated methods, hoping to always get a better settled on the subject matter at hand.

Population, Sample, and Sampling Technique
The target population and sample are explained below, include the sampling technique to describe the respondent's or informant's criteria before doing the research.

Population
In research, the population can be defined as the target of the research, respondents, or participants that help the researcher by giving information that is related to the research topic. Because qualitative research is based on a certain case in a certain social situation where the result is not being applied to the population but is transferred to another place in a similar social situation with the case being studied, therefore the term 'population' is not used in qualitative research, in qualitative research it is called 'social situation'. Social situations are consist of three elements such as place, actors, and activity (Spradley, 1980). This research is more focused on the employee and activity to analyze the respondent or informant's satisfaction and effectiveness of the job crafting administration division at PT. HM Sampoerna Tbk. Manado. The population of this research is employees on the administration division at PT. HM Sampoerna Manado that has been done the Job Crafting before.

Sample
A sample is the selected people chosen for participation in a study. Sugiyono (2007) stated that the sample in qualitative research is not called as respondent, but as a source, participant, informant, friend, and teacher in the research process. This research took about 10 informants that have been done the job crafting before.

Sampling Technique
This research is using purposive sampling. Purposive sampling is a technique to collect data samples of data sources with some consideration like people who are considered to understand the matter, can be trusted or

people who have the authority that will make it easier for the researcher to explore the certain object or social situation.

Data Collection Method

Data collection methods are important by providing useful information to understand the process before gaining the result. In this research, the data collection method uses primary data.

Primary Data

Primary data is the data that collected first by the researcher to get the result of the interview and also all the information data researcher have of the research. Sekaran and Bougie (2010) stated that the interview is a useful data collection method for exploratory research. In this research, the primary data will be gain using an in-depth interview with the respondents. An in-depth interview is an unstructured one-to-one discussion session between a trained interviewer and a respondent. In this research, the interviews were held face-to-face.

Secondary Data

Secondary data is the data that already exist before and the next researcher tries to research the data again for the new research and have a specific purpose. This type of data is readily secondary data is used for research that was not gathered and purposefully for the project under consideration (Hair, 2006). The secondary data in this research were gathered from articles, several journals as the literature review, books regarding the study of this research.

Operational Definition of Research Variables
Table 1.Operational Definition and Indicators

Variable	Definition	Indicators
Job Crafting	Job Crafting refers to a series of self-imposed employee behaviors that alter their job tasks and the boundaries of the relationship to align the interest, motivations, and passion with the job.	- Satisfaction - Effectiveness

Source: Author's Note, 2020

Table 1 shows that the discussion is about the definition of the variable that will use in this research. The variable is Job Crafting.

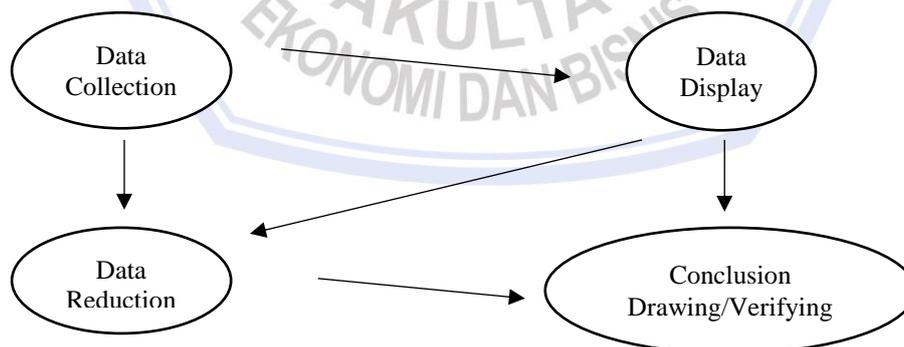## Steps in Qualitative Data Analysis

Figure 2. Steps in Qualitative Data Analysis
Source: Research Methods for Business, 2020

Figure 2 shows that the step that will use in this research which is the step of qualitative data analysis because this research using qualitative data analysis in order to get the best result through step by step.

RESULT AND DISCUSSION

Result

    This research uses qualitative method which is in-depth interview as the tool to gain the information from the informants. The population of this research is all the informantson administration division who have beendone the job crafting before and the sample took all 10 informants.

Table 2. Characteristics of Informants

No.	Informant	Name of Informant	Gender	Age
1.	Informant 1	Gracia Mandiaga	Female	24th
2.	Informant 2	Kharisma Supit	Female	23rd
3.	Informant 3	Jonathan Waney	Male	25th
4.	Informant 4	Junior Lumentut	Male	26th
5.	Informant 5	Ronalianto Umar	Male	30th
6.	Informant 6	Chikitta Ratu	Female	25th
7.	Informant 7	Raymond Polii	Male	22nd
8.	Informant 8	Army Ruata	Male	28th
9.	Informant 9	Munawir Musir	Male	22nd
10.	Informant 10	Jacky Tahulending	Male	27th

Source: Primary Data, 2019

    Table 2 show that here are 10 informants on administration division who have been done the job crafting before. There are 7 Male informants and 3 Female informants.

Table 3. Coding Categorizing

No	Informant	Effectiveness	Satisfaction
1.	Gracia Mandiaga	Yes (90%)	She feels that she usually does more work in the office by aware of decreasing the amount of job that she must be done. She feels it important since it can make her not being burden more by it. They do not reward her for doing extra work but she said it more in the self-reward by herself by not going to have more work to do. The positive outcome is decreasing the amount of work she had. On a percentage scale, she said it about 90% effective since there are some days that she still had to work more.
2.	Kharisma Supit	Yes (100%)	She said that after work hours, she usually still does some work like paperwork or else even though she does not need to did that on the same day. There are no rewards from the office even if she already did more work. The positive thing is that she is seen by others as a good worker and people will be more reliable on her. It is not too effective she said it about 70% but she is satisfied with her result since it makes her workplace better.
3.	Jonathan Waney	Yes (100%)	He knows about Job Crafting and said that it is quite important. He usually talks or has a meeting with his client outside the office or even outside work hours because he began to get close to them personally. The benefits for it so that he can know the character of his client even more and he can know the right way to handle them. As by far of his concern the company does not give extra rewards for him. It is pretty effective for him to do that he can say about 90% and he really satisfied the result of it that really affect his work..

4.	Junior Lumentut	Yes (100%)	He does know about Job Crafting and implemented it in his work by far. Other than only works by the standard of operation, he also works more stuff outside office hours just to make sure he can manage to do all of his jobs before the deadline comes. There is none reward intended by the office for job crafting but right from the start office had a regulation that employees that have good performance will have more bonus at the end. He said that do job crafting makes it more effective in his work stuff and really satisfied by his result by it.
6.	Chikitta Ratu	Yes (100%)	She knows about job crafting and she often did that in order to make her work less and increase her productivity in the workplace. Even though there is no extra reward but she feels that she needs to in order to maintain her good workflow at the office. The outcome itself is the result, later on, she sees that she does more when she applies to job crafting. It is very effective for her and she is really satisfied with it.
7.	Raymond Polii	Yes (100%)	He was quite familiar with Job Crafting. Usually, he also helps his co-workers especially when it is close to monthly evaluation. He said that if he did that he can help his office to become more productive. There is no extra reward for that but he is fine with it. He said it is effective for his work for about 90% and he is always satisfied with the result by it.
8.	Army Ruata	Yes (100%)	He does not familiar with the terms of Job Crafting. But to his experience, there are some things that he already did that outside his work responsibility like doing other people's paperwork. He said it is effective to help the productivity of the restaurant. There is no extra reward by the office by it but he is satisfied he can help his co-workers and also increasing the productivity of the company. He felt like job crafting really important and felt satisfied with the result later on.
9.	Munawir Musir	Yes (100%)	He said that Job Crafting is important because by that the productivity of his work will be increased and he can do more work. The extra thing he did that has a connection with job crafting is that he often builds a personal relationship with the client so that client can be more satisfied by his work and also make his job more at ease. He said that even though there is no extra reward by the office but when he did job crafting he productivity felt increase and he is satisfied by the result..
10	Jacky Tahulending	Yes (100%)	He was familiar with the term Job Crafting. He usually builds a connection with the client and does follow-up so that the client will. There are no rewards for her also. The positive outcome is that his office productivity will increase and the bosses will be happier by it. It is quite effective for him and also he still satisfied with the result of it.

Source: Primary Data, 2020

Table 3 shows that the coding from all the answers that were collected from all the informants, in coding categorizing researches put all the important things according to the indicators about analyzing the effectiveness and usefulness of the job crafting on administration division.

Discussion

The purpose of this research is to know how the job crafting on the administration division. Based on the interview from all the informants, in this case, 10 informants, 7 Male, and 3 Females to be interviewed. Allowing employees to engage in job crafting may be a valuable means for organizations to keep their workers motivated by acknowledging that each employee is different and should be allowed to shape their job accordingly (within certain borders). Although we feel that job crafting is a good remedy for employees to enhance their work motivation and well-being, there are some limitations. Because of the individual focus of job crafting it may be hard to detect what the immediate impact of job crafting is on the organization. There may be situations in which it is possible that the changes an employee makes in their job design may lead to unwanted effects for the organization.

For example, a service worker may decide to work fewer hours behind the service desk in order to reduce the emotional demands imposed on him by customers. This may lead to fewer emotional demands for the respective employee, but it may reduce customer satisfaction because the clients need to wait longer for the service. However, we do believe that job-crafting behavior will contribute to better outcomes for the organization most of the time since happy and healthy employees are more likely to contribute positively to the organization. Just like Informant 9 opinions where she can feel more ease when her methods of job crafting being implemented. An important moderator of proactive behaviors (such as job crafting) is a proactive personality. People with a proactive personality are expected to engage in job crafting more readily than people without this characteristic, since they take the initiative in improving current circumstances, identify opportunities for change, take action and persevere until they bring about meaningful change (Bateman and Crant, 1993). It is assumed that proactive individuals create their own environment and therefore are more likely to be effective in their jobs, Just like informant 4, informant 6, an informant 8 opinion.

CONCLUSIONS AND RECOMMENDATION

Conclusion

Based on the result and discussion of this research, it is proven that job crafting that has been done by every employee has a positives influence on employee outcomes. Job crafting helps all the employees to become more productive to work, and also job crafting might help the employee to finish their work faster. Also, the outcomes of Job Crafting on PT. HM Sampoerna is that employees do on work are increasing the productivity of themselves or the workplace itself. Job crafting is become very helpful and useful to all employee, because through doing the job crafting its effective to help the employee to grow better, and job crafting really affects the employee outcomes and become one of the important role for the employees itself to get the appreciation., rewards, gifts and also satisfaction while working. In this research also prove that job crafting help all the employee to implement their ability to work more and it may help the employee or the workers to be more motivated to do more job crafting.

Recommendations

This research has been conducted in order to explore generally about the job crafting on the administration division. Here are some recommendations from the result, several recommendations as follows:
1. PT. HM Sampoerna should use or let the employee do job crafting so that it can increase the effectiveness of their work.
2. PT. HM Sampoerna must not have a too-tight standard of operations or workflow so that employees can do job crafting.
3. For the university, hopefully, can give the students, lecturers, and other parties in university knowledge and additional information regarding the current research.
4. For the future researcher, the researcher hopefully will help in doing their research using the findings regarding the topic, and even help as guidance in selecting the method of the research about the job crafting

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