

## STUDY OF THE EFFECT OF JOB CHARACTERISTICS, JOB CRAFTING AND PERCEIVED SUPERVISOR SUPPORT ON EMPLOYEE PERFORMANCE WITH MEANINGFUL WORK AS A MEDIATOR ON BPJS HEALT

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### Abstract:

The performance of public service has a key role in the economic and social development of the country. The success of public services is highly dependent on the services provided by human resources in the public service. By using the theory of work motivation as the main framework that affects employee performance, this study was conducted to see the effect of Job Characteristics, Job Crafting, and Perceived Supervisor Support on Employee Performance mediated by Meaningful Work. This research is a quantitative study, on 605 BPJS employees which are public service institutions in the field of health insurance. Research data were obtained through questionnaires distributed online. Analysis of the relationship between variables was carried out through the Structural Equation Model (SEM) using LISREL software. The results of this study indicate that Meaningful Work has a partial mediating effect between Perceived Supervisor Support, Job Crafting, and Job Characteristics variables on Employee Performance. Perceived Supervisor Support, Job Crafting, and Job Characteristics also have a significant direct influence on employee performance. The implications of this research are theoretically strengthening the theory of work motivation in the public service sector, managerial implications for BPJS management, and suggestions for future research.

### Keywords :

Perceived Supervisor Support, Job Crafting, Job Characteristics, Meaningful Work. Employee Performance, Public Services.

### 1. Introduction

The National Health Insurance as one of the public services organized by the Indonesian government has enormous economic and social impacts for the State as the results of research by the Institute for Economic and Social Research, Faculty of Economics and Business, University of Indonesia (Aziza, 2017). Health social security which is currently being held by BPJS Health is the top of mind of the Indonesian people in the use of health insurance (Dyah, 2021). States that public services have great leverage for economic development, so that it is very important for the community so that the performance of current public service institutions can continue to remain strong and competent in providing their services (Samad & Selangor, 2005; Sanderson,

1996). In the BPJS Health annual report at the end of 2021, the number of National Health Insurance participants through the Healthy Indonesia Card (JKN-KIS) organized by BPJS Health is 235.7 million Indonesians. So that the performance of BPJS Health in providing public services to the community has a significant impact on the perception of public service delivery for the Indonesian people. For BPJS, the main challenge for BPJS performance still has many things that need to be improved, especially access, quality, efficiency, equity and financial sustainability. Regarding financial sustainability, BPJS Health is currently in a financially stable condition, the funds managed by BPJS Health are 143 trillion based on receipts as of December 31, 2021 (BPJS Health, 2022).

The level of visits from participants during 2021 due to the COVID-19 pandemic has also become one of the factors contributing to the financial sustainability of BPJS. The total utilization of JKN health services in 2019 was recorded at 433.4 million visits. This number decreased during the pandemic to 363.6 million visits in 2020 and 392.8 million visits in 2021. Meanwhile, in 2022 the number of visits to utilize health services was recorded at 502.8 million. it is predicted that in 2024 there will be another deficit for Social Security funds. This is due to a cross between the fees received and the benefits paid, so that net assets of IDR 56 trillion have been reduced (Arlinta, 2023). The potential for a deficit in 2024 is something that must be anticipated, one of which is to increase the receipt of premiums, which are the source of Health Insurance funding.

On this basis, BPJS must work hard to maintain financial sustainability performance which is also influenced by community service satisfaction. The performance of BPJS Health as a public service institution will be greatly influenced by the performance of its employees, because employees are a central aspect of all activities in the organization (Sudnickas, 2016). Siengthai and Pila-Ngarm (2016) state that the performance of each individual in the organization is the main contribution to the performance of the organization. Guan and Frenkel (2018) state that successful organizations recognize that their human resources play an influential role in their organizational performance. In particular, skilled employees who recognize the value of their contribution and the purpose of being in their company are more likely to result in higher levels of individual performance. In this case, Steger, Dik, and Duffy (2012) argue that the performance of work that is considered meaningful allows workers to realize and understand their life goals. This concept becomes very important in making employees able to work to achieve organizational goals.

Human resource management, there are three main dimensions in practice, namely increasing ability (increasing knowledge, skills and attitudes), increasing motivation and willingness to try, as well as increasing opportunities such as involving employees, communication and information (Guan & Frenkel, 2018; Jiang, Lepak, Hu, & Baer, 2012). Job Characteristics and Job Crafting are forms of providing increased opportunities for doing their job (Hackman & Oldham, 1975; Wrzesniewski & Dutton, 2001). The theory of job characteristics by Hackman and Oldham (1975) argues that job characteristics are systems or situational factors that influence the psychological condition and attitudes of employees. From research conducted by Johari and Yahya (2016) on Civil Servants in Malaysia reported that task significance and feedback significantly affect work involvement, which in turn affects the performance of civil servants in this study. there is a direct relationship between the variety of skills and the performance of civil servants.

In line with the results of this study, (B.A. Allan, Duffy, & Collisson, 2016) found that Task Significance as a dimension of Job Characteristics has a strong relationship with

meaningful work, indicating that work that is considered to enhance the lives of others may be an integral part of the feeling that work is meaning. Both meaningful work and task significance have a significant relationship to the performance variable, even though the meaningful work correlation is greater. So that from the two studies, it was obtained data that there was a relationship between job characteristics and employee performance. Another factor which is a form of employee involvement in an effort to improve performance is Job Crafting. The Job Crafting theory put forward by Wrzesniewski refers to the ability to reinvent and change their jobs in a constructive, fun, and efficient way (Justin M Berg, Jane E Dutton, & Amy Wrzesniewski, 2008) and related to self-function adaptation. Employees can change the boundaries of their work, by taking on more or fewer tasks (task crafting). They can also change their relationships at work, by changing the nature of their interactions with others (relational crafting). Thus, employees not only gain more control over their work, but also value and contribute to maintaining it, enhancing their image and improving relationships with their co-workers and supervisors (Wrzesniewski & Dutton, 2001).

## **2. Literature Review**

### **2.1. Work Motivation Theory**

Work motivation and its effect on performance is the basic concept on which this research is conducted. The term motivation comes from the Latin word "movere" which means encouragement or movement. Work motivation is an important thing for human resource managers to know. This is due to the complexity of motivation, and the fact that there is no ready-made solution or single answer to what motivates people to work well. The theory of motivation shows that there are many motives, which influence people's behavior. Different theories provide a framework for the best way to motivate staff to work voluntarily and effectively, thereby providing the best performance in their work and this motivation theory also provides a basis for reviewing the most effective motivational styles (Dinibutun, 2012).

There are various definitions related to work motivation, Kleinginna & Kleinginna (1981) in Pinder (2014) states that there are more than 140 definitions of work motivation. (Pinder, 2014) conveys the conclusion of the definition of work motivation based on the opinions of Jones (1995), Vroom (1964), Locke, Shaw, Saari and Latham (1981) and the opinion of Steers and Porter (1979), namely work motivation by definition: "Work motivation is a set of energetic forces originating both within and outside an individual's existence, to initiate work-related behavior and to determine its form, direction, intensity and duration".

According to Dinibutun (2012), the initial initiator who discussed scientifically related to the theory of work motivation was the theory of work motivation put forward by Taylor. Frederick Winslow Taylor's theory of motivation is often referred to as the classic theory of motivation. Taylor looked at the motivation of employees only from a biological fulfillment point of view. These biological needs are met through the salary or wages given, both in money and in kind, as a reward for the achievements that have been given. Taylor put down the basic theory used in his 1911 writing, "The Principles of Scientific Management" Taylor argued that weaknesses in certain work processes can be solved scientifically through better management methods and that the best way to increase labor productivity is to optimize work methods. done. Taylor's methods for increasing worker productivity can still be seen today in corporations, in modern militaries, and even in the world of professional sports.

With the emergence of Taylor's theory, various theories related to work motivation emerged. According to Dinibutun (2012) academics divide this theory of motivation into two

parts, namely content theory and process theory. Content theory tries to explain the specific things that actually motivate individuals at work. These theories are concerned with identifying the needs of people and their relative strengths, and the goals they pursue to fulfill these needs. Content theory emphasizes the nature of needs and what motivates them. Content-based motivational theories include theories put forward by Maslow-Hierarchy of needs theory, Alderfer's hierarchy of needs model, Herzberg's two-factor theory, McClelland's theory of achievement motivation.

## **2.2. Employee Performance**

Individual performance, defined as “employee behavior or actions relevant to organizational goals” is an important outcome measure in workplace studies. (Linda Koopmans et al., 2014). IWP has 3 (three) broad dimensions which consist of the dimensions of task performance, contextual performance, and counterproductive work behavior (Linda Koopmans et al., 2012). Motowidlo and Kell (2012) state that task performance is an activity or activity that is generally found in formal job descriptions, in which there are 2 (two) types of activity. The first form is an activity that involves changing raw materials into goods or services which are organizational products. The second form involves serving and maintaining core technical activities such as providing planning, coordination, supervision and/or staff functions so that they can run efficiently and effectively.

Contextual performance is a behavior that contributes to organizational effectiveness through an impact related to the psychological, social and organizational work context, where individuals can contribute through the work context in a variety of different ways. This behavior can be exemplified in terms of individuals being able to influence others in the organization, above-average dedication to a job or organization, as well as increased expertise and skills for self-development (Motowidlo & Kell, 2012).

Counterproductive behavior is defined as individual behavior in doing things that hurt and hinder, where the impact of this behavior is expected to have a negative value on the organization (Motowidlo & Kell, 2012). Sacket (2002) in Motowidlo and Kell (2012) also defines it as behavior that is intentional and contrary to the interests of the organization and is behavior that is carried out with the intention of having a negative effect on other individuals or the organization as a whole.

## **2.3. Perceived Supervisor Support**

According to Organizational Support Theory, Supervisor support is seen as a social exchange construct in which employees feel the extent to which Supervisors value their contributions and care about their well-being (Robert Eisenberger & Stinglhamber, 2011). Social exchange theory argues that if employees perceive that their superiors support and care about their well-being, they will feel attached to the organization and feel obligated to "return the favor" to their superiors by remaining in the organization (Cropanzano & Mitchell, 2005).

The relationship with the supervisor is considered as one of the main elements of the employee's work environment (Van der Heijden et al., 2010)), and good supervisory feedback and constructive communication between supervisors and subordinates can improve the ability of employees (Blancero Boroski, & Dyer, 1996 ). Two psychological processes are said to occur when employees perceive their supervisors as supportive. They first trust that their boss cares about their feelings and needs, and finally believe that they will assist them in career development.

Just as employees form global perceptions regarding their ratings by the organization, they develop general views regarding the extent to which supervisors value their contributions and care about their well-being (perceived supervisor support, or PSS; Kottke & Sharafinski, 1988 in R. Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002) Because supervisors act as organizational agents, who have the responsibility to direct and evaluate the performance of subordinates, employees will see the supervisor's favorable or unfavorable orientation towards them as an indication of organizational support (Eisenberger et al., 1986 in Eisenberger et al, 2002. In addition, employees understand that supervisors' evaluations of subordinates are often conveyed to upper management and influence upper management's views, which in turn contributes to employees' association of supervisor support with Perceived Organizational Support.

#### **2.4. Job Characteristic**

The theory of Job Characteristics is a theory that explains job design in an organization. Job Characteristics provides "a set of principles of application to enrich jobs in organizational settings". The original version of job characteristics theory proposed a model of five "core" job characteristics (i.e. skill variety, task identity, task significance, autonomy, and feedback) that influence five job-related outcomes (i.e. motivation, satisfaction, performance, and absenteeism and turnover). through three psychological states (namely Meaningfulness, experienced responsibility, and knowledge of results).

There are 5 Dimensions of Job Characteristics according to Hackman & Oldham, 1975 in Hackman et al. 2010, namely: 1). Skill Variety: is how much work requires various activities, which requires workers to use various skills at work. Job holders can gain more meaningful experiences in jobs that employ several different skills and abilities than the basic, routine nature of work; 2). Task identity: The degree to which the job requires the job holder to identify and complete work items with visible results. Workers experience more meaning in a job when they are involved in the whole process rather than only taking responsibility for part of the work; 3). Task Significance: The extent to which the work carried out influences the lives of others. This influence can be in the immediate organizational environment or in the environment outside the organization.. The extent to which work gives employees freedom, can be independent and has significant freedom to plan work and determine how to work. In jobs with a high degree of autonomy, work results will depend on workers' efforts, initiatives, and decisions; not on instructions from managers or work procedure manuals. In such cases, job holders experience greater personal responsibility for their own successes and failures at work, and 5). Feedback: The extent to which workers are knowledgeable about the results. This is clear, specific, detailed, and actionable information about the effectiveness of his job performance. When workers receive clear, actionable information about their job performance, they have a better overall knowledge about the impact of their work activities, and what specific actions they need to take (if any) to increase their productivity.

#### **2.5. Job Crafting**

The desire to have a meaningful work (meaningful work) is one of the goals most desired by everyone which is a measure of work and to motivate themselves. Engaging in behavior for Job Crafting opens up new possibilities for the creation of meaning in any job by changing the way it is made. (J. M. Berg, J. E. Dutton, & A. Wrzesniewski, 2008) states that Job Crafting as an act in which people take advantage of opportunities to customize their jobs. Another definition of Job Crafting is an individually driven job design process that refers to self-initiated,

proactive strategies for changing the characteristics of one's job to better align the job with personal needs, goals, and skills (Tims, Bakker, & Derks, 2012). Individuals engage in work crafts as a means to experience greater meaning at work, a positive work identity, better work-related well-being, as well as better performance at work (Wrzesniewski & Dutton, 2001).

The concept of Job Crafting is different from job design, which is something that is shaped by the theory of Job Characteristics. In carrying out job design changes are made by leaders who make changes from top to bottom, conversely the implementation of Job Crafting is carried out by employees to make changes to their jobs from the bottom up (Wrzesniewski, Dutton, & Debebe, 2003). As a topic of scientific inquiry, Job Crafting builds on research showing that employees do not necessarily enforce the job description they are formally assigned to, but instead actively shape and utilize their jobs to suit their needs, values, and preferences (Grant & Parker, 2009). Classical job design theory usually focuses on the way managers design jobs for their employees. (Berg, Dutton & Wrzesniewski. 2008). As a strategy of job design, job crafting represents a departure from this thinking that redesign is driven by employees, not negotiated with employers and may not even be noticed by managers (Wrzesniewski & Dutton, 2001).

Relational Crafting refers to the control employees have over the people at work they interact with (Slemp & Vella-Brodrick, 2013, 2014). Employees can actively choose the degree to which and how they work with and approach different co-workers (e.g., working with difficult colleagues differently than a supportive one), and the degree to which they engage in social activities (e.g., welcoming new employees or attending work parties). Employees participate in crafts to fulfill their need to connect and build social relationships with others (Wrzesniewski & Dutton, 2001).

## 2.6. Meaningful at Work

Meaningful work generally refers to work that is significant, facilitates personal growth, and contributes to the greater good (Steger et al., 2012). Within vocational psychology, many career development theories have proposed predictors of job satisfaction, but research has largely neglected meaningful work. For example, work adjustment theory (Dawis, 2005) suggests that satisfaction arises when an organization is able to match employees' values, interests, and needs, and in social cognitive career theory (Lent & Brown, 2013), satisfaction is predicted directly and indirectly by the influence of positive, self-efficacy, working conditions and goal progress. However, meaningful work is not explicitly addressed in this model, although experts argue that meaningful work is a major component of job well-being (Rosso et al., 2010).

Career construction is a career development model that more or less addresses the problem of meaning (Savickas, 2011). Career construction is a narrative counseling approach that helps counselors understand how clients create and enforce meaning from their life stories. However, this type of meaning in career construction refers to how people make sense of their work, rather than feelings of the significance and significance of one's work (Pratt & Ashforth, 2003). Therefore, the continuous development of meaningful work in vocational psychology is required.

Evidence showing meaningful work can come from a variety of sources (Rosso et al., 2010) and is prevalent (Allan et al., 2014). For example, evidence from a large and diverse sample of American workers suggests that 71% find their work meaningful (Allan et al., 2014). In addition, having a sense of meaningfulness is considered a fundamental component of well-being and holistic conceptualizations of human development usually include meaning in life. Although the definition of well-being does not necessarily include meaning in work, obtaining meaningful work may be important for building overall well-being (eg Steger et al., 2012). For

example, meaningful work has been associated with greater life satisfaction, positive affect, and meaning in life and lower anxiety, hostility, and depression (Steger et al., 2012). .

In addition, it has been identified as a protective factor against the negative impact of work stress on meaning in life (Allan et al., 2016), which is also strongly associated with mental health variables, such as depression (Steger et al., 2006). ). In short, meaningful work is a possible promoter of well-being and mental health. According to Steger et al. (2012) Meaningful Work is conceptualized through three main aspects that compose it, namely related to positive meaning, which is a psychological reflection of meaningfulness. Second, the contribution of work makes it meaningful, that work is actually a source of meaning itself, people because work feels more meaningful. All three work to achieve a bigger goal.

### 3. Research Methodology

This research is the result of the development and adaptation of several previous studies. The variables used in this study consisted of 3 independent variables (Perceived Supervisor Support, Job Crafting, Job Characteristics), 1 mediating variable (Meaningful at work), and 1 dependent variable (Employee performance). Research from Shang (2022) influences Job Crafting on Job Performance which is mediated by Work Meaning and Work Engagement.

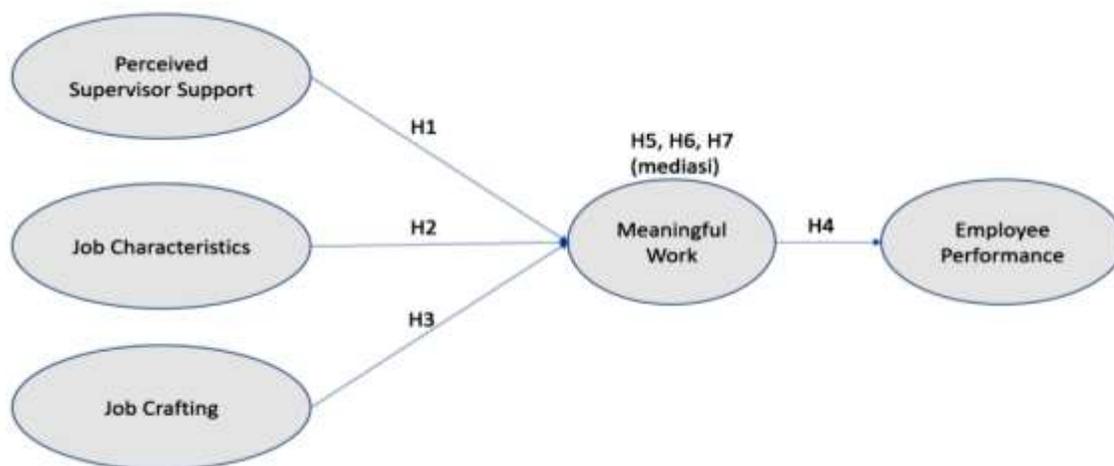


Figure 1. Concept and hypothesis framework model

Leadership that motivates its employees by being supportive according to the research results of Han et al. (2020) will help its members to find the meaning of their work, and furthermore this meaning will make the members of the organization give more effort in carrying out the tasks given. For this reason, this research examines the relationship between Perceived Supervisor Support and Meaningful Work with the following hypothesis:

*H1 : There is a positive influence on the relationship between Perceived Supervisor Support and Meaningful Work*

Likewise the results of research conducted by Han et al (2019) High Job Characteristics in a job make the work done more meaningful, because employees are given the opportunity to be involved with the targets and needs of the organization. So on this matter the hypothesis related to Job Characteristics in relation to Meaningful Work is as follows;

*H2 : There is a positive influence on the relationship between Job Characteristics and Meaningful Work*

Not all workers have perfect working conditions when they start a new job. Ideally, however, workers feel self-determination in shaping the boundaries of their work, so that they can engage in proactively redefining and realigning their work to align with their preferences, needs, and desires, contributing to their experiences of Meaningful Work ( Berg, Dutton, & Wrzesniewski, 2013; Wrzesniewski & Dutton, 2001). So the hypothesis about the relationship between Job Crafting and Meaningful Work is as follows:

*H3 : There is a positive influence on the relationship between Job Crafting and Meaningful Work*

Alan et al. 2019 in his research found that the most recent meta-analysis of meaningful work results concluded that the results broadly support the idea that people with Meaningful Work feel better and work better.

Another study conducted by Alan et al. 2017 and Han et al. 2019, found that Meaningful Work affects the job performance of employees. The research hypothesis regarding the relationship between Meaningful Work and performance is as follows:

*H4: There is a positive influence on the relationship Meaningful Work on performance*

Quratulain and Al-Hawari (2021) in their research found a significant relationship between Perceived Supervisor Support and employee performance. Perceived Supervisor Support is a part of Perceived Organizational Support (Eisenberg et al., 2012) which will help individuals to grow a sense of belonging to the organization, feel valued and will want to provide more value to their organization. For this reason, this research examines the relationship between Perceived Supervisor Support and Job Performance Deimmediation Meaningful Work with the following hypothesis:

*H5: Perceived Supervisor Support has a positive influence on Performance by mediating Meaningful Work*

Enrichment of job characteristics is conducive to the psychological state of employees which can potentially encourage higher intrinsic motivation in work, improve the quality of work performance, and increase satisfaction with work (Oldham & Hackman, 2010). Rosso et al. (2010) found that the involvement of employees to be given job characteristics will increase the meaningfulness of the work of employees which will ultimately improve the performance of these employees. Blake A Allan et al. (2019) in his research found that task significance as a dimension in Job Characteristics has a significant influence on job performance mediated by Meaningful Work.

*H6: Job Characteristics has a positive influence on Performance by mediating Meaningful Work*

Hulshof et al. (2020), in his research on employees in the Netherlands, argued that Job-Crafting has a relationship with Job Performance with strong mediation from Meaningful Work and Work Engagement. Another study conducted by Junca-Silva et al. (2022) found that Job Crafting has a positive effect on performance mediated by Meaningful Work. When workers structure their work, they tend to give more meaning to their own work, which in turn results in higher levels of performance. In this way, the more workers change their work, adapting it to themselves, it increases the meaning attached to their work, and as a result, the better performance. The hypothesis for the relationship between Job Crafting and Job Performance mediated by Meaningful Work is as follows:

*H7: Job Crafting has a positive influence on Performance through Meaningful Work mediation*

Source of data used consists of primary data and secondary data. Primary data in this study will be obtained directly from the main research sources, namely through survey methods and/or interviews. In this study, primary data was collected through questionnaires to employees. Primary data is specific which will be adjusted according to the needs of researchers. While secondary data is information that is already available and will be collected by researchers from document sources to complement research data needs (Cooper & Schindler, 2014).

The population is all BPJS employees with permanent employee status, based on data as of December 2022, the number of permanent employees serving at the Head Office, regional Deputy Offices, Branch Offices and Regency City Offices throughout Indonesia is 6,762 (BPJS internal data). The sample was calculated using the Slovin formula with the calculation results getting 378 (min) respondents with 5% as the error rate/

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

Notes:

n = amount sample

N = amount populasi

e = error rate

The respondents are permanent employees of BPJS who have worked for at least 2 years, total respondents taken in this study amounted to 605 people according to the staffing regulations at BPJS, the length of service is calculated from the time the employee gets a candidate letter.

Descriptive statistical measures are used to describe center, distribution, and shape of distribution and are useful as initial tools for describing data (Cooper & Schindler, 2013). The most common descriptive statistics related to frequency are location measures (mean, mode, and median), variability measures (range, interquartile range, standard deviation, and coefficient of variation), and shape measures (skewness and kurtosis) (Malhotra & Malhotra, 2019).

For measuring the reliability of good variables in SEM using a composite / construct reliability measure with a reference value  $CR \geq 0.70$ ; and the average variance extracted measure with a reference value of  $AVE \geq 0.50$  (Hair, Black, Babin, & Anderson, 2018). The following is the Construct Reliability (CR) and Average Variance Extracted (AVE) calculation formula:

$$CR = \frac{(\sum [Std. Loading])^2}{(\sum [Std. Loading])^2 + \sum e_i} \quad AVE = \sum \frac{Std. Loading^2}{n}$$

Notes:

Std. Loading = standardized loading values for each indicator.

$e_i$  = error measurement value on each indicator.

n = number of indicator items on latent variables

For processing the main data in this research using the Structural Equation Modeling (SEM), provides an appropriate and most efficient estimation technique for a series of separate multiple regression equations that are estimated simultaneously by combining structural model testing and measurement models (Hair, Black, Babin, & Anderson, 2018). To determine path modeling and examine data, (Hair, Hult, Ringle, & Sarstedt, 2016) explains there are three stages, namely 1) determining the structural model; 2) selecting and determining measurement models; and finally 3) data collection and checking.

#### 4. Research Result and Analisis

The data shows (table 1) that the sample is sufficient to represent the proportion of the number of employees in BPJS branch offices, although most come from the Java island region (Head Office, Kepwil IV, Kepwil V, Kepwil VI and Kepwil VII). For the percentage of employees participating in this research survey, the highest percentage came from deputies for region IX covering the provinces of South Sulawesi, West Sulawesi, Southeast Sulawesi and Maluku at of the target, and the least came from North Sumatra and Aceh at 94%. Demographic data presented in this study consisted of gender, age, education level, length of service, rank and type of work unit.

Table 1. Comparison of the number of employees and the sample

No	Work Unit	Amount	% population	proporsi sample	sample	% sample
1	Office Center	585	9%	32	49	153%
2	Sumatera Utara and Aceh (Kepwil I)	604	9%	33	31	94%
3	Riau, Kep.Riau, Sumatera Barat and Jambi (Kepwil II)	523	8%	30	35	117%
4	Sumatera Selatan, Kep.Bangka Belitung and Bengkulu, Lampung (Kepwil III)	474	7%	27	30	111%
5	DKI Jakarta, Banten and Kalimantan Barat (Kepwil IV)	698	10%	40	82	205%
6	Jawa Barat (Kepwil V)	730	11%	41	48	117%
7	Jawa Tengah and DIY (Kepwil VI)	770	11%	44	81	184%
8	Jawa Timur (Kepwil VII)	648	10%	37	74	200%
9	Kalimantan Timur, Kalimantan Selatan, Kalimantan Tengah and Kalimantan Utara (Kepwil VIII)	359	5%	21	51	243%
10	Sulawesi Selatan, Sulawesi Barat, Sulawesi Tenggara and Maluku (Kepwil IX)	465	7%	26	70	269%
11	Sulawesi Utara, Sulawesi Tengah, Gorontalo and Maluku Utara (Kepwil X)	279	4%	16	18	113%
12	Bali, Nusa Tenggara Barat and Nusa Tenggara Timur (Kepwil XI)	427	6%	23	23	100%
13	Pulau Papua (Kepwil XII)	200	3%	12	13	108%
<b>Total</b>		<b>6762</b>	<b>100%</b>	<b>382</b>	<b>605</b>	<b>158%</b>

Source: research data, 2023

The demographic data of respondents (table 2) shows that there are more female respondents than male employees. For the proportion of BPJS employees, the number of female employees is 58.7% of the total employees. most of the respondents were at the age of 30-35 years by 40.7% and the few respondents were at the age of >50 years by 4%. At BPJS, the proportion of employees aged between 30-<35 years is 43% of the employee population, while employees aged >50 years are 2.9% of the employee population. So that the proportion of the sample respondents can already represent the proportion of the population. The last level of education where most of the respondents were S-1 (Bachelor) was 72.8%. Referring to BPJS Health staffing data in total, graduates of S-1 (Bachelor) are 72.6%, S2 are 15.2% and S3 are 0.1% of the employee population. This shows that the picture of the sample is proportional to the

population. Based on length of work at BPJS Health, 49.4% were dominated by respondents who had worked for 5-10 years. Based on BPJS staffing data, employees with a working period of 5-10 years are 45.3% and employees with a working period of 10-15 years are 32%, so that in proportion, the sample still represents the population. Based on the type of work unit, respondents at BPJS were dominated by respondents who worked in branch office units by 70.2%. the sample is close to the proportion of employees.

Table 2. Respondent Demographic Data

INFORMATION			INFORMATION		
Gender	Amount	Percent	Education	Amount	Percent
Male	277	45,8%	Diploma (D1/ D2/D3)	60	9.9
Famale	328	54,2%	S1 (Sarjana)	450	74.4
			S2 (Magister)	92	15.2
			S3 (Doktor)	3	0.5
Total	605	100	Total	605	100

Age	Amount	Persentase	Length of working	Amount	Persentase
25 - <30 year	71	11,7	2 - <5 year	35	5,8
30 - < 35 year	246	40,7	5 - <10 year	299	49,4
35 - < 40 year	116	19,2	10 - 15 year	159	26,3
40 - < 45 year	112	18,5	>15 year	112	18,5
45 - 50 year	36	6,0			
>50 year	24	4,0			
Total	605	100	Total	605	100

Source: research data, 2023

Validity and reliability tests were carried out using the LISREL 8.8 application. Testing the validity seen from the loading factor value of each research variable. Based on the results of the LISREL output, it can be seen in the flow chart on standardized parameters. The factor loading value is 0.5 or higher (Hair et al., 2016). From table 3 shows the value of Standardized loading factor (SLF) in the research variables that were conducted. There are two indicators that have a value of less than 0.50 on the first order validity SLF value, namely the Job Characteristics variable, the Task Independence dimension. In the JTI1 indicator the statement "I am required to complete the work process which is my area of responsibility without getting help from other colleagues" with a value of 0.40. The amount of variance that can be explained by statement items/indicators compared to the variance caused by measurement errors is described by the Average Variance Extracted (AVE) Value. If the AVE value is greater than 0.5, it can be stated that the latent variable has good convergent validity. This illustrates that latent variables are able to explain on average more than half of the variance of each indicator. As illustrated in the table, most of the latent variables have an AVE value above 0.5, which indicates that the latent variable has met good convergent validity or that the average latent variable can explain more than half of the indicator variances. However, there are variables that have an AVE value of less than 0.5, namely the Task Independence dimension in the Job Characteristics variable. However, this is still acceptable in the opinion of Fornell and Larcker (1981) who state that an AV value of less than 0.5 is still acceptable as long as the Construct Reliability (CR) value has a value above 0.6.

Tabel 3. Standardized Loading Factor

Variable	Dimension	Indicator		Dimension Variable laten/Estimate	Estimate
<i>Meaningful Work</i>	-	MW1	←	MW	0,73
		MW2	←	MW	0,83
		MW3	←	MW	0,84
		MW4	←	MW	0,82
		MW5	←	MW	0,84
		MW6	←	MW	0,82
		MW7	←	MW	0,80
		MW8	←	MW	0,77
		MW9	←	MW	0,75
		MW10	←	MW	0,72
Job Crafting	-	JCR1	←	JCR	0,64
		JCR2	←	JCR	0,79
		JCR3	←	JCR	0,65
		JCR4	←	JCR	0,84
		JCR5	←	JCR	0,58
		JCR6	←	JCR	0,86
		JCR7	←	JCR	0,53
		JCR8	←	JCR	0,83
		JCR9	←	JCR	0,76
		JCR10	←	JCR	0,74
		JCR11	←	JCR	0,83
		JCR12	←	JCR	0,78
		JCR13	←	JCR	0,72
		JCR14	←	JCR	0,82
		JCR15	←	JCR	0,65
		JCR16	←	JCR	0,55
		JCR17	←	JCR	0,74
		JCR18	←	JCR	0,64
		JCR19	←	JCR	0,58
Perceived Supervisor Support	-	PSS1	←	PSS	0,95
		PSS2	←	PSS	0,89
		PSS3	←	PSS	0,94
		PSS4	←	PSS	0,91
		PSS5	←	PSS	0,90
Job Characteristic	Skill Variety	JSV1	←	JCR	0,60
		JSV2	←	JCR	0,67
		JSV3	←	JCR	0,94
	Task Independence	JTI1	←	JCR	0,40
		JTI2	←	JCR	0,83
		JTI3	←	JCR	0,77
	Task Significance	JTS1	←	JCR	0,85
		JTS2	←	JCR	0,88
		JTS3	←	JCR	0,83
	Autonomy	JAU1	←	JCR	0,65
		JAU2	←	JCR	0,80
		JAU3	←	JCR	0,91

continuation of table 3

Variable	Dimension	Indicator		Dimension Variable laten/Estimate	Estimate
Job Characteristic	<i>Feedback</i>	JFB1	←	JCR	0,84
		JFB2	←	JCR	0,92
		JFB3	←	JCR	0,79
Employee Performance	Task Performance	TP1	←	EP	0,89

		TP2	←	EP	0,91
		TP3	←	EP	0,92
		TP4	←	EP	0,86
		TP5	←	EP	0,87
		CP1	←	EP	0,65
	Contextual Performance	CP2	←	EP	0,77
		CP3	←	EP	0,79
		CP4	←	EP	0,81
		CP5	←	EP	0,88
		CP6	←	EP	0,86
		CP7	←	EP	0,77
		CP8	←	EP	0,66
		Counterproductive work Behavior	CWB1	←	EP
	CWB2		←	EP	0,88
	CWB3		←	EP	0,85
CWB4	←		EP	0,71	
CWB5	←		EP	0,81	
Validitas 2 <sup>nd</sup> Order					
Job Characteristic	Skill Variety	JSV	←	JCH	0.72
	Task Independence	JTI	←	JCH	0.60
	Task Significance	JTS	←	JCH	0.95
	Autonomy	JAU	←	JCH	0.76
	Feedback	JFB	←	JCH	0.96
Employee Performance	Task Performance	TP	←	EP	0.79
	Contextual Performance	CP	←	EP	0.93
	Counterproductive work Behavior	CWB	←	EP	0.75

Source: research data analysis

Reliability testing (table 4) uses a CR value which must be more than 0.6. If the CR value for each latent variable is more than 0.6, this indicates that the indicator is consistent in measuring each latent variable. Based on the calculation results, most of the variables have a CR value greater than 0.6 which means that each indicator is consistent in measuring each latent variable. Results of AVE and CR values.

Tabel 4. AVE and CR Variable Laten

Variable	Dimension	AVE	CR
<b>First Order</b>			
Job Characteristic	Skill Variety	0,56	0,79
	Task Independence	0,48	0,72
	Task Significance	0,73	0,89
	Autonomy	0,63	0,83
	Feedback	0,72	0,89

continuation of table 4

Variable	Dimension	AVE	CR
<b>First Order</b>			
Employee Performance	Task Performance	0,79	0,95
	Contextual Performance	0,60	0,92
	Counterproductive work Behavior	0,65	0,90
Meaningful Work	-	0,63	0,94
Job Crafting	-	0,52	0,95
Perceived Supervisor Support	-	0,84	0,96
<b>Second Order</b>			
Job Characteristics		0,65	0,90
Employee Performance		0,68	0,87

Source: research data analysis

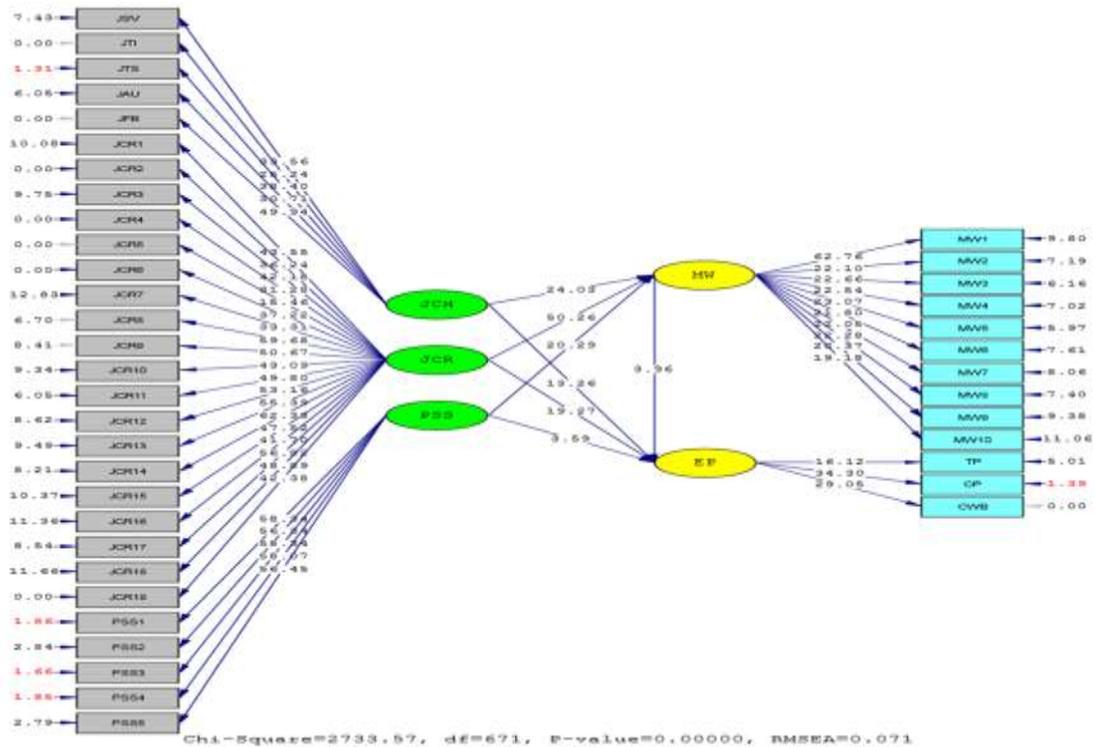
After testing the measurement model with good validity, reliability and model fit results, the next stage of the two-step approach is to add the original structural model to the CFA model resulting from the first stage to produce a hybrid model (Wijanto, 2008). The estimation used in this hybrid model is Weighted Least Square (WLS). WLS can assess each observation based on its variance thereby reducing the variation in residual variance seen in heteroscedasticity. To test the structural model as a whole, it is carried out through a Goodness of Fit test, the testing model is as shown in Figure 2. In table 5. the results of the Goodness of Fit Index (GOFI) test show more Good Fit results as well as in each type of measurement. According to Hair, Black, Babin & Anderson, (2018), not all of them have to meet GOFI criteria. the use of 4 to 5 GOFI criteria is considered sufficient to assess the suitability of a model, so it can be concluded that the SEM model built as a whole in this study is in accordance with the observed sample data.

Tabel 5. Table Uji Goodness of fit

Goodness-of-Fit	Cutt-off-Value	Results	Conclusion
RMSEA	$\leq 0.08$	0.071	Good fit
GFI	$> 0.90$	0.96	Good fit
AGFI	$> 0.90$	0.95	Good fit
IFI	$> 0.90$	0.97	Good fit
NFI	$> 0.90$	0.96	Good fit
CFI	$> 0.90$	0.97	Good fit

Source: primary data analyzed

The processing results for the goodness of fit test show that the RMSEA criteria yield a value of  $0.071 \leq 0.08$ , which means that the resulting model is good fit. The use of other goodness of fit criteria, namely GFI, AGFI, IFI, NFI and CFI resulted in a value of  $> 0.90$ , which means that the resulting model met the goodness of fit criteria. Because the results of the conclusions of several indicators lead to the conclusion of the goodness of fit model, theoretical hypothesis testing can be carried out.



Gambar 2. Processed Results of Structural Model Test (2023)

Based on the results of testing the hypothesis in the Lisrel 8.8 application, the results obtained can be seen in Figure 3 illustrating the relationship between latent variables by providing SLF values and t-values to test the hypotheses that have been set

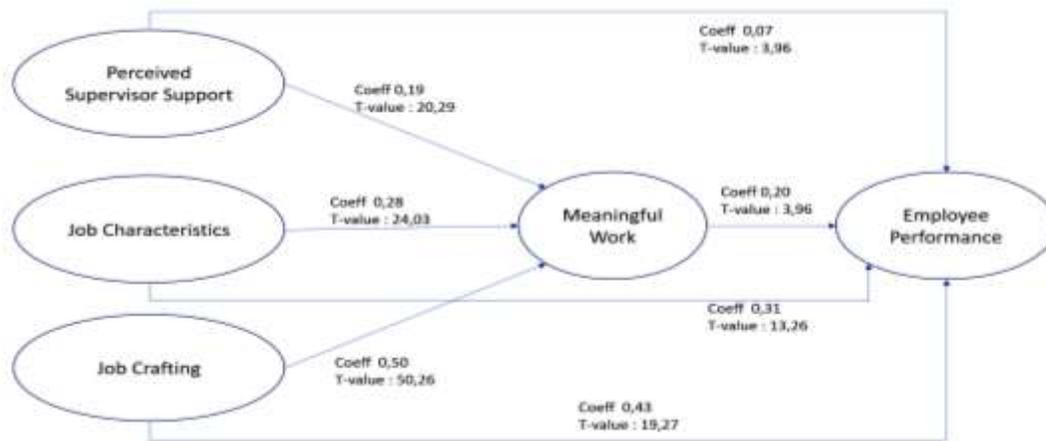


Figure 3. T Value and Coefficient of Research Model

The criteria used for t-values in this study show a significant value if the value is  $\geq 1.96$  at a significance level of 5% (Hair, Black, Babin, & Anderson, 2018). In addition, the magnitude of the influence of these variables on other variables is shown through the SLF value where the greater the SLF value, the greater the influence of these variables on the intended variable.

Table 6. Results of Significance Test of Direct Effect

Variable	Standardized loading factor	t-count	Conclusion
JCH → MW	0.28	24.03*	Signifikan
JCR → MW	0.50	50.26*	Signifikan
PSS → MW	0.19	20.29*	Signifikan
JCH → EP	0.31	13.26*	Signifikan
JCR → EP	0.43	19.27*	Signifikan
PSS → EP	0.07	3.59*	Signifikan
MW → EP	0.20	3.96*	Signifikan

Note: \*) t-count > t-table 1.96 (5% significance level) means a significant effect

Based on the test results, it can be concluded that all relationships between variables show a significant direct effect. On the results of the direct effect test, the Job Characteristics variable on Meaningful Work shows a value of 24.03, greater than  $\geq 1.96$ . The next variable, Perceived Supervisor Support for Meaningful Work, shows a t-value of 20.29. The direct effect of Job Crafting on Meaningful Work shows a value of 50.26, while the test of the Job Characteristics variable on Employee Performance shows a t-value of 13.26. The variable Perceived Supervisor Support on Employee Performance yields a t-value of 3.59, while the variable Job Crafting on Employee Performance yields a score of 19.27. The mediating variable, namely Meaningful Work on Employee Performance, produces a t-value of 3.96. Subsequent tests were carried out to see the indirect significance relationship between the independent variables and the dependent variable through the mediating variable, with the results shown in table 6 and 7, result of Indirect Influence Significance Test

Tabel 7. Result of Indirect Influence Significance Test

Variable	Standardized loading factor	t-count	Conclusion
JCH → MW → EP	0.06	4.06*	Signifikan
JCR → MW → EP	0.10	3.98*	Signifikan
PSS → MW → EP	0.04	3.79*	Signifikan

Note: \*) t-count > t-table 1.96 (5% significance level) means a significant effect

The results of the significance test for the indirect effect show that the t-value test results are greater than  $> 1.96$ , so that it can be said that the variables studied for the indirect effect relationship have a significant indirect effect on the Employee Performance variable. The significant indirect effect of Job Characteristics on Employee Performance results in a t-value of 4.06 and a standardized loading factor of 0.06. Meanwhile, the variable Perceived Supervisor Support has a significant indirect effect on Employee Performance with a t-value of 3.79 and a standardized loading factor of 0.04. The Job Crafting variable has a significant indirect effect on Employee Performance with a t-value of 3.98 and a standardized loading factor of 0.10.

Next is to examine the mediating effect of Meaningful Work on the influence of Job Characteristics, Job Crafting and Perceived Supervisor Support on Employee Performance. Hair, Black, Babin & Anderson (2018) revealed that if the total effect is greater than the direct effect,

it means that the mediating variable has influence in mediating the relationship between the two constructs. As shown in table 4.25, the value of the total effect on mediation is greater than the direct effect. The total effect on the relationship between Job Characteristics and Employee Performance is 0.34, greater than the direct effect of 0.28 so that Meaningful Work has a mediating effect. In addition, the direct effect on the two constructs has a greater value of 0.28 than the indirect effect of 0.06, so that Job Characteristics has a partial mediating effect on the two constructs.

Meanwhile, the total effect on the relationship between Job Crafting and Performance is 0.60, which is greater than the direct effect of the two constructs, which is 0.50, so that Meaningful Work has a mediating effect. However, because the indirect effect on the two constructs has a smaller value of 0.10 than the direct effect of 0.50, Meaningful Work has a partial mediating effect on the two constructs. Meanwhile, the total effect on the relationship between Perceived Supervisor Support and Employee Performance is 0.23, which is greater than the direct effect of the two constructs, which is 0.19, so that Meaningful Work has a mediating effect. However, because the indirect effect on the two constructs has a smaller value of 0.04 than the direct effect of 0.19, Meaningful Work has a partial mediating effect on the two constructs.

Tabel 8. Mediation Test Results

Latent Variable Relations	Direct effect	Indirect effect	Total effect	Results
JCH → MW → EP	0,28	0,06	0,34	Partially Mediating
JCR → MW → EP	0,50	0,10	0,60	Partially Mediating
PSS → MW → EP	0,19	0,04	0,23	Partially Mediating

Source: primary data analyzed

Based on data analysis using CB-SEM in this study, the results of hypothesis testing were obtained as shown in table 9.

Tabel 9. Hypothesis Test Results

H	Hypothesis Statement	Hypothesis Statement
H1	Perceived Supervisor Support has a positive and significant influence on Meaningful Work	Data support Hypothesis
H2	Job Characteristics has a positive and significant influence on Meaningful Work	Data support Hypothesis
H3	Job Crafting has a positive and significant influence on Meaningful Work	Data support Hypothesis
H4	Meaningful Work has a positive and significant influence on Employee Performance	Data support Hypothesis
H5	Meaningful Work mediates a positive and significant influence between Perceived Supervisor Support and Employee Performance	Data support Hypothesis

continuation of table 9

H	Hypothesis Statement	Hypothesis Statement
H6	Meaningful Work mediates a positive and significant influence between Job Characteristics and Employee Performance	Data support Hypothesis
H7	Meaningful Work mediates a positive and significant influence between Job Crafting and Employee Performance	Data support hypothesis

Source: primary data analyzed

From the results of the research conducted, it shows that the variables Job Characteristics, Job Crafting, and Perceived Supervisor Support have a direct influence on employee performance and an indirect effect on performance which is mediated by Meaningful Work. The mediation carried out by the Meaningful Work variable between the Job Characteristics, Job Crafting, and Perceived Supervisor Support and Employee Performance variables, based on data processing on the responses from respondents at BPJS Health, the mediation of the Meaningful Work variable is partial. Job Crafting is the variable that has the most significant influence on employee performance variables at BPJS. Job Characteristics is the next variable that has a significant influence on employee performance. Meaningful Work strengthens all independent variables in influencing employee performance at BPJS by providing a partial mediating effect to the three independent variables in this study.

## 5. Conclusion, Managerial Implications and Suggestions

### 5.1. Conclusion

This chapter describes the last part of the research which contains conclusions, managerial implications, suggestions and limitations of the research conducted. The conclusion provides the results of data analysis that has been carried out according to the problems that have been formulated. Suggestions are expected to be useful for organizations, employees, and further research. This research was conducted to determine the effect of Perceived Supervisor Support, Job Crafting, Job Characteristics on Meaningful Work. Then at the same time knowing the effect of Meaningful Work on employee performance. Based on the research that has been done, the following conclusions are obtained: 1). Perceived Supervisor Support, Job Crafting, Job Characteristics are proven to have a positive and significant influence on Meaningful Work; 2). Meaningful Work is proven to have a positive and significant effect on employee performance; and 3). Meaningful Work is proven to mediate the effect of Perceived Supervisor Support, Job Crafting and Job Characteristics on employee performance.

### 5.2 Managerial Implications

This research makes several important contributions to research and policy practice in an effort to improve the performance of BPJS employees, namely by explaining that the conditions of Job Characteristics, Job Crafting, Perceived Supervisor Support and Meaningful Work have an important role in employee performance. The results of the analysis show that:

- 1). Job Crafting has the greatest positive effect among the other four variables in this study on employee performance. Providing wider opportunities for BPJS Health employees to be creative and innovating in carrying out their work in accordance with the resources they have will further increase employees to feel compelled to work which in turn will provide

motivation to contribute more optimally to the BPJS Health organization. Digitize work and involve employees in the digitalization development process will help employees increase their meaningfulness in work which will ultimately increase employee motivation to provide better performance. The composition of BPJS employees, where seventy-six percent of employees are dominated by employees under forty years of age, is a resource that can be optimized to develop ease of digitalization at work.

- 2). Job Characteristics have a positive influence in improving employee performance at BPJS. Granting autonomy in work and employee understanding of their role in contributing to the organization are the main things that must be improved. The preparation of a Distinct Job Profile that is too detailed and rigid will make it difficult for employees to develop creativity and self-actualization. Employees who have strong involvement in their work affect the willingness of employees to contribute to change and innovation activities. Meanwhile, to maintain a sense of enthusiasm, inspiration, and pride in work is not easy. Policies made by organizations must focus on employee engagement because of its role in the long term to generate new ideas.
- 3). Perceived Supervisor Support is needed by employees as a form of support for employees who give meaning to employees at work. The leadership architecture campaign owned by BPJS and the leadership development process to be able to become a "coach" that optimizes the self-strength of employees needs to be constantly developed by management. Internal communication tools that can make employees feel heard by the leadership are things that need to be done to maintain the sense of support that has been given so far.
- 4). Meaningful Work conditions are also needed in improving the performance of employees. Employees who have a sense of meaningfulness at work have a strong attachment to the organization. Employees who feel that their work has a significant impact on themselves, the organization and the wider community will have a strong sense of power that causes a state of happiness (psychological well-being). Happiness that arises not only because of the fulfillment of physiological well-being, but also psychological needs that are more long-term in nature. A conducive work environment and formed professional emotional attachment with superiors, co-workers and subordinates at work will produce behavior that can generate creativity and a willingness to provide better performance. The role of the leader is very important, for example giving trust with more challenging tasks to get out of the comfort zone, or giving employees the opportunity to become change initiators that can impact others.

### 5.3. Suggestions

The results of this study are expected to provide benefits directly or indirectly to related parties. The following are suggestions that can be used as input for BPJS Health organizations and for further research. The following is a suggestion for BPJS related to Job Characteristics, Job Crafting, Perceived Supervisor Support and Meaningful Work so that it can run more optimally, including: 1). The organization prioritizes increasing the proactive attitude of employees by increasing their ability to identify opportunities to be able to improvise at work. This is done through an inclusive work design that involves employees in the planning, implementation and evaluation stages. Thus, the organization can measure the performance of each employee, which serves as a motivator for them to do their best. Involving employees in every step of the work process makes them more aware of potential problems or risks, enabling them to identify opportunities for improvement. In addition, work unit heads are encouraged to

develop an innovative organizational climate by welcoming and accepting employee ideas for process improvement.

These ideas can be visualized through pictures or implemented directly with customers and colleagues, which helps employees feel valued for their contribution; and 2). The role of leaders in each line of work in creating Meaningful Work conditions is very important so that organizations must provide leaders who can clearly describe top management directives to subordinates and translate these directives according to the conditions and resources owned in their work units. Work unit leaders can also encourage employees to be more responsive and active in seeking and taking opportunities at work and being able to facilitate ideas and creativity from employees. Furthermore, for every improvement opportunity or new method that will be taken, employees have access to be able to discuss with the leadership about the benefits and risks that can occur, so that the heads of work units can monitor and evaluate improvement efforts in processes and their impact on individual and organizational performance.

Research on Employee Performance is very important especially for organizations in the public sector. Previously there were several variables studied in order to obtain appropriate policies so that the organization was able to improve employee performance. Suggestions for further research include: 1). This research still focuses on factors related to the work motivation of employees from the point of view of Job Design and creation of creativity through Job crafting. The leadership factor carried out in this study is still a perspective perceived by employees. Job Demand is another factor that can be added as a variable to determine the effect of workload on the public service sector, with high demands from the public and stakeholders that need to be explored further in future research. Leadership and performance factors will provide more accurate results if carried out in a dyadic process, the assessment is carried out in two directions, between the employee and the direct supervisor and 2). This research is still cross-sectional in nature, where data collection as a factor of the independent and dependent variables is carried out at the same time, so it is difficult to identify causal relationships and conditions that are photographed only when the respondent fills out the questionnaire. It is hoped that future research will use a longitudinal study, conducted over a longer period of time and use the same sample in each phase, so that it can analyze the characteristics of work motivation that develop in a population.

In carrying out the research there are several limitations so that in the next study it can be a consideration in getting better research results. The following are these limitations, namely: 1). In terms of the research context, this research does not provide anything new, it only modifies several previous studies. However, this research was tested in the context of public organizations in Indonesia which is certainly different from previous research which was used as a reference in conducting this research; 2). Data collection is only from one public organization in Indonesia, so it is possible that this study cannot be generalized to the public sector in Indonesia. It is possible to find differences in terms of the activities of public organizations in different conditions and different cultures; 3). This research only uses quantitative methods based on questionnaires that are filled in online, it is still possible that there are respondents who are less careful about the intent of the questions. This study has not used qualitative data collection methods to obtain objective opinions from respondents so that the analysis can be more detailed in describing existing phenomena, and 4). Even though the factors through these four variables have proven to influence employee performance at BPJS Health, this research model is still unable to fully answer other factors in BPJS Health that are

able to explain efforts to improve performance at BPJS Health, such as job demand and work life balance which in theory also influences Meaningful Work and employee performance.

### Funding

The author received no financial support for the research, authorship and/or publication of this article.

### Declaration of conflicting interest

The author declared no potential conflicts of interest with respect to the research, authorship and/or publication of this article.

### Competing interests:

This article original is a requirement for completing for Tri Dharma University which must be published and I chose the this Journal. I am willing to comply with the rules of journal and I have assumed responsibility for any made to the manuscript, if problems occur in any form, then I declare full responsibility for my paper.

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