

KORESPONDENSI

1. Submit ke jurnal Media Kesehatan Masyarakat Indonesia (20-04-2021)
2. Hasil Review I (02-06-2021)
3. Revisi I (18-06-2021)
4. Hasil Review II (22-06-2021)
5. Revisi II (19-07-2021)
6. Editor Decision (25-08-2021)
 - Hasil Review MB
7. Hasil Copy Edit dan Persetujuan Penerbitan Jurnal (29-11-2021)

Submit di Jurnal Media Kesehatan Masyarakat Indonesia

(20 April 2021)

The screenshot shows a web browser window displaying the author dashboard for a submission in the journal 'Media Kesehatan Masyarakat Indonesia'. The browser's address bar shows the URL: <https://journal.unhas.ac.id/index.php/mkmi/authorDashboard/submission/13613>. The page title is '13613 / Sidin et al. / Do Ethical Climate Have Impact on Job Satisfaction of Staff in West Sulawesi Hospital, Indonesia?'. The dashboard is divided into two main sections: 'Workflow' and 'Publication'. Under 'Workflow', there are sub-sections for 'Submission', 'Review', 'Copyediting', and 'Production'. The 'Submission' section is active and displays a table of 'Submission Files'. The table has columns for 'File Name', 'Date', and 'Type'. One file is listed: '44704-1 indahwatsidin_73, Andi Indahwaty Sidin_FKM-Unhas_2021.docx', dated 'April 21, 2021', and of type 'Article Text'. Below the table is a 'Download All Files' button. The 'Pre-Review Discussions' section is currently empty, showing 'No Items' and an 'Add discussion' button. The Windows taskbar at the bottom shows the system tray with the date '2/15/2023' and time '9:39 AM', and a weather notification for 'Hujan akan berhenti'.

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[MKMI] Submission Acknowledgement

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Ida Leida Maria <uhjournal@unhas.ac.id> Tue, Apr 20, 2021, 10:47 PM

to me

Andi Indahwaty Sidin:

Thank you for submitting the manuscript, "The Effect of Climate Ethics on Job Crafting and It's Impact on Job Satisfaction of Health Officers in West Sulawesi Hospital" to Media Kesehatan Masyarakat Indonesia. With the online journal management system that we are using, you will be able to track its progress through the editorial process by logging in to the journal web site:

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If you have any questions, please contact me. Thank you for considering this journal as a venue for your work.

Ida Leida Maria

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Revisi 1 (02 Juni 2021)

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Nur Arifah <uhjournal@unhas.ac.id> Wed, Jun 2, 2021, 12:36 AM

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The Effect of Climate Ethics on Job Crafting and Its Impact on Job Satisfaction of Health Officers in West Sulawesi Hospital

Pengaruh Iklim Etika terhadap Job Crafting dan Dampaknya terhadap Kepuasan Kerja Petugas Kesehatan di Rumah Sakit Sulawesi Barat

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ABSTRACT

Background: Job crafting development refers to employees' efforts to make changes to their work, be it physical, cognitive, or character at work. **Purpose:** This study aims to see the effect of ethical climate on the job crafting of health workers and its impact on job satisfaction. **Methods:** The population consisted of health workers at RSUD Mamuju, RS Bhayangkara Polda Mamuju and RS Mitra Manakarra Mamuju, West Sulawesi Province with 155 employees selected as samples. Samples were selected by **random** quota sampling, then analyzed using the Path Analysis test at SPSS 20. **Results:** The value of standardized coefficients beta as a direct effect is 0.023 and the indirect effect is 0.043, meaning that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly the ethical climate (EC) through Job Crafting (JC) has a significant effect on job satisfaction (JS). Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". **Conclusion:** JC mediates EC in improving employee JS. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. To improve the ethical climate by providing a motivational boost, management must identify the dimensions of employee work activities in job crafting, apart from training and feedback from direct superiors.

ABSTRAK

Latar Belakang: Pengembangan job crafting mengacu pada upaya karyawan dalam melakukan perubahan-perubahan atas pekerjaannya, baik itu sifat fisik, kognitif, maupun karakter dalam bekerja. **Tujuan:** Penelitian ini bertujuan untuk melihat pengaruh iklim etika terhadap job crafting tenaga kesehatan serta dampaknya terhadap kepuasan kerja. **Metode:** Populasi adalah pegawai kesehatan RSUD Mamuju, RS Bhayangkara Polda Mamuju, dan RS Mitra Manakarra Mamuju, Provinsi Sulawesi Barat dengan 155 pegawai terpilih sebagai sampel. Sampel dipilih secara **random** **quote** sampling, kemudian dianalisis menggunakan uji Path Analysis pada SPSS 20. **Hasil:** Nilai **standardized coefficients** beta sebagai pengaruh langsung sebesar 0,023 dan pengaruh tidak langsung sebesar 0,043 artinya nilai pengaruh tidak langsung lebih besar dibandingkan dengan nilai pengaruh langsung. Hasil tersebut menunjukkan bahwa secara tidak langsung iklim etika (EC) melalui Job Crafting (JC) mempunyai pengaruh signifikan terhadap kepuasan kerja (JS). Sehingga, "ada pengaruh EC (X) melalui JC (Y) terhadap JS (Z)". **Kesimpulan:** JC memediasi EC dalam meningkatkan JS karyawan. Job crafting dapat mempengaruhi kepuasan kerja apabila petugas rumah sakit memiliki faktor pendukung lain yaitu iklim etika. Meningkatkan iklim etika dengan memberikan dorongan motivasi, manajemen harus mengidentifikasi dimensi kegiatan kerja karyawannya dalam job crafting, selain dari pelatihan dan umpan balik dari atasan langsung.

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INTRODUCTION

In facing the future model society which is currently better known as the era society 5.0¹, the health sector also contributes to responding to change. The hospital industry adopts a bottom-up approach that allows employees to actively participate in innovation and creativity.² This development is called job crafting which refers to the efforts of employees to make changes to their work, be it physical, cognitive, or character traits at work.³

Job crafting (JC) is a modification of work conditions related to work relationships and the meaning of the job itself. Wrzesniewski and Dutton⁴ classify the terms of worked production in three aspects, namely, "task crafting, involving changes in work content", "realational crafting, involving changes in the quality and quantity of interactions with others, and "cognitive crafting, involving changes in the concept of work". "Employees who play an active role in managing ~~theirhis_~~own work and social relationships will be able to shape ~~theirhis_~~own work.⁵ This JC involves physical and cognitive work restrictions. Changing employee work boundaries is by changing the form or quantity of activity at work, while cognitive change is by changing the employee's view of work.³ Changes made by employees are considered important because they can improve work performance and benefit them.⁶

Job crafting changes the basic desires in employees by finding positive meanings in the workplace and building a positive sense of identity in the organization. The benefits of job crafting for organizations can be found in [the](#) previous research⁷, [which](#) found that job crafting has a relationship and a role in improving employee performance in the organization. Several studies on job crafting have also been carried out, such as the role of employee job crafting in facing changes in organizations⁸, how job crafting should be managed and how to stimulate the emergence of job crafting in the organization.⁹

As with the role of job crafting in organizations, when combined with the organizational climate, it will further encourage employee performance levels.² The results of Gilson and Shalley's research¹⁰ show that when employees believe that the environment in their organization can provide a sense of security and tolerance, employees will find it easier to find creativity at work, find ways, and even new work methods to improve their performance.¹¹ Organizational climate is closely related to the process of creating a work environment that is conducive to establishing harmonious relationships and cooperation between all individuals or human resources in the organization.¹² Motivated employees will ~~definitely~~ improve work efficiency, ~~so~~ that it becomes a bridge between

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hospital management and employee performance in achieving goals.

Organizational climate includes an ethical climate, namely personal hygiene professional perceptions of organizational climate, which affects behavior and attitudes.¹³ In health care, these are described as "implicit and explicit values that drive the availability of health services and shape the workplace in which health services are provided". Organizational ethics in health care relates to issues such as: allocation of resources¹⁴, funding, and priorities¹⁵, maintain justice and access to services¹⁶, disclosure of the risk of violations and complaints¹⁷, workplace ethics, and ethical climate in health care.¹⁸ Organizational ethical climate is called a moral climate which reflects organizational rules and principles and their relationship to ethical consequences¹⁹, which is a mediator of moral pressure.^{20,21} Moral pressure occurs when a person feels unable to take corrective action due to institutional constraints.²² An ethical climate can make decisions based on ethical standards and the way employees interpret ethical issues.²³

Atabay²⁴ in his research found that the ethical climate has a significant influence on employee decision-making processes and service quality. Improving the ethical climate may be important for coping with moral stress, job satisfaction, and turnover.²⁵ A positive ethical climate can increase compliance with ethical principles and organizational commitment in making changes to work concepts.²⁶ According to Tsai and Huang²⁷, job satisfaction and organ-

izational commitment can be increased if the delivery of health services can encourage an ethical climate for employees.²⁸ A positive ethical climate can create job satisfaction for employees, so that employees feel comfortable and last longer in the organization. On the other hand, if the hospital does not support the ethical climate of employees in the workplace, it will result in job refusal and will affect the effectiveness of health services provided to patients.²⁹

In carrying out the job crafting process, it cannot be separated from the characteristics of the job itself. Job characteristics are one of the factors that affect employee job satisfaction. Hackman and Oldham's job characteristic models are a way to enrich a job (job enrichment) which is specified as 5 core characteristic dimensions, namely skill variety, task identity, autonomy, and feedback. Each core dimension of the job includes the main aspects of the job material that will affect job satisfaction.³⁰ The greater the diversity of work activities carried out, the more meaningful the person's feelings are.

Fawazi's research³¹ found that employee age was related to differences in generation characteristics. Employees who have long and new working duration have unique characteristics based on their generation, expectations, and work orientation. The younger generation is considered to be more creative, ambitious and at the stage of starting a career so that they need more direction and guidance on their

work Standard Operational Procedure (SOP). On the other hand, the older generation tends to be more independent, loyal to the company, and always wants to create social balance and comfort in the work environment.^{32,33}

The ethical climate plays a key role in determining job satisfaction and commitment of healthcare workers.³⁴ However, there is still a lack of research that examines the role of job crafting in mediating the ethical climate for health workers to increase job satisfaction. Based on this background, researchers developed research to see the influence of the ethical climate on the job crafting of health workers and its impact on job satisfaction.

MATERIAL AND METHOD

This research is a quantitative study with a cross-sectional study approach. The population of this study were all hospital staff at 3 hospitals totaling 614 officers in Mamuju Regency, West Sulawesi, namely: RSUD Mamuju, RS Bhayangkara Polda Mamuju and RS Mitra Manakarra Mamuju. The sampling technique was ~~random~~ quote sampling, totaling 155 hospital staffs who were selected as samples with inclusion and exclusion criteria. The inclusion criteria are: hospital staff who are currently active in health services. The exclusion criteria were: hospital staff who were sick, were on leave, were in training, were attending a study assignment program during the study. The instrument used in this study was a structured questionnaire that was valid and reliable.

The EC instrument uses 15 items from the Ethical Climate Questionnaire developed by Cullen³⁵, including the dimensions of care, independence, law and code, rules and instrumentals. EC was measured using a 4-point Likert scale from 1 (strongly disagree) to 4 (strongly agree). The JC Instrumen uses 21 items from the Job Crafting Questioner developed by Tims and Bakker.³⁶ Among them consist of the dimensions of structural work resources (5 items), hindering job demands (5 items), social work resources (5 items), and challenging job demands (5 items). JC is measured using a 4 point Likert scale from 1 (never) to 4 (always). The JS instrument uses 15 items from the Job Satisfaction Scale developed by Warr, Cook, and Wall.³⁷ Among them consist of the dimensions of intrinsic job satisfaction (8 items) and extrinsic job satisfaction (7 items). JS was measured using a 6point Likert scale from 1 (very dissatisfied) to 6 (very satisfied).

RESULTS

The results of the analysis of this study use the Path Analysis test, namely path analysis using intervening variables to see the direct and indirect effect of the independent variable through the intervening variable on the dependent variable.

Regression Analysis (EC and JC against JS)

Based on the Regression Model I output in table 1 coefficients, it is known that the significance value of the EC variable = 0.003 < 0.05. These results conclude that regression model I,

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namely the EC variable has a significant effect on JC. The value of R² or R Square found in the Summary Model table is 0.056, which means that the contribution or contribution of EC's influence on JC is 5.6%, while the remaining 94.4% is the contribution of other variables was not included in the study. For the value of e₁, it can be obtained from $e_1 = \sqrt{1-0.056} = 0.971$.

Based on the Regression Model II output in table 1 coefficients, it is known that the significance value of the variable EC = 0.780 > 0.05 and JC = 0.026 > 0.05. These results conclude that regression model II, namely the EC variable **does has not** effect on JS, while the JC variable has a significant effect on JS. The magnitude of the R² or R Square value found in the Model Summary table is 0.036, meaning that the contribution or contribution of the influence of EC and JC on JS is 3.6% while the remaining 96.4% is the contribution of other variables not included in **the** research. For the value of e₂, it can be obtained from $e_2 = \sqrt{1-0.036} = 0.981$.

Ethical Climate> Job Satisfaction	0,023	0,036	0,780
Job Crafting> Job Satisfaction	0,184	0,036	0,026

Source: Primary Data, 2020

It is known that the direct effect given by EC on JS is 0.023. Meanwhile, the indirect effect of EC through JC on JS is the multiplication of the beta value of EC against JC with the beta value of JC on JS, namely: $0.237 \times 0.184 = 0.043$. Then the total effect given by EC on JS is the direct effect plus the indirect effect, namely: $0.023 + 0.043 = 0.066$.

Path Analysis

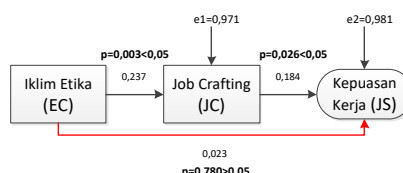


Figure 1. Path Analysis of the Effect of Ethical Climate and Job Crafting on Job Satisfaction

DISCUSSION

Based on the Regression Model I output, it was found that the EC variable had a significant effect on JC. As for the Regression Model II output, it was found that the EC variable **did had not a** effect on JS, while the JC variable had a significant effect on JS. These results represent the findings in this study that JC mediates EC in increasing employee JS. Based on the results of the above calculations, it is known that the value of the direct effect is 0.023 and the indirect effect is 0.043, which means that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly EC through JC has a significant effect on

Table 1. Regression Analysis of the Effect of Ethical Climate and Job Crafting on Job Satisfaction of Health Workers in West Sulawesi Hospital

Regression Model	Standardized Coefficients	Sig.	R. Square
Ethical Climate> Job Crafting	0,237	0,003	0,056

JS. Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". A supportive ethical climate can affect employee commitment in the organization, so it is assumed that a high commitment to the organization can facilitate the emergence of Job Crafting among organizational staff.³⁸

This is in line with the research of Sengkey and Meiyanto², which found that a positive work ethic climate is related to increasing employees' proactive efforts to make changes towards balancing job demands and job resources. This relationship is a predictor of the working climate together with transformational leadership, so that it makes a positive contribution to Job Crafting. This means that the more positive the perceived work climate is, the higher the Job Crafting for hospital staff.

The Climate that supports Job Crafting in Tehrani Neshat's research²⁸, that a supportive ethical climate can facilitate employees to explore in finding work methods that can increase job satisfaction and reduce job fatigue. Work fatigue in the form of emotional exhaustion and depersonalization that develops together with a bad ethical climate in the organization, is influenced by professional values. The existence of a healthy ethical climate can guarantee the professional values of the organization and significantly increase job satisfaction and the quality of health services. This is in line with Kim³⁹ in his research finding that an ethical climate that is mediated by motivational factors in the form of professionalism values has a positive impact on the job satisfaction of health workers.

Health care workers who have positive work satisfaction can defend the rights of patients according to their values and beliefs in quality health services. Health workers who serve patients with an ethical climate will get personal satisfaction when they work. The ability of health workers to improve the quality of services depends on their work arrangements. The decline in the quality of health services may be due to excessive job demand. Hallin et al.⁴⁰ revealed this was due to a non-supportive organizational culture that failed to support the work of hospital employees.

The Ethical climate is a function of organizational performance and procedures that vary between individuals and organizations. The Ethical climate is defined as the values, norms, beliefs, behaviors, and habits that affect staff performance in the hospital⁴¹. A healthy ethical climate can facilitate ethical decision-making. The relationship between ethical climate and job satisfaction is in line with Abou Hashish E's research, that there is a positive relationship between ethical climate and job satisfaction, professional competence, personal care, organizational support, organizational commitment, satisfaction with the quality of health services, convention management, conflict in place, work, career beliefs, efficiency effects, and collaboration between doctors and nurses.³⁴

The ethical climate plays a major role for health workers who feel satisfied at work and have quality health services. Job satisfaction is defined as a component of the quality of profes-

sional life to helping others, namely patients. Storch⁴² stated that the pleasant feeling obtained in health care is an index of job satisfaction. Health workers in the emergency department were found to experience work fatigue more due to the high level of work experience and many accept passive adaptive models while carrying out their jobs. Providing organizational support, training, and cognitive empathy from the organization are factors that can increase job satisfaction for health workers.⁴³ This results in a better ethical climate, where health workers will respond well if there is ethical tension and causes of dissatisfaction in the workplace can decrease.

A poor ethical climate is characterized by developing emotional exhaustion in hospitals.⁴⁴ Yuhung⁴⁵ in his research found the role of emotional exhaustion and work ambiguity as mediation towards manager job crafting in reducing employee turnover. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. A satisfying ethical climate can increase personal motivation which will have an impact on the performance of health workers. The ethical climate increases when the organization encourages work motivation for health workers. Employee motivation to fulfill the need for positive self-evaluation ~~which~~ has an impact on job satisfaction through job crafting.

A professional work climate is characterized by acceptance of ethical codes, regulations, management, and voluntary work requests. By

providing appropriate job crafting from the organization it can encourage work motivation, internalization of professional norms and values which will lead to better job satisfaction.²⁸ Job satisfaction is achieved so that the quality of health services can be optimal for patients. In providing a motivational boost, management must identify the dimensions of its employees' work activities in job crafting, apart from training and direct feedback. Individual health workers can have a sense of professional independence to improve health services due to a mutual understanding of the relationship between their work and other professions.⁴⁶

CONCLUSION AND RECOMMENDATION

Job crafting mediates an ethical climate to increase employee job satisfaction. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. To improve the ethical climate by providing motivation, management must identify the dimensions of employees' work activities in job crafting, apart from training and feedback from direct superiors.

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Revisi I (18 Juni 2021)



The Effect of Climate Ethics on Job Crafting and Its Impact on Job Satisfaction of Health Officers in West Sulawesi Hospital

Pengaruh Iklim Etika terhadap Job Crafting dan Dampaknya terhadap Kepuasan Kerja Petugas Kesehatan di Rumah Sakit Sulawesi Barat

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ABSTRACT

Background: Job crafting development refers to employees' efforts to make changes to their work, be it physical, cognitive, or character at work. **Purpose:** This study aims to see the effect of ethical climate on the job crafting of health workers and its impact on job satisfaction. **Methods:** The population consisted of health workers at RSUD Mamuju, RS Bhayangkara Polda Mamuju and RS Mitra Manakarra Mamuju, West Sulawesi Province with 155 employees selected as samples. Samples were selected by **quota sampling**, then analyzed using the Path Analysis test at SPSS 20. **Results:** The value of standardized coefficients beta as a direct effect is 0.023 and the indirect effect is 0.043, meaning that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly the ethical climate (EC) through Job Crafting (JC) has a significant effect on job satisfaction (JS). Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". **Conclusion:** JC mediates EC in improving employee JS. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. To improve the ethical climate by providing a motivational boost, management must identify the dimensions of employee work activities in job crafting, apart from training and feedback from direct superiors.

ABSTRAK

Latar Belakang: Pengembangan job crafting mengacu pada upaya karyawan dalam melakukan perubahan-perubahan atas pekerjaannya, baik itu sifat fisik, kognitif, maupun karakter dalam bekerja. **Tujuan:** Penelitian ini bertujuan untuk melihat pengaruh iklim etika terhadap job crafting tenaga kesehatan serta dampaknya terhadap kepuasan kerja. **Metode:** Populasi adalah pegawai kesehatan RSUD Mamuju, RS Bhayangkara Polda Mamuju, dan RS Mitra Manakarra Mamuju, Provinsi Sulawesi Barat dengan 155 pegawai terpilih sebagai sampel. Sampel dipilih secara **quota sampling**, kemudian dianalisis menggunakan uji Path Analysis pada SPSS 20. **Hasil:** Nilai *standardized coefficients beta* sebagai pengaruh langsung sebesar 0,023 dan pengaruh tidak langsung sebesar 0,043 artinya nilai pengaruh tidak langsung lebih besar dibandingkan dengan nilai pengaruh langsung. Hasil tersebut menunjukkan bahwa secara tidak langsung iklim etika (EC) melalui Job Crafting (JC) mempunyai pengaruh signifikan terhadap kepuasan kerja (JS). Sehingga, "ada pengaruh EC (X) melalui JC (Y) terhadap JS (Z)". **Kesimpulan:** JC memediasi EC dalam meningkatkan JS karyawan. Job

crafting dapat mempengaruhi kepuasan kerja apabila petugas rumah sakit memiliki faktor pendukung lain yaitu iklim etika. Meningkatkan iklim etika dengan memberikan dorongan motivasi, manajemen harus mengidentifikasi dimensi kegiatan kerja karyawannya dalam job crafting, selain dari pelatihan dan umpan balik dari atasan langsung.

INTRODUCTION

In facing the future model society which is currently better known as the era society 5.0¹, the health sector also contributes to responding to change. The hospital industry adopts a bottom-up approach that allows employees to actively participate in innovation and creativity.² This development is called job crafting which refers to the efforts of employees to make changes to their work, be it physical, cognitive, or character traits at work.³

Job crafting (JC) is a modification of work conditions related to work relationships and the meaning of the job itself. Wrzesniewski and Dutton⁴ classify the terms of **worked** production in three aspects, namely, task crafting, **relational** crafting, and cognitive crafting. This JC involves physical and cognitive work restrictions. Changing employee work boundaries is by changing the form or quantity of activity at work, while cognitive change is by changing the employee's view of work.³ Changes made by employees are considered important because they can improve work performance and benefit them.⁵

Job crafting changes the basic desires in employees by finding positive meanings in the workplace and building a positive sense of identity in the organization. The benefits of job crafting for organizations can be found **the** in previous research⁶, **which** found that job craft-

ing has a relationship and a role in improving employee performance in the organization. Several studies on job crafting have also been carried out, such as the role of employee job crafting in facing changes in organizations⁷, how job crafting should be managed and how to stimulate the emergence of job crafting in the organization.⁸

As with the role of job crafting in organizations, when combined with the organizational climate, it will further encourage employee performance levels.² The results of Gilson and Shalley's research⁹ show that when employees believe that the environment in their organization can provide a sense of security and tolerance, employees will find it easier to find creativity at work, find ways and even new work methods to improve their performance.¹⁰ Organizational climate is closely related to the process of creating a work environment that is conducive to establishing harmonious relationships and cooperation between all individuals or human resources in the organization.¹¹

Organizational climate includes an ethical climate, namely personal hygiene professional perceptions of organizational climate, which affects behavior and attitudes.¹² In health care, these are described as "implicit and explicit values that drive the availability of health services and shape the workplace in which health

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services are provided". Organizational ethics in health care relates to issues such as allocation of resources¹³, funding and priorities¹⁴, maintain justice and access to services¹⁵, disclosure of the risk of violations and complaints¹⁶, workplace ethics and ethical climate in health care.¹⁷ Organizational ethical climate is called a moral climate which reflects organizational rules and principles and their relationship to ethical consequences¹⁸, which is a mediator of moral pressure.^{19,20}

Atabay²¹ in his research found that the ethical climate has a significant influence on employee decision-making processes and service quality. Improving the ethical climate may be important for coping with moral stress, job satisfaction, and turnover.²² According to Tsai and Huang²³, job satisfaction and organizational commitment can be increased if the delivery of health services can encourage an ethical climate for employees.²⁴ A positive ethical climate can create job satisfaction for employees.

In carrying out the job crafting process, it cannot be separated from the characteristics of the job itself. Job characteristics are one of the factors that affect employee job satisfaction. Hackman and Oldhama's job characteristic models are a way to enrich a job (job enrichment) which is specified as 5 core characteristic dimensions, namely skill variety, task identity, autonomy, and feedback. Each core dimension of the job includes the main aspects of the job material that will affect job satisfaction.²⁵ The greater the diversity of work activities carried

out, the more meaningful the person's feelings are.

The ethical climate plays a key role in determining job satisfaction and commitment of healthcare workers.²⁶ However, there is still a lack of research that examines the role of job crafting in mediating the ethical climate for health workers to increase job satisfaction. Based on this background, researchers developed research to see the influence of the ethical climate on the job crafting of health workers and its impact on job satisfaction.

MATERIAL AND METHOD

This research is a quantitative study with a cross-sectional study approach. The population of this study were all hospital staff at 3 hospitals totaling 614 officers in Mamuju Regency, West Sulawesi, namely: RSUD Mamuju, RS Bhayangkara Polda Mamuju and RS Mitra Manakarra Mamuju. The sampling technique was quota sampling, totaling 155 hospital staff who were selected as samples with inclusion and exclusion criteria. The inclusion criteria are hospital staffs who are currently active in health services. The exclusion criteria were: hospital staff who were sick, were on leave, were in training, were attending a study assignment program during the study. The instrument used in this study was a structured questionnaire that was valid and reliable.

The EC instrument uses 15 items from the Ethical Climate Questionnaire developed by Cullen²⁷ including the dimensions of care, inde-

pendence, law and code, rules and instrumentals. EC was measured using a 4-point Likert scale from 1 (strongly disagree) to 4 (strongly agree). The JC Instrumen uses 21 items from the Job Crafting Questioner developed by Tims and Bakker.²⁸ Among them consist of the dimensions of structural work resources (5 items), hindering job demands (5 items), social work resources (5 items), and challenging job demands (5 items). JC is measured using a 4 point Likert scale from 1 (never) to 4 (always). The JS instrument uses 15 items from the Job Satisfaction Scale developed by Warr, Cook and Wall.²⁹ Among them consist of the dimensions of intrinsic job satisfaction (8 items) and extrinsic job satisfaction (7 items). JS was measured using a 6 point Likert scale from 1 (very dissatisfied) to 6 (very satisfied). Analyzed data using the Path Analysis test at SPSS 20.

RESULTS

The results of the analysis of this study use the Path Analysis test, namely path analysis using intervening variables to see the direct and indirect effect of the independent variable through the intervening variable on the dependent variable.

Regression Analysis (EC and JC against JS)

Based on the Regression Model I output in table 1 coefficients, it is known that the significance value of the EC variable = 0.003 <0.05. These results conclude that regression model I, namely the EC variable has a significant effect on JC. The value of R² or R Square found in the

Summary Model table is 0.056, which means that the contribution or contribution of EC's influence on JC is 5.6%, while the remaining 94.4% is the contribution of other variables was not included in the study. For the value of e₁, it can be obtained from $e_1 = \sqrt{1-0.056} = 0.971$.

Based on the Regression Model II output in table 1 coefficients, it is known that the significance value of the variable EC = 0.780 > 0.05 and JC = 0.026 > 0.05. These results conclude that regression model II, namely the EC variable does not effect on JS, while the JC variable has a significant effect on JS. The magnitude of the R² or R Square value found in the Model Summary table is 0.036, meaning that the contribution or contribution of the influence of EC and JC on JS is 3.6% while the remaining 96.4% is the contribution of other variables not included in the research. For the value of e₂, it can be obtained from $e_2 = \sqrt{1-0.036} = 0.981$.

Table 1. Regression Analysis of the Effect of Ethical Climate and Job Crafting on Job Satisfaction of Health Workers in West Sulawesi Hospital

Regression Model	Standardized Coefficients	Sig.	R. Square
Ethical Climate> Job Crafting	0,237	0,003	0,056
Ethical Climate> Job Satisfaction	0,023	0,036	0,780
Job Crafting> Job Satisfaction	0,184	0,036	0,026

Source: Primary Data, 2020

It is known that the direct effect given by EC on JS is 0.023. Meanwhile, the indirect effect of EC through JC on JS is the multiplication of the beta value of EC against JC with the beta

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value of JC on JS, namely: $0.237 \times 0.184 = 0.043$. Then the total effect given by EC on JS is the direct effect plus the indirect effect, namely: $0.023 + 0.043 = 0.066$.

Path Analysis

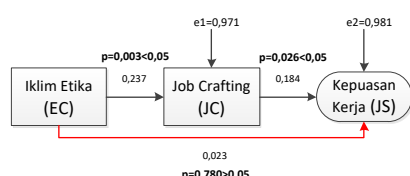


Figure 1. Path Analysis of the Effect of Ethical Climate and Job Crafting on Job Satisfaction

DISCUSSION

Based on the Regression Model I output, it was found that the EC variable had a significant effect on JC. As for the Regression Model II output, it was found that the EC variable **did not affect** on JS, while the JC variable had a significant effect on JS. These results represent the findings in this study that JC mediates EC in increasing employee JS. Based on the results of the above calculations, it is known that the value of the direct effect is 0.023 and the indirect effect is 0.043, which means that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly EC through JC has a significant effect on JS. Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". A supportive ethical climate can affect employee commitment in the organization, so it is assumed that a high commitment to the organization can facilitate the emergence of Job Crafting among organizational staff.³⁰

This is in line with the research of Sengkey and Meiyanto², which found that a pos-

itive work ethic climate is related to increasing employees' proactive efforts to make changes towards balancing job demands and job resources. This relationship is a predictor of the working climate together with transformational leadership, so that it makes a positive contribution to Job Crafting. This means that the more positive the perceived work climate is, the higher the Job Crafting for hospital staff.

The climate that supports Job Crafting in Tehrani Neshat's research²⁴, that a supportive ethical climate can facilitate employees to explore in finding work methods that can increase job satisfaction and reduce job fatigue. Work fatigue in the form of emotional exhaustion and depersonalization that develops together with a bad ethical climate in the organization, is influenced by professional values. The existence of a healthy ethical climate can guarantee the professional values of the organization and significantly increase job satisfaction and the quality of health services. This is in line with Kim³¹ in his research finding that an ethical climate that is mediated by motivational factors in the form of professionalism values has a positive impact on the job satisfaction of health workers.

Health care workers who have positive work satisfaction can defend the rights of patients according to their values and beliefs in quality health services. Health workers who serve patients with an ethical climate will get personal satisfaction when they work. The ability of health workers to improve the quality of services depends on their work arrangements.

The decline in the quality of health services may be due to excessive job demand. Hallin et al.³² revealed this was due to a non-supportive organizational culture that failed to support the work of hospital employees.

The ethical climate is a function of organizational performance and procedures that vary between individuals and organizations. The ethical climate is defined as the values, norms, beliefs, behaviors, and habits that affect staff performance in the hospital³³. A healthy ethical climate can facilitate ethical decision-making. The relationship between ethical climate and job satisfaction is in line with Abou Hashish E's research, that there is a positive relationship between ethical climate and job satisfaction, professional competence, personal care, organizational support, organizational commitment, satisfaction with the quality of health services, convention management, conflict in place. work, career beliefs, efficiency effects, and collaboration between doctors and nurses.²⁶

The ethical climate plays a major role for health workers who feel satisfied at work and have quality health services. Job satisfaction is defined as a component of the quality of professional life to helping others, namely patients. Storch³⁴ stated that the pleasant feeling obtained in health care is an index of job satisfaction. Health workers in the emergency department were found to experience work fatigue more due to the high level of work experience and many accept passive adaptive models while carrying out their jobs. Providing organizational

support, training and cognitive empathy from the organization are factors that can increase job satisfaction for health workers.³⁵ This results in a better ethical climate, where health workers will respond well if there is ethical tension and causes of dissatisfaction in the workplace can decrease.

A poor ethical climate is characterized by developing emotional exhaustion in hospitals.³⁶ Yuhyung³⁷ in his research found the role of emotional exhaustion and work ambiguity as mediation towards manager job crafting in reducing employee turnover. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. A satisfying ethical climate can increase personal motivation which will have an impact on the performance of health workers. The ethical climate increases when the organization encourages work motivation for health workers. Employee motivation to fulfill the need for positive self-evaluation has an impact on job satisfaction through job crafting.

A professional work climate is characterized by acceptance of ethical codes, regulations, management, and voluntary work requests. By providing appropriate job crafting from the organization it can encourage work motivation, internalization of professional norms and values which will lead to better job satisfaction.²⁴ Job satisfaction is achieved so that the quality of health services can be optimal for patients. In providing a motivational boost, management must identify the dimensions of its employees'

work activities in job crafting, apart from training and direct feedback. Individual health workers can have a sense of professional independence to improve health services due to a mutual understanding of the relationship between their work and other professions.³⁸

CONCLUSION AND RECOMMENDATION

Job crafting mediates an ethical climate to increase employee job satisfaction. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. To improve the ethical climate by providing motivation, management must identify the dimensions of employees' work activities in job crafting, apart from training and feedback from direct superiors.

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[MKMI] Editor Decision

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Nur Arifah <uhjournal@unhas.ac.id> Wed, Aug 25, 2021, 11:44 PM

to me, Lalu, Eka, Indah

Andi Indahwaty Sidin, Lalu Mumahammad Saleh, Eka Fatmawati, Indah Nur Insani:

We have reached a decision regarding your submission to Media Kesehatan Masyarakat Indonesia, "The Effect of Climate Ethics on Job Crafting and It's Impact on Job Satisfaction of Health Officers in West Sulawesi Hospital".

Our decision is: Revisions Required

Media

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The Effect of Climate Ethics on Job Crafting and Its Impact on Job Satisfaction of Health Officers in West Sulawesi Hospital

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Pengaruh Iklim Etika terhadap Job Crafting dan Dampaknya terhadap Kepuasan Kerja Petugas Kesehatan di Rumah Sakit Sulawesi Barat

Andi Indahwaty Sidin¹, Lalu Mumahammad Saleh², Eka Fatmawati³, Indah Nur Insani⁴

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INTRODUCTION

In facing the future model society which is currently better known as the era society 5.0,¹ the health sector also contributes to responding to change. The hospital industry adopts a bottom-up approach that allows employees to actively participate in innovation and creativity.² This development is called job crafting which refers to the efforts of employees to make changes to their work, be it physical, cognitive, or character traits at work.³

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Job crafting changes the basic desires in employees by finding positive meanings in the workplace and building a positive sense of identity in the organization. The benefits of job crafting for organizations can be found in the previous research,⁶ which found that job crafting has a relationship and a role in improving employee performance in the organization.

Several studies on job crafting have also been carried out, such as the role of employee job crafting in facing changes in organizations,⁷ how job crafting should be managed and how to stimulate the emergence of job crafting in the organization.⁸

As with the role of job crafting in organizations, when combined with the organizational climate, it will further encourage employee performance levels.² The results of Gilson and Shalley's research⁹ show that when employees believe that the environment in their organization can provide a sense of security and tolerance, employees will find it easier to find creativity at work, find ways and even new work methods to improve their performance.¹⁰ Organizational climate is closely related to the process of creating a work environment that is conducive to establishing harmonious relationships and cooperation between all individuals or human resources in the organization.¹¹

Organizational climate includes an ethical climate, namely personal hygiene professional perceptions of organizational climate, which affects behavior and attitudes.¹² In health care, these are described as "implicit and explicit values that drive the availability of health services and shape the workplace in which health services are provided". Organizational ethics in health care relates to issues such as allocation of resources,¹³ funding and priorities,¹⁴ maintain justice and access to services,¹⁵ disclosure of the risk of violations and complaints,¹⁶

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Penunjukkan penomoran sumber referensi setelah tanda baca "titik/koma"

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workplace ethics and ethical climate in health care.¹⁷ Organizational ethical climate is called a moral climate which reflects organizational rules and principles and their relationship to ethical consequences,¹⁸ which is a mediator of moral pressure.^{19,20}

Atabay²¹ in his research found that the ethical climate has a significant influence on employee decision-making processes and service quality. Improving the ethical climate may be important for coping with moral stress, job satisfaction, and turnover.²² According to Tsai and Huang²³, job satisfaction and organizational commitment can be increased if the delivery of health services can encourage an ethical climate for employees.²⁴ A positive ethical climate can create job satisfaction for employees.

In carrying out the job crafting process, it cannot be separated from the characteristics of the job itself. Job characteristics are one of the factors that affect employee job satisfaction. Hackman and Oldhama's job characteristic models are a way to enrich a job (job enrichment) which is specified as 5 core characteristic dimensions, namely skill variety, task identity, autonomy, and feedback. Each core dimension of the job includes the main aspects of the job material that will affect job satisfaction.²⁵ The greater the diversity of work activities carried out, the more meaningful the person's feelings are.

The ethical climate plays a key role in determining job satisfaction and commitment of healthcare workers.²⁶ However, there is still a lack of research that examines the role of job

crafting in mediating the ethical climate for health workers to increase job satisfaction. Based on this background, researchers developed research to see the influence of the ethical climate on the job crafting of health workers and its impact on job satisfaction.

MATERIAL AND METHOD

This research is a quantitative study with a cross-sectional study approach. The population of this study were all hospital staff at 3 hospitals totaling 614 officers in Mamuju Regency, West Sulawesi, namely: RSUD Mamuju, RS Bhayangkara Polda Mamuju and RS Mitra Manakarra Mamuju. The sampling technique was quota sampling, totaling 155 hospital staff who were selected as samples with inclusion and exclusion criteria. The inclusion criteria are hospital staffs who are currently active in health services. The exclusion criteria were: hospital staff who were sick, were on leave, were in training, were attending a study assignment program during the study. The instrument used in this study was a structured questionnaire that was valid and reliable.

The Ethical Climate (EC) instrument uses 15 items from the Ethical Climate Questionnaire developed by Cullen²⁷ including the dimensions of care, independence, law and code, rules and instrumentals. EC was measured using a 4-point Likert scale from 1 (strongly disagree) to 4 (strongly agree). The Job Crafting (JC) Instrument uses 21 items from the Job Crafting Questioner developed by Tims and Bakker.²⁸ Among them consist of the dimensions of structural work resources (5 items), hindering job de-

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mands (5 items), social work resources (5 items), and challenging job demands (5 items). JC is measured using a 4 point Likert scale from 1 (never) to 4 (always). The Job Satisfaction (JS) instrument uses 15 items from the Job Satisfaction Scale developed by Warr, Cook and Wall.²⁹ Among them consist of the dimensions of intrinsic job satisfaction (8 items) and extrinsic job satisfaction (7 items). JS was measured using a 6 point Likert scale from 1 (very dissatisfied) to 6 (very satisfied). Analyzed data using the Path Analysis test at SPSS 20.

RESULTS

The results of the analysis of this study use the Path Analysis test, namely path analysis using intervening variables to see the direct and indirect effect of the independent variable through the intervening variable on the dependent variable.

Regression Analysis (EC and JC against JS)

Based on the Regression Model I output in table 1 coefficients, it is known that the significance value of the EC variable = 0.003 < 0.05. These results conclude that regression model I, namely the EC variable has a significant effect on JC. The value of R² or R Square found in the Summary Model table is 0.056, which means that the contribution or contribution of EC's influence on JC is 5.6%, while the remaining 94.4% is the contribution of other variables was not included in the study. For the value of e₁, it can be obtained from $e_1 = \sqrt{1 - 0.056} = 0.971$.

Based on the Regression Model II output in table 1 coefficients, it is known that the significance value of the variable EC = 0.780 > 0.05

and JC = 0.026 > 0.05. These results conclude that regression model II, namely the EC variable does not effect on JS, while the JC variable has a significant effect on JS. The magnitude of the R² or R Square value found in the Model Summary table is 0.036, meaning that the contribution or contribution of the influence of EC and JC on JS is 3.6% while the remaining 96.4% is the contribution of other variables not included in the research. For the value of e₂, it can be obtained from $e_2 = \sqrt{1 - 0.036} = 0.981$.

Table 1. Regression Analysis of the Effect of Ethical Climate and Job Crafting on Job Satisfaction of Health Workers in West Sulawesi Hospital

Regression Model	Standardized Coefficients	Sig.	R. Square
Ethical Climate> Job Crafting	0,237	0,003	0,056
Ethical Climate> Job Satisfaction	0,023	0,036	0,780
Job Crafting> Job Satisfaction	0,184	0,036	0,026

Source: Primary Data, 2020

It is known that the direct effect given by EC on JS is 0.023. Meanwhile, the indirect effect of EC through JC on JS is the multiplication of the beta value of EC against JC with the beta value of JC on JS, namely: $0.237 \times 0.184 = 0.043$. Then the total effect given by EC on JS is the direct effect plus the indirect effect, namely: $0.023 + 0.043 = 0.066$.

Path Analysis

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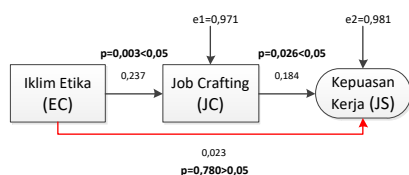


Figure 1. Path Analysis of the Effect of Ethical Climate and Job Crafting on Job Satisfaction

DISCUSSION

Based on the Regression Model I output, it was found that the EC variable had a significant effect on JC. As for the Regression Model II output, it was found that the EC variable did not affect on JS, while the JC variable had a significant effect on JS. These results represent the findings in this study that JC mediates EC in increasing employee JS. Based on the results of the above calculations, it is known that the value of the direct effect is 0.023 and the indirect effect is 0.043, which means that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly EC through JC has a significant effect on JS. Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". A supportive ethical climate can affect employee commitment in the organization, so it is assumed that a high commitment to the organization can facilitate the emergence of Job Crafting among organizational staff.³⁰

This is in line with the research of Sengkey and Meiyanto², which found that a positive work ethic climate is related to increasing employees' proactive efforts to make changes towards balancing job demands and job resources. This relationship is a predictor of the working climate together with transformational leadership, so that it makes a positive contribu-

tion to Job Crafting. This means that the more positive the perceived work climate is, the higher the Job Crafting for hospital staff.

The climate that supports Job Crafting in Tehrani Neshat's research²⁴, that a supportive ethical climate can facilitate employees to explore in finding work methods that can increase job satisfaction and reduce job fatigue. Work fatigue in the form of emotional exhaustion and depersonalization that develops together with a bad ethical climate in the organization, is influenced by professional values. The existence of a healthy ethical climate can guarantee the professional values of the organization and significantly increase job satisfaction and the quality of health services. This is in line with Kim³¹ in his research finding that an ethical climate that is mediated by motivational factors in the form of professionalism values has a positive impact on the job satisfaction of health workers.

Health care workers who have positive work satisfaction can defend the rights of patients according to their values and beliefs in quality health services. Health workers who serve patients with an ethical climate will get personal satisfaction when they work. The ability of health workers to improve the quality of services depends on their work arrangements. The decline in the quality of health services may be due to excessive job demand. Hallin et al.³² revealed this was due to a non-supportive organizational culture that failed to support the work of hospital employees.

The ethical climate is a function of organizational performance and procedures that vary

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between individuals and organizations. The ethical climate is defined as the values, norms, beliefs, behaviors, and habits that affect staff performance in the hospital³³. A healthy ethical climate can facilitate ethical decision-making. The relationship between ethical climate and job satisfaction is in line with Abou Hashish E's research, that there is a positive relationship between ethical climate and job satisfaction, professional competence, personal care, organizational support, organizational commitment, satisfaction with the quality of health services, convention management, conflict in place, work, career beliefs, efficiency effects, and collaboration between doctors and nurses.²⁶

The ethical climate plays a major role for health workers who feel satisfied at work and have quality health services. Job satisfaction is defined as a component of the quality of professional life to helping others, namely patients. Storch³⁴ stated that the pleasant feeling obtained in health care is an index of job satisfaction. Health workers in the emergency department were found to experience work fatigue more due to the high level of work experience and many accept passive adaptive models while carrying out their jobs. Providing organizational support, training and cognitive empathy from the organization are factors that can increase job satisfaction for health workers.³⁵ This results in a better ethical climate, where health workers will respond well if there is ethical tension and causes of dissatisfaction in the workplace can decrease.

A poor ethical climate is characterized by developing emotional exhaustion in hospitals.³⁶ Yuhung³⁷ in his research found the role of emotional exhaustion and work ambiguity as mediation towards manager job crafting in reducing employee turnover. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. A satisfying ethical climate can increase personal motivation which will have an impact on the performance of health workers. The ethical climate increases when the organization encourages work motivation for health workers. Employee motivation to fulfill the need for positive self-evaluation has an impact on job satisfaction through job crafting.

A professional work climate is characterized by acceptance of ethical codes, regulations, management, and voluntary work requests. By providing appropriate job crafting from the organization it can encourage work motivation, internalization of professional norms and values which will lead to better job satisfaction.²⁴ Job satisfaction is achieved so that the quality of health services can be optimal for patients. In providing a motivational boost, management must identify the dimensions of its employees' work activities in job crafting, apart from training and direct feedback. Individual health workers can have a sense of professional independence to improve health services due to a mutual understanding of the relationship between their work and other professions.³⁸

CONCLUSION AND RECOMMENDATION

Job crafting mediates an ethical climate to increase employee job satisfaction. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. To improve the ethical climate by providing motivation, management must identify the dimensions of employees' work activities in job crafting, apart from training and feedback from direct superiors.

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Revisi II (19 Juli 2021)



Do Ethical Climate Have Impact on Job Satisfaction of Staff in West Sulawesi Hospital, Indonesia

Apakah Iklim Etika Berdampak pada Kepuasan Kerja Staf di Rumah Sakit Sulawesi Barat, Indonesia

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ABSTRACT

Job crafting development refers to employees' efforts to make changes to their work, be it physical, cognitive, or character at work. This study aims to see the effect of ethical climate on the job crafting of health workers and its impact on job satisfaction. This research is a quantitative study with a cross-sectional study approach. The population consisted of health workers at RSUD Mamuju, RS Bhayangkara Poldo Mamuju and RS Mitra Manakarra Mamuju, West Sulawesi Province with 155 employees selected as samples. Samples were selected by quota sampling, then analyzed using the Path Analysis test at SPSS 20. The value of standardized coefficients beta as a direct effect is 0.023 and the indirect effect is 0.043, meaning that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly the Ethical Climate (EC) through Job Crafting (JC) has a significant effect on Job Satisfaction (JS). Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". JC mediates EC in improving employee JS. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. To improve the ethical climate by providing a motivational boost, management must identify the dimensions of employee work activities in job crafting, apart from training and feedback from direct superiors.

ABSTRAK

Pengembangan job crafting mengacu pada upaya karyawan dalam melakukan perubahan-perubahan atas pekerjaannya, baik itu sifat fisik, kognitif, maupun karakter dalam bekerja. Penelitian ini bertujuan untuk melihat pengaruh iklim etika terhadap job crafting tenaga kesehatan serta dampaknya terhadap kepuasan kerja. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan cross-sectional study. Populasi adalah pegawai kesehatan RSUD Mamuju, RS Bhayangkara Poldo Mamuju, dan RS Mitra Manakarra Mamuju, Provinsi Sulawesi Barat dengan 155 pegawai terpilih sebagai sampel. Sampel dipilih secara quota sampling, kemudian dianalisis menggunakan uji Path Analysis pada SPSS 20. Nilai standardized coefficients beta sebagai pengaruh langsung sebesar 0,023 dan pengaruh tidak langsung sebesar 0,043 artinya nilai pengaruh tidak langsung lebih besar dibandingkan dengan nilai pengaruh langsung. Hasil tersebut menunjukkan bahwa secara tidak langsung iklim etika (EC) melalui Job Crafting (JC) mempunyai pengaruh signifikan terhadap kepuasan kerja (JS). Sehingga, "ada pengaruh EC (X) melalui JC (Y) terhadap JS (Z)". JC memediasi EC dalam meningkatkan JS karyawan. Job crafting dapat mempengaruhi kepuasan kerja apabila petugas rumah sakit memiliki faktor pendukung lain yaitu iklim etika. Meningkatkan iklim etika dengan memberikan

dorongan motivasi, manajemen harus mengidentifikasi dimensi kegiatan kerja karyawannya dalam job crafting, selain dari pelatihan dan umpan balik dari atasan langsung.

INTRODUCTION

In facing the future model society which is currently better known as the era society 5.0,¹ the health sector also contributes to responding to change. The hospital industry adopts a bottom-up approach that allows employees to actively participate in innovation and creativity.² This development is called job crafting which refers to the efforts of employees to make changes to their work, be it physical, cognitive, or character traits at work.³ Job crafting is one factor influencing job satisfaction.

In terms of job satisfaction, the study of health personnel done by Indonesia Health Ministry found that there were still 23,9% health personnel in Indonesia felt dissatisfied with their job and majority of these group were from west Sulawesi.⁴ Some literature found that job satisfaction is influenced by some factors, such as diversity, personality, value, job crafting, self esteem, self efficacy, optimism, self undermining and motivation.^{5,6} Therefore, the researcher are interested to do study about job crafting in west Sulawesi.

Furhtermore, Job crafting (JC) is a modification of work conditions related to work relationships and the meaning of the job itself. Wrzesniewski and Dutton classify the terms of worked production in three aspects, namely, task crafting, relational crafting, and cognitive crafting.⁷ This JC involves physical and cognitive work restrictions. Changing employee work

boundaries is by changing the form or quantity of activity at work, while cognitive change is by changing the employee's view of work.³

Job crafting changes the basic desires in employees by finding positive meanings in the workplace and building a positive sense of identity in the organization. The benefits of job crafting for organizations can be found the in previous research, which found that job crafting has a relationship and a role in improving employee performance in the organization.⁸ Several studies on job crafting have also been carried out, such as the role of employee job crafting in facing changes in organizations.⁹

As with the role of job crafting in organizations, when combined with the organizational climate, it will further encourage employee performance levels.² Organizational climate is closely related to the process of creating a work environment that is conducive to establishing harmonious relationships and cooperation between all individuals or human resources in the organization.¹⁰

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of resources,¹² workplace ethics and ethical climate in health care.¹³

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MATERIAL AND METHOD

This research is a quantitative study with a cross-sectional study approach. This study was conducted in 2020 at 3 hospitals in West Sulawesi. The population of this study were all hospital staff totaling 614 officers in Mamuju Regency, West Sulawesi, namely: RSUD Mamuju, RS Bhayangkara Polda Mamuju and RS Mitra

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data analysis in this study are presented in tabular form accompanied by an explanation in the form of a narrative.

RESULTS

Based on table 1, the respondents in this study were dominated by female respondents as many as 127 people (81.9%) while the remaining 28 male respondents (18.1%). The age of the majority of respondents (63.9%) ≤ 30 years, respondents were dominated by nurses (63.9%), most were not civil servants and the majority of respondents had a working period of > 2 years as many as 89 people (57.4%).

Table 1. Characteristics of Respondents

Characteristics	n	%
Gender		
Female	127	81,9
Male	28	18,1
Age		
≤ 30 Years	99	63,9
> 30 Years	56	36,1
Type of officer		
Doctor	8	5,2
Dentist	1	,6
Nurse	99	63,9
Midwife	9	5,8
Medical Technician	8	5,3
Pharmacy	10	6,6
Public health	2	1,3
Other Health	5	3,3
Workers		
Non Health Workers	13	8,6
Employment status		
PNS/CPNS	22	14,2
PPPK	15	9,7
Honors	44	28,4
Permanent	5	3,2
Contract	49	31,6
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Other	4	2,6
Length of work		
≤ 2 Years	66	42,6
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Source: Data Primer, 2020

The results of the analysis of this study use the Path Analysis test, namely path analysis using intervening variables to see the direct and indirect effect of the independent variable through the intervening variable on the dependent variable.

Regression Analysis (EC and JC against JS)

Based on the Regression Model I output in table 2 coefficients, it is known that the significance value of the EC variable = $0.003 < 0.05$. These results conclude that regression model I, namely the EC variable has a significant effect on JC. The value of R² or R Square found in the Summary Model table is 0.056, which means that the contribution or contribution of EC's influence on JC is 5.6%, while the remaining 94.4% is the contribution of other variables was not included in the study. For the value of e1, it can be obtained from $e1 = \sqrt{1-0.056} = 0.971$.

Based on the Regression Model II output in table 2 coefficients, it is known that the significance value of the variable EC = $0.780 > 0.05$ and JC = $0.026 > 0.05$. These results conclude that regression model II, namely the EC variable does not effect on JS, while the JC variable has a significant effect on JS. The magnitude of the R² or R Square value found in the Model Summary table is 0.036, meaning that the contribution or contribution of the influence of EC and JC on JS is 3.6% while the remaining 96.4% is the contribution of other variables not included in the research. For the value of e2, it can be obtained from $e2 = \sqrt{1-0.036} = 0.981$.

Table 2. Regression Analysis of the Effect of Ethical Climate and Job Crafting on Job Satisfaction of Health Workers in West Sulawesi Hospital

Regression Model	Standardized Coefficients	Sig.	R. Square
Ethical Climate> Job Crafting	0,237	0,003	0,056
Ethical Climate> Job Satisfaction	0,023	0,036	0,780
Job Crafting> Job Satisfaction	0,184	0,036	0,026

Source: Primary Data, 2020

It is known that the direct effect given by EC on JS is 0.023. Meanwhile, the indirect effect of EC through JC on JS is the multiplication of the beta value of EC against JC with the beta value of JC on JS, namely: $0.237 \times 0.184 = 0.043$. Then the total effect given by EC on JS is the direct effect plus the indirect effect, namely: $0.023 + 0.043 = 0.066$.

Path Analysis

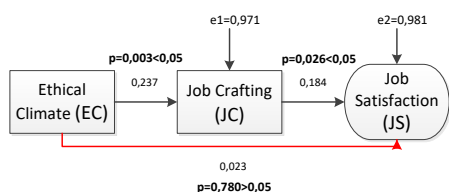


Figure 1. Path Analysis of the Effect of Ethical Climate and Job Crafting on Job Satisfaction

DISCUSSION

Based on the Regression Model I output, it was found that the EC variable had a significant effect on JC. As for the Regression Model II output, it was found that the EC variable did not affect on JS, while the JC variable had a significant effect on JS. These results represent the findings in this study that JC mediates EC in increasing employee JS. Based on the results of

the above calculations, it is known that the value of the direct effect is 0.023 and the indirect effect is 0.043, which means that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly EC through JC has a significant effect on JS. Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". A supportive ethical climate can affect employee commitment in the organization, so it is assumed that a high commitment to the organization can facilitate the emergence of Job Crafting among organizational staff.¹⁹

This is in line with the research of Sengkey and Meiyanto, which found that a positive work ethic climate is related to increasing employees' proactive efforts to make changes towards balancing job demands and job resources. This relationship is a predictor of the working climate together with transformational leadership, so that it makes a positive contribution to Job Crafting. This means that the more positive the perceived work climate is, the higher the Job Crafting for hospital staff.²

The climate that supports Job Crafting in Tehrani Neshat's research, that a supportive ethical climate can facilitate employees to explore in finding work methods that can increase job satisfaction and reduce job fatigue. Work fatigue in the form of emotional exhaustion and depersonalization that develops together with a bad ethical climate in the organization, is influenced by professional values. The existence of a healthy ethical climate can guarantee the professional values of the organization and significantly increase job satisfaction and the quality

of health services.²⁰ This is in line with Kim in his research finding that an ethical climate that is mediated by motivational factors in the form of professionalism values has a positive impact on the job satisfaction of health workers.²¹

Health care workers who have positive work satisfaction can defend the rights of patients according to their values and beliefs in quality health services. Health workers who serve patients with an ethical climate will get personal satisfaction when they work. The ability of health workers to improve the quality of services depends on their work arrangements. The decline in the quality of health services may be due to excessive job demand. Hallin et al. revealed this was due to a non-supportive organizational culture that failed to support the work of hospital employees.²²

The ethical climate is a function of organizational performance and procedures that vary between individuals and organizations. The ethical climate is defined as the values, norms, beliefs, behaviors, and habits that affect staff performance in the hospital.²³ A healthy ethical climate can facilitate ethical decision-making. The relationship between ethical climate and job satisfaction is in line with Abou Hashish E's research, that there is a positive relationship between ethical climate and job satisfaction, professional competence, personal care, organizational support, organizational commitment, satisfaction with the quality of health services, convention management, conflict in place, work, career beliefs, efficiency effects, and collaboration between doctors and nurses.¹⁵

The ethical climate plays a major role for health workers who feel satisfied at work and have quality health services. Job satisfaction is defined as a component of the quality of professional life to helping others, namely patients. Storch²⁴ stated that the pleasant feeling obtained in health care is an index of job satisfaction. Health workers in the emergency department were found to experience work fatigue more due to the high level of work experience and many accept passive adaptive models while carrying out their jobs. Providing organizational support, training and cognitive empathy from the organization are factors that can increase job satisfaction for health workers.²⁵ This results in a better ethical climate, where health workers will respond well if there is ethical tension and causes of dissatisfaction in the workplace can decrease.

A poor ethical climate is characterized by developing emotional exhaustion in hospitals.²⁶ Yuhyung in his research found the role of emotional exhaustion and work ambiguity as mediation towards manager job crafting in reducing employee turnover. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. A satisfying ethical climate can increase personal motivation which will have an impact on the performance of health workers. The ethical climate increases when the organization encourages work motivation for health workers. Employee motivation to fulfill the need for positive self-evaluation has an impact on job satisfaction through job crafting.²⁷

A professional work climate is characterized by acceptance of ethical codes, regulations, management, and voluntary work requests. By providing appropriate job crafting from the organization it can encourage work motivation, internalization of professional norms and values which will lead to better job satisfaction.²⁰ Job satisfaction is achieved so that the quality of health services can be optimal for patients. In providing a motivational boost, management must identify the dimensions of its employees' work activities in job crafting, apart from training and direct feedback.

CONCLUSION AND RECOMMENDATION

Job crafting mediates an ethical climate to increase employee job satisfaction. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. To improve the ethical climate by providing motivation, management must identify the dimensions of employees' work activities in job crafting, apart from training and feedback from direct superiors.

Some questions arise from this study, how nurses can do job crafting while most of prosedur in patients care have a standard procedure, which can be a stressor for nurses. They should do repetition procedure leading to bored job. It is recommended for future research is doing qualitative research to explore the job crafting among nurses.

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Editor Desicion (25 Agustus 2021)

[MKMI] Editor Decision

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Nur Arifah <uhjournal@unhas.ac.id> Wed, Aug 25, 2021, 11:44 PM

to me, Lalu, Eka, Indah

Andi Indahwaty Sidin, Lalu Mumahammad Saleh, Eka Fatmawati, Indah Nur Insani:

We have reached a decision regarding your submission to Media Kesehatan Masyarakat Indonesia, "The Effect of Climate Ethics on Job Crafting and It's Impact on Job Satisfation of Health Officers in West Sulawesi Hospital".

Our decision is: Revisions Required

Media

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Do Ethical Climate Have Impact on Job Satisfaction of Staff in West Sulawesi Hospital, Indonesia

Apakah Iklim Etika Berdampak pada Kepuasan Kerja Staf di Rumah Sakit Sulawesi Barat, Indonesia

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B. Ludo ?

ABSTRACT

Job crafting development refers to employees' efforts to make changes to their work, be it physical, cognitive, or character at work. This study aims to see the effect of ethical climate on the job crafting of health workers and its impact on job satisfaction. This research is a quantitative study with a cross-sectional study approach. The population consisted of health workers at RSUD Mamuju, RS Bhayangkara Polda Mamuju and RS Mitra Manakarra Mamuju, West Sulawesi Province with 155 employees selected as samples. Samples were selected by quota sampling, then analyzed using the Path Analysis test at SPSS 20. The value of standardized coefficients beta as a direct effect is 0.023 and the indirect effect is 0.043, meaning that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly the Ethical Climate (EC) through Job Crafting (JC) has a significant effect on Job Satisfaction (JS). Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". JC mediates EC in improving employee JS. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. To improve the ethical climate by providing a motivational boost, management must identify the dimensions of employee work activities in job crafting, apart from training and feedback from direct superiors.

ABSTRAK

Pengembangan job crafting mengacu pada upaya karyawan dalam melakukan perubahan-perubahan atas pekerjaannya, baik itu sifat fisik, kognitif, maupun karakter dalam bekerja. Penelitian ini bertujuan untuk melihat pengaruh iklim etika terhadap job crafting tenaga kesehatan serta dampaknya terhadap kepuasan kerja. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan cross-sectional study. Populasi adalah pegawai kesehatan RSUD Mamuju, RS Bhayangkara Polda Mamuju, dan RS Mitra Manakarra Mamuju, Provinsi Sulawesi Barat dengan 155 pegawai terpilih sebagai sampel. Sampel dipilih secara quota sampling, kemudian dianalisis menggunakan uji Path Analysis pada SPSS 20. Nilai standardized coefficients beta sebagai pengaruh langsung sebesar 0,023 dan pengaruh tidak langsung sebesar 0,043 artinya nilai pengaruh tidak langsung lebih besar dibandingkan dengan nilai pengaruh langsung. Hasil tersebut menunjukkan bahwa secara tidak langsung iklim etika (EC) melalui Job Crafting (JC) mempunyai pengaruh signifikan terhadap kepuasan kerja (JS). Sehingga, "ada pengaruh EC (X) melalui JC (Y) terhadap JS (Z)". JC memediasi EC dalam meningkatkan JS karyawan. Job crafting dapat mempengaruhi kepuasan kerja apabila petugas rumah sakit memiliki faktor pendukung lain yaitu iklim etika. Meningkatkan iklim etika dengan memberikan dorongan motivasi, manajemen harus mengidentifikasi dimensi kegiatan kerja karyawannya dalam job crafting, selain dari pelatihan dan umpan balik dari atasan langsung.

INTRODUCTION

In facing the future model society which is currently better known as the era society 5.0,¹ the health sector also contributes to responding to change. The hospital industry adopts a bottom-up approach that allows employees to actively participate in innovation and creativity.² This development is called job crafting which refers to the efforts of employees to make changes to their work, be it physical, cognitive, or character traits at work.³ Job crafting is one factor influencing job satisfaction.

In terms of job satisfaction, the study of health personnel done by Indonesia Health Ministry found that there were still 23,9% health personnel in Indonesia felt dissatisfied with their job and majority of these group were from west Sulawesi.⁴ Some literature found that job satisfaction is influenced by some factors, such as diversity, personality, value, job crafting, self esteem, self efficacy, optimism, self undermining and motivation.^{5,6} Therefore, the researcher are interested to do study about job crafting in west Sulawesi.

Furhtermore, Job crafting (JC) is a modification of work conditions related to work relationships and the meaning of the job itself. Wrzesniewski and Dutton classify the terms of worked production in three aspects, namely, task crafting, relational crafting, and cognitive crafting.⁷ This JC involves physical and cognitive work restrictions. Changing employee work boundaries is by changing the form or quantity of activity at work, while cognitive change is by changing the employee's view of work.³

Job crafting changes the basic desires in employees by finding positive meanings in the workplace and building a positive sense of identity in the organization. The benefits of job crafting for organizations can be found the in previous research, which found that job crafting has a relationship and a role in improving employee performance in the organization.⁸ Several studies on job crafting have also been carried out, such as the role of employee job crafting in facing changes in organizations.⁹

As with the role of job crafting in organizations, when combined with the organizational climate, it will further encourage employee performance levels.² Organizational climate is closely related to the process of creating a work environment that is conducive to establishing harmonious relationships and cooperation between all individuals or human resources in the organization.¹⁰

Organizational climate includes an ethical climate, namely personal hygiene professional perceptions of organizational climate, which affects behavior and attitudes.¹¹ In health care, these are described as "implicit and explicit values that drive the availability of health services and shape the workplace in which health services are provided". Organizational ethics in health care relates to issues such as allocation of resources,¹² workplace ethics and ethical climate in health care.¹³

A positive ethical climate can create job satisfaction for employees. In carrying out the job crafting process, it cannot be separated from the characteristics of the job it'self. Job characteristics are one of the factors that affect

employee job satisfaction. Hackman and Old-hama's job characteristic models are a way to enrich a job (job enrichment) which is specified as 5 core characteristic dimensions, namely skill variety, task identity, autonomy, and feedback. Each core dimension of the job includes the main aspects of the job material that will affect job satisfaction.¹⁴ The greater the diversity of work activities carried out, the more meaningful the person's feelings are.

The ethical climate plays a key role in determining job satisfaction and commitment of healthcare workers.¹⁵ However, there is still a lack of research that examines the role of job crafting in mediating the ethical climate for health workers to increase job satisfaction. Based on this background, researchers developed research to see the influence of the ethical climate on the job crafting of health workers and its impact on job satisfaction.

MATERIAL AND METHOD →

This research ^(is a) quantitative study with a cross-sectional study approach. This study was conducted in 2020 at 3 hospitals in West Sulawesi. The population of this study were all hospital staff totaling 614 officers in Mamuju Regency, West Sulawesi, namely: RSUD Mamuju, RS Bhayangkara Polda Mamuju and RS Mitra Manakarra Mamuju. The sampling technique was quota sampling, totaling 155 hospital staff who were selected as samples with inclusion and exclusion criteria. The inclusion criteria are hospital staffs who are currently active in health services. The exclusion criteria were: hospital staff who were sick, were on leave,

were in training, were attending a study assignment program during the study. The research instrument used as a tool to collect data in this study is a structured questionnaire that has been valid and reliable.

The Ethical Climate (EC) instrument uses 15 items from the Ethical Climate Questionnaire developed by Cullen including the dimensions of care, independence, law and code, rules and instrumentals.¹⁶ EC was measured using a 4-point Likert scale from 1 (strongly disagree) to 4 (strongly agree). The Job Crafting (JC) Instrument uses 21 items from the Job Crafting Questionnaire developed by Tims and Bakker.¹⁷ Among them consist of the dimensions of structural work resources (5 items), hindering job demands (5 items), social work resources (5 items), and challenging job demands (5 items). JC is measured using a 4 point Likert scale from 1 (never) to 4 (always). The Job Satisfaction (JS) instrument uses 15 items from the Job Satisfaction Scale developed by Warr, Cook and Wall.¹⁸ Among them consist of the dimensions of intrinsic job satisfaction (8 items) and extrinsic job satisfaction (7 items). JS was measured using a 6 point Likert scale from 1 (very dissatisfied) to 6 (very satisfied). Analyzed data using the Path Analysis test at SPSS 20. The results of data analysis in this study ^(are) presented in tabular form accompanied by an explanation in the form of a narrative.

RESULTS

Based on table 1, the respondents in this study were dominated by female respondents as many as 127 people (81.9%) while the re-

maining 28 male respondents (18.1%). The age of the majority of respondents (63.9%) ≤ 30 years, respondents were dominated by nurses (63.9%), most were not civil servants and the majority of respondents had a working period of > 2 years as many as 89 people (57.4%).

Table 1. Characteristics of Respondents

Characteristics	n	%
Gender		
Female	127	81,9
Male	28	18,1
Age		
≤ 30 Years	99	63,9
> 30 Years	56	36,1
Type of officer		
Doctor	8	5,2
Dentist	1	,6
Nurse	99	63,9
Midwife	9	5,8
Medical Technician	8	5,3
Pharmacy	10	6,6
Public health	2	1,3
Other Health	5	3,3
Workers		
Non Health Workers	13	8,6
Employment status		
PNS/CPNS	22	14,2
PPPK	15	9,7
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Source: Data Primer, 2020

The results of the analysis of this study use the Path Analysis test, namely path analysis using intervening variables to see the direct and indirect effect of the independent variable through the intervening variable on the dependent variable.

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Based on the Regression Model I output in table 2 coefficients, it is known that the significance value of the EC variable = 0.003 < 0.05 . These results conclude that regression model I, namely the EC variable has a significant effect on JC. The value of R2 or R Square found in the Summary Model table is 0.056, which means that the contribution or contribution of EC's influence on JC is 5.6%, while the remaining 94.4% is the contribution of other variables was not included in the study. For the value of e1, it can be obtained from $e1 = \sqrt{1-0.056} = 0.971$.

Based on the Regression Model II output in table 2 coefficients, it is known that the significance value of the variable EC = 0.780 > 0.05 and JC = 0.026 > 0.05 . These results conclude that regression model II, namely the EC variable does not effect on JS, while the JC variable has a significant effect on JS. The magnitude of the R2 or R Square value found in the Model Summary table is 0.036, meaning that the contribution or contribution of the influence of EC and JC on JS is 3.6% while the remaining 96.4% is the contribution of other variables not included in the research. For the value of e2, it can be obtained from $e2 = \sqrt{1-0.036} = 0.981$.

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Job Crafting > Job	0,184	0,036	0,026

Satisfaction

Source: Primary Data, 2020

It is known that the direct effect given by EC on JS is 0.023. Meanwhile, the indirect effect of EC through JC on JS is the multiplication of the beta value of EC against JC with the beta value of JC on JS, namely: $0.237 \times 0.184 = 0.043$. Then the total effect given by EC on JS is the direct effect plus the indirect effect, namely: $0.023 + 0.043 = 0.066$.

Path Analysis

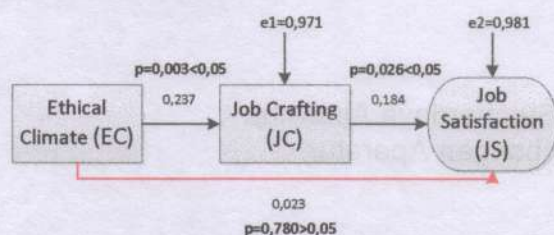


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Based on the Regression Model I output, it was found that the EC variable had a significant effect on JC. As for the Regression Model II output, it was found that the EC variable did not affect on JS, while the JC variable had a significant effect on JS. These results represent the findings in this study that JC mediates EC in increasing employee JS. Based on the results of the above calculations, it is known that the value of the direct effect is 0.023 and the indirect effect is 0.043, which means that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly EC through JC has a significant effect on JS. Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". A supportive ethical climate can

affect employee commitment in the organization, so it is assumed that a high commitment to the organization can facilitate the emergence of Job Crafting among organizational staff.¹⁹

This is in line with the research of Sengkey and Meiyanto, which found that a positive work ethic climate is related to increasing employees' proactive efforts to make changes towards balancing job demands and job resources. This relationship is a predictor of the working climate together with transformational leadership, so that it makes a positive contribution to Job Crafting. This means that the more positive the perceived work climate is, the higher the Job Crafting for hospital staff.²

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The ethical climate plays a major role for health workers who feel satisfied at work and have quality health services. Job satisfaction is defined as a component of the quality of professional life to helping others, namely patients. Storch²⁴ stated that the pleasant feeling obtained in health care is an index of job satisfaction. Health workers in the emergency depart-

ment were found to experience work fatigue more due to the high level of work experience and many accept passive adaptive models while carrying out their jobs. Providing organizational support, training and cognitive empathy from the organization are factors that can increase job satisfaction for health workers.²⁵ This results in a better ethical climate, where health workers will respond well if there is ethical tension and causes of dissatisfaction in the workplace can decrease.

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A professional work climate is characterized by acceptance of ethical codes, regulations, management, and voluntary work requests. By providing appropriate job crafting from the organization it can encourage work motivation, internalization of professional norms and values which will lead to better job satisfaction.²⁰ Job satisfaction is achieved so that the quality of

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CONCLUSION AND RECOMMENDATION

Job crafting mediates an ethical climate to increase employee job satisfaction. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. To improve the ethical climate by providing motivation, management must identify the dimensions of employees' work activities in job crafting, apart from training and feedback from direct superiors.

Some questions arise from this study, how nurses can do job crafting while most of prosedur in patients care have a standard procedure, which can be a stressor for nurses. They should do repetition procedure leading to bored job. It is recommended for future research is doing qualitative research to explore the job crafting among nurses.

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