

# ***The Influence of Job Involvement, Job Characteristics and Organizational Commitment on the Employee's Performance of District Government***

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## **ABSTRACT**

This study aims to obtain the explanation finding which tested about the influence of: (1) job involvement, job characteristics and organizational commitment, (2) job involvement, (3) job characteristics and (4) organizational commitment on the employee's performance of district government in the Province of Bali. This research used causal quantitative research design. The subject of this study are district government employees and its object are job involvement, job characteristics, organizational commitment and performance. The population of study were civil servants who were spread in seven district government in the Province of Bali. The determination of the sample in study had done through two stages random, there are random phase to select (1) the district governments which are carried out using the simple random sampling technique and (2) employees who are spread in the district government which are selecting as sample by using stratified random sampling technique. Data were collected by using questionnaire and equipped with structured interview techniques, then analysed by path analysis. The findings of the research show that (1) job involvement, job characteristics and organizational commitment have (2) job involvement has, (3) job characteristics has and (4) organizational commitment has a significant influence on the employee's performance in district government of Bali Province.

**Keywords:** *Job characteristics and involvement, Organizational commitment, Performance*

## **1. INTRODUCTION**

The regency local government is a non-profit origination which it's tasks runs the functions of giving service, organizing, developing, representing, and coordinating and planning [1], [2] In carrying out the functions of proving services to the community, it is necessary to integrated government as provider, employees as service providers, and community as service users [3]. The service provided to community can be both physical and administrative services [4]. In order for the implementation of this functions to run well, the government issued a law number 22 of 1999 concerning regional autonomy which provides an opportunity for local government to organize regional autonomy in order to be more close services to the public who need it. Even thought, the reality showed that there are still many people who use public services who has impression of sympathetic and disappointed in the attitudes and behavior of district government employees that should a public

servant, set an example and become the foundation of the region development are changed into community leaders. Poor quality of services can be tracked of many complaints that made by the public, especially relating to winded service and tend to be bureaucratic, high cost, there are additional levies, the behavior of the authorities is more like an official than a public servant, and discriminatory services.

This gives an indication of the presence of symptoms that employees districts government in the Province of Bali which is less clean, less authoritative, and less upholds its mission as servants of the state and society. Reference [5] suspect that the cause of this negative image due to lack of government attention to the needs of society and on the other hand people's demands for quality, quantity and speed of service continue to experience an increase in line with the dynamic needs of the community. In addition, the implementation of regional autonomy that do not can be carried out

smoothly due to limited aspects of human resources and institutions in the area.

The issue of the relatively low quality of services provided by employees of local government district in Bali Province based on observations in the field while allegedly because it is still relatively low level of employee in the job involvement, job characteristics and organizational commitment is owned by a government employee districts in doing their job. Even though according to [6] job involvement, [7] job characteristics and [8] organizational commitment affected employees performance in the public sector.

[9] in his research finding revealed that performance that is not optimal in local government employees of Buleleng district was indicated by the number of work done by the employees that not reached the target and did not balance the needs of the community, employee involvement in work is still low, job characteristics that do not provide work variation; meaningful work; work autonomy; and work feedback, lack of awareness and cannot be trusted in completing of work, lack of enthusiasm in carrying out new of assignments, and the sense of work responsibility is still very small.

All of this will affect the low performance of district government employees in achieving organizational goals. This fact is also supported by the findings of research conducted at the [10], which shows that the productivity of civil servants in Indonesia is still very low, that is the average work productivity has just of 51.40%. This fact gives an indication implicitly that the performance of government officials districts in the Province of Bali is still relatively low because the district government officials in Bali also included civil servants. Not achieving performance targets local government services as expected by the central government due to the still relatively low in job involvement of human resources, commitment of employees to the organization and job characteristics that have not provided work variation; meaning of work; job feedback to employees at work and the freedom of employees to control his own work because they have to wait for conditions or orders from superiors [11]. All of this will affect the low level of the performance of services of government employees districts in the Province of Bali in achieving organizational goals

This Problem indicated that the leadership of local government districts in the Province of Bali need empirical information about job involvement; job characteristics; organizational commitment and employee performance and the effect of job involvement, job characteristics and organizational commitment on performance accurately as consideration for taking decisions in improving, preventing, and solving the problem of job involvement, job characteristics, organizational commitment and high performance who were be faced by employees. This is

confirmed by [12] who said that job involvement, job characteristics, organizational commitment and high performance to give a hint that the organization is well managed and fundamentally would result in an effective behavior management.

## **2. LITERATURE REVIEW**

Job involvement is a process by which an employee identifies his job to be actively involved in it and considers important performance that is beneficial to him. This is supported by the opinion of [13] who reveal that "Job involvement represents the extent to which an individual is personally involved with his or her work role". In addition, the same thing was also expressed by [14] who said that "Job involvement is the degree to which a person identifies with his or her job, actively participates in it, and consider his or her performance important to self-worth". On the other hand, [15] also revealed that job involvement is a form of commitment of an employees in involving the role and concern for work both physically, knowledgeable and emotionally and considers the work he does is very important and has a strong belief to be able to complete it. From the opinions of the experts above, it can be concluded that the job involvement the same of the employee participation in a role and care for his job both physically, knowledgeable and emotionally and considers the work he does is very important and has a strong belief to be able to complete it. Including the involvement or participation of employees in making decisions and solving problems related to work improvement, such as improving quality, making decisions productively, using efficient work method, increasing safety, and employee retention.

There seven characteristics of employees who have high job involvement, namely spending time at work, high concern for work, satisfaction with work, high commitment to the profession an organization, giving the best effort to the company, low absenteeism and turnover rates and high of the employee motivation [16] On the other hand, Luthans states that there are three dimensions of psychological conditions that can increase employee job involvement, namely feeling of meaning, safety, and availability. This is also confirmed who said that there four dimensions used to view job involvement, including power, information, knowledge and skills, and rewards.

Job characteristics are a plan in designing that shows how the job is described into five core dimensions, that is skills variety, task identity, the meaning of task, autonomy, and feedback [14]. The same thing is also emphasized by [17] in the theory of job characteristics which say that a job can give birth to three psychological conditions in employee, namely experiencing the meaning of work, taking responsibility for the work results, and knowledge of work results which in the end these three psychological conditions will affect internal

work motivation, work quality, absenteeism and employee turnover. In this regard, emphasizes that there are five intrinsic features of work that show the relationship between job satisfaction and performance as follows.

- 1) Skill variety, namely the large variety of skills needed to carry out work. The more skills used in doing on the job, the more attractive of the job.
- 2) Task identity is the degree to which the overall completion of the work can be seen as a person performance. The task is perceived as part of a large job and is not felt as a burden that creates dissatisfaction.
- 3) Task significance is the degree to which work has an impact on the lives of others both inside and outside the company. If the task is felt to be important and meaningful by the worker then he will tend to feel satisfaction at work which in turn will increase employee productivity and performance.
- 4) Autonomy is the level of freedom, independence, and policies that employees have in planning a job and finding ways to use it to carry out the job. This is also confirmed by [14] who states that work autonomy is the degree of freedom of the work holder, the independence and the breadth needed to schedule work and decide what procedures to use to complete the work.
- 5) Feedback, which is one of the effective ways to improve employee performance in the organization by supervisors to convey information about the effectiveness of the performance achieved by employees in carrying out work.

Reference [18] defines that “commitment is a job attitude or belief that reflects the relative strength of individual’s identification and involvement in a particular organization”. In addition, [19] and [12] view that “organizational commitment as the result of three factors: acceptance of organization’s goals and value, willingness to help the organization achieve its goals, and the desire to remain within the organization”. Reference [20] have developed three models of organizational commitment factors, namely affective commitment, continuance commitment, and normative commitment. In detail, the three models of organizational commitment are described as follows.

- 1) Affective commitment, which is part of organizational commitment which emphasizes the importance of congruence between employee values and goals with organizational value and goals. The more capable the organization is to generate confidence in employee who make their personal values and goals have in common with the values and goals of the organization, the higher the

employee’s commitment to the organization where he works.

- 2) Continuance commitment is part of the organizational commitment in which employees will stay or leave the organization because they see rational considerations in terms of profit and loss.
- 3) Normative commitment is one part of organizational commitment where the employee stays in the organization because he feels an obligation.

Reference [17] groups the characteristics of organizational commitment into ten, namely always trying to make the organization successful, always looking for information about the organization, always looking for a balance between organizational goals personal goals, trying to maximize contribution work, pay attention to work relations between organizational unit, think positively about criticism from colleagues, place organizational priorities about their department, do not see other organization as more attractive units, have confidence that the organization will develop, and think positively of the top leaders of the organization.

Performance is a record of the outcome resulting from a job function or specific activity during a specific time period [15] There are three types of performance assessment different from each other, namely results-based performance evaluation; behavior-based performance evaluation; and judgment-performance evaluation. In this study, measurement or assessment of employee performance will refer to the judgment-performance evaluation approach that is the type of performance assessment that assess or evaluate the performance of employees is based on the description of specific behaviors. In other hand, [21] and [22] says there are eight dimensions or criteria that need attention in assessing the performance of employees is based on the description of specific behaviors, namely quantity of work that is the amount of work done within a specified time period; The quality of work is the quality of work achieved under the terms of suitability and readiness; job knowledge that is the extent of knowledge about jobs and skills; creativeness originality of the ideas that were raised and measures to resolve the problems that arise; cooperation is the willingness to cooperate with others (fellow members of the organization); dependability that awareness and credible in terms of attendance and completion of the work; Initiative that is the spirit to carry out new tasks and the increase of its responsibilities; and the personal qualities that is concerning personality, leadership, friendliness, and personal integration.

The results of the literature review found theoretically or hypotheses that job involvement, job characteristics and organizational commitment interact with each other in forming of employee’s performance [14]. Job involvement directly affects employee’s performance.

[23]; [12]; dan [15]. Job characteristics that include skills variety, task identity, task significance, work autonomy and psychological feedback affect employee performance [24]; [13] ; dan [25] Organizational commitment also effects employee performance [26];[27]; [28] Job commitment, job characteristics and organizational commitment jointly affect employee performance [6], and [14].

### 3. METHOD

This research used causal quantitative research design. The subject of this study are district government employees and its object are job involvement, job characteristics, organizational commitment, and performance. The population of study were civil servants who were spread in seven district government in the Province of Bali. The determination of sample in this research was carried out through a two-step random, namely random stage (1) selecting district government which was carried out by using random sampling technique and (2) employees who are spread in the district government which are selecting as sample by using stratified random sampling technique. Data were collected by using questionnaire and equipped with structured interview techniques, then analyzed by path analysis.

## 4. RESULTS AND DISCUSSION

### 4.1. Results

In the results presented research findings concerning the causal relationship job involvement, job characteristics and organizational commitment on performance at the employee's district government in the Province of Bali as shown in Table 1.

The research results in Table 1 show that job involvement, job characteristics and organizational commitment have a significant influence on performance at the employee's district government in the Province of Bali because  $p\text{-value} = 0.0000 < \alpha = 0.05$  with influence relationship to reach 76.43% and the rest it 23.57% had influenced by other variables relationship in the outside of study model. Another variables that strongly to influence performance are job competency, work motivation, job opportunities and quality of work life [13] The contribution effect of job involvement, job characteristics and organizational commitment on performance 58.42%. Findings from this study indicated that job involvement, job characteristics and organizational commitment have play role together in the effort to support the formation of performance the employee's districts government in the Province of Bali.

Job involvement has a significant influence on performance at the employee's district government in the Province of Bali because  $p\text{-value} = 0.0002 < \alpha = 0.05$  with influence relationship to reach 38.90%. Contribution effect of job involvement on performance 15.13%. Findings of this study showed that job involvement has its own role in the effort to support the formation of performance the employee's districts government in the Province of Bali.

Job characteristics has a significant influence on performance at the employee's district government in the Province of Bali because  $p\text{-value} = 0.0003 < \alpha = 0.05$  with influence relationship to reach 30.07%. The contribution effect of job characteristics on performance 9.04%. Findings of this study showed that job characteristics has its own role in the effort to

**Table 1.** The Path Analysis Results of the Influence of Job involvement ( $X_1$ ), Job Characteristics ( $X_2$ ) and Organizational Commitment ( $X_3$ ) on Performance ( $Y$ ) at the Employee's District Government in the Province of Bali

Parameter	Coefficient	p-value	$\alpha$	Decision	Conclusion
$r_{X_1X_2}$	0.4001	0.0001	00.05	Reject Ho	$x_1$ and $x_2$ are related
$r_{X_2X_3}$	0.3208	0.0003	00.05	Reject Ho	$x_2$ and $x_3$ are related
$r_{X_3X_1}$	0.3812	0.0002	00.05	Reject Ho	$x_3$ and $x_1$ are related
$R_{yX_1X_2X_3}$	0.7643	0.0000	0.05	Reject Ho	$x_1$ , $x_2$ and $x_3$ have a significant influence on $y$
$P_{yX_1}$	0.3890	0.0002	00,05	Reject Ho	$x_1$ has a significant influence on $y$
$P_{yX_2}$	0.3007	0.0003	00.05	Reject Ho	$x_2$ has a significant influence on $y$
$P_{yX_3}$	0.2980	0.0128	0.005	Reject Ho	$x_3$ has a significant influence on $y$
$P_{y1\epsilon}$	0.2357	-	-	-	The influence of other variables on $y$

support the formation of performance the employee's districts government in the Province of Bali.

Organization commitment has a significant influence on performance at the employee's district government in the Province of Bali because  $p\text{-value} = 0.0128 < \alpha = 0.05$  with influence relationship to reach 29.80%. The contribution effect of organizational commitment on performance 8.64%. Findings of this study showed that organizational commitment has its own role in the effort to support the formation of performance the employee's districts government in the Province of Bali.

#### **4.2. Discussion**

The results of research showed that job involvement, job characteristics and organizational commitment significantly influence on the employee performance at district governments in the Province of Bali. Findings from this study support theoretical statement of [14] who revealed that job involvement, job characteristics and organizational commitment interact with each other in forming of employee's performance. In addition, these results are also consistent with the findings of empirical research conducted by [6] who concluded that job involvement, job characteristics and organizational commitment have a significant jointly effect on the employee performance. The findings of this study gives implication that an increase in employee performance at the district governments in the Province of Bali can be done by improving the job involvement, job characteristics and organizational commitment.

The findings of the research results show that job involvement has a significant effect on the performance of government officials districts in the Province of Bali. The results of this study confirm theoretical statement of [12] dan [15] who revealed that the high employees in job involvement will be ultimately increase employee performance. On the other hand, the study results also supported the research findings empirical of [23] who concluded that job involvement has a significant influence on employee performance. Job involvement can be improved by providing opportunities for employees to take part in training and development, be involved in making important decisions, and access the operational information.

The findings of the research results show that job characteristics has a significant effect on the performance of government officials districts in the Province of Bali. The results of this study confirm theoretical statement of [24] who revealed that job characteristics that include skills variety, task identity, task significance, work autonomy and feedback psychological affect employee performance. On the other hand, the study results also supported the research findings empirical of [13] dan [25] who concluded that job characteristics has a significant influence on employee performance. Job characteristics

can be improved by providing opportunities for employees to do work with a variety of skills, work autonomy, and meaningfully for life.

The findings of the research results show that organizational commitment has a significant effect on the performance of government officials districts in the Province of Bali. The results of this study confirm theoretical statement of [28] who revealed that if the employees organizational increase, the employee's performance will also increase. On the other hand, the study results also supported the research findings empirical of [26] and ; [27] who concluded that organizational commitment has a significant influence on employee performance. Organizational commitment can be improved by providing opportunities for employees to develop emotional relationship with organization and always survive in the organization.

#### **5. CONCLUSION**

Based on the results and discussion in the previous section, the conclusions can be drawn as follows. First, job involvement, job characteristics and organizational commitment have a significant influence on performance at the employee's district government in the Province of Bali. Second, job Involvement has a significant influence on the performance at the employee's district government in the Province of Bali. Third, job characteristics has a significant influence on the performance at the employee's district government in the Province of Bali. Fourth, organizational commitment has a significant influence on the performance at the employee's district government in the Province of Bali.

This study have several limitations, including (1) collecting data using questionnaires that the answer choices are closed so that respondents tend to select answers middle choices without reading it, as the result the data were collected is subjective, (2) an employee district government as a data source have a busy high in his job so hard contacted and slow in filling out the questionnaire, and (3) the results of this research new answered to relations of a quantitative manner, but not yet answer the reason why there have a significant relationship or contribution influence in this study.

Based on the above discussion and conclusions can be presented some suggestions as follows. First, other researchers who are interested in examining the causal relationship between job involvement, job characteristics and organizational commitment variables on performance are expected to develop this research model by including variable of job competency, work motivation and opportunities as the third independent variable and quality of work life as a second moderating variable which affects employee both directly and indirectly. For the district government in Bali Province had been expected to increasing employee's performance

by focusing on the increasing of the job involvement, job characteristics and organizational commitment because the results of the study indicate that these three variables have a significant effect on the performance of employees both directly and indirectly.

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