



Contribution of Understanding Job Description and Workload with Readiness to Change in Employees

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Abstract. This study aims to determine the influence of understanding job descriptions and workloads on employee readiness to change. Individual understanding of the responsibilities that must be carried out in an organization, agency, or company is essential to be considered by employees, especially in the face of system changes that will be implemented. An employee needs an understanding of the job description and is at the optimum workload to face difficulties and survive in the face of change. This is quantitative research with multiple regression data analysis methods. The results of this study show that understanding job descriptions positively correlates with being ready to change. In contrast, the amount of work negatively correlates with being prepared to change.

Keywords: Job Description · Workload · Readiness to Change

1 Introduction

Human Resources is the foundation for achieving organizational goals in every organization or agency. These conditions require employees to always be adaptive amid rapid changes in the work environment and technology. To keep up with changes, job descriptions and available workloads must be adjusted [1]. A job description is a systematic and orderly record of the duties and responsibilities of a position or job based on the reality of what, how, and why a place or job is carried out. Each field of work has its workload [2]. Says that a person's workload is the difference between the needs or responsibilities of the job and the person's skills or abilities [3].

Organizations will operate efficiently and effectively if an organization understands the workload of employees. The workload influences employees' physical and psychological conditions at work [4]. An agency's transformation towards change is directly related to human resources, namely how employees are prepared for change. Define "readiness to change" as an individual's willingness to participate in organizational development activities mentally, psychologically, or physically. Changes in the company are said to be successful if there is employee readiness to change, so companies need to consider employee readiness when facing change [5].

The era of industrial transformation 4.0 demands the ability to compete globally, especially in education. The Ministry of Education, Culture, Research, and Technology encourages state universities to transform into Legal Entity State Universities (PTN BH). Based on this policy, educational institutions are forced to change their status from state university public service agency (PTN BLU) to PTNBH. Based on preliminary field studies, employees believe that status transfer is not only a matter of titles but also demands a massive transformation in various lines, including aspects of service, governance, and human resources, to be creative, progressive, and innovative. One of the advantages is that universities have academic autonomy and freedom, which are the virtues of higher education governance in the era of globalization. The Magna Charta Universitatum states that independence requires excellence in academics, government, and financial management [6].

Furthermore, the issue of transformation becomes very important for employees. Increasing work targets not accompanied by an even distribution of workloads will reduce employee performance. Often, understanding the job description and its contribution to the given position is not a significant concern for organizations such as government and private agencies. On the one hand, the job descriptions of position holders in an organization play an important role in carrying out the duties and responsibilities of employees.

Further assessing the phenomenon, the authors found that in preparing for change, there were several new obstacles. These obstacles occur due to a need for more readiness from the organization and the employees. The explanation of these problems raised questions from researchers: "How is the picture of understanding the job description and workload with the readiness to change?" Therefore, this research is essential in the hope that when employees understand job descriptions and workloads, the contribution of employee performance can be optimal when there is a change in readiness to change. Meanwhile, this study aims to understand the gift of understanding job descriptions and workloads to employee readiness to change.

2 Method

2.1 Job Description

Every organization has employees in different positions and fields to achieve organizational goals. The division of responsibilities according to the area is explained through job descriptions. Written information regarding job descriptions and responsibilities, conditions and systems of work, and aspects of a position in the organization is called a job description [7]. Job descriptions are needed in every company or organization. An organization should describe the goals and objectives reached. A job description is a document describing an organization's duties and responsibilities. Based on the above definition, it can be concluded that a job description is a description that determines what and by whom the job should be done. A job description will make it easier for employees to carry out their duties because each divisional field has different tasks and responsibilities. Therefore, job descriptions must be explained clearly so that they are easy to understand.

Divides the job description into eight dimensions, including (1) authority, namely how much authority an employee gets in his work; (2) responsibility, namely the ability of an employee to carry out the tasks assigned and the ability to pay wages to carry out the responsibilities given by the company; (3) conditions, namely the ability of an employee or employee to see the situation and understand what must be done in the internal organization; (4) work facilities, precisely how much space is available in the organization to support work needs; (5) work results standards, specifically an employee's ability to meet the organization's work results standards; (6) competence, which is how much the employee's competence is in carrying out his work; whether the employee's knowledge of his work is good; (7) interest, or how enthusiastic an employee is about completing the assigned task; (8) skills, namely how much skill an employee has in carrying out the tasks assigned by the organization [2]. By taking into account the person's skills, it fits the task.

An organization's preparation of job descriptions can be considered one factor influencing its success. Mentions that three factors affect the job description: job title, job identification, and essential function sections [8]. For employees, the job description not only acts as a job guide; other benefits include simplifying the selection process, motivating employees' abilities, increasing employee satisfaction, developing employee potential, and identifying the organization's position in the community system [9]. From the dimensions and characteristics of the job description, it can be understood that it influences employees' work. In an organization, employees need an understanding of their duties and responsibilities at work to achieve work targets [7].

2.2 Workload

The workload is the difference between the demands or responsibilities given to the job and the abilities or capacities possessed by the individual [3]. The workload can be physical or mental, so each individual has their workload and is different from others. A high workload can result in the use of energy that is too much or excessive, and it will cause overstress on the individual. Conversely, if the individual has a low workload, it will induce feelings of saturation and boredom. This requires the organization or company to strive for an optimum workload level for each individual. The optimum workload level is a maximum limit between excessive and insufficient workloads. The workload is also endured to follow each individual's ability or capacity. Some workload calculations are usually seen from mental, physical, and temporal aspects. The mental element looks at how the person thinks and feels, the physical part looks at how the person works physically, and the time aspect looks at how the person uses their time to work [10]. Each individual has a different workload, so it needs to be considered. There are several workload dimensions: physical demand, effort, performance, mental demand, temporal demand, and frustration.

2.3 Readiness to Change

Researchers have characterized and understood the readiness to change individuals in companies in various ways. Defined individual willingness to change as an individual's beliefs, attitudes, and expectations about the necessary change and the organization's

ability to achieve the desired change successfully [11]. Individuals who want to change feel that if the company changes, there will be progress, and individuals also have a positive attitude toward change and a desire to participate in implementing organizational change [11].

Readiness to change is an individual's willingness to participate in organizational development activities mentally, psychologically, or physically. Mainly, it refers to the circumstances in which the individual will receive a high promotion score when changing. Individual readiness to change is a belief in the ability to implement the significant change (change-specific efficacy), that the proposed change is appropriate to be carried out in the organization (appropriateness), that the leader is committed to the proposed change (management support), and that the proposed change will provide benefits for members of the organization (personal valence) [11].

Readiness to change has several dimensions: change-specific efficacy, appropriateness, management support, and personal valence [11]. The measurement of change-specific effectiveness explains the individual's confidence in making the intended change. Individuals believe in their skills to change and can carry out the completion of tasks and responsibilities related to the implementation of the changes that have been prepared. The appropriateness dimension explains individuals' belief that the planned change will significantly impact the organization's profit and effectiveness when implemented. The management support dimension describes self-confidence and individual perceptions of the support provided by leaders and managers. The measurement of personal valence explains the confidence individuals possess about the benefits that individuals will obtain when the change is made. When people are sure that they will benefit from changes, they will be more open to them.

2.4 Research Methods

This study uses quantitative research methods with multiple regression techniques. This method was chosen to examine the contribution of two independent variables to one dependent variable. The variables in this study consist of the job description (X1) and workload (X2), which are independent, and readiness to change (Y) is the dependent variable. The job description scale uses the dimensions of [2], scales workload using the dimensions of (Hart and Staveland 1988), and then for readiness to change using measurements [11]. The research population is State University B employees, with a sample of 50 employees. The selection was selected using the proportional stratified random sampling technique. The instrument used is a Likert scale model of 1–5 (1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree). Descriptive statistics, simple regression, and multiple regression analyzed the data.

3 Result and Discussion

3.1 Data Description

The data in this study include job description (X1), workload (X2), and readiness to change (Y). The following is a description of the research data.

Job Description (X1)

Table 1 shows that most employees understand the job description well, 20%, while others are excellent, 15%. There 12% of employees have a pretty good performance, and another 3% need to improve at understanding job descriptions. So, on average, the knowledge of employee job descriptions is in the excellent category.

Workload (X2)

Table 2 shows that most employees have a workload in the very high category of 11%, the high category of 18%, and the medium category of 21%. So, on average, the workload of employees is very high.

Readiness to Change (Y)

Table 1. Frequency Distribution and Percentage Job Description

Interval Score	Category	Frequency	%
115	Very good	15	15
91–114	Well	20	20
67–90	Pretty good	12	12
43–66	Not good	3	3
42	Very Not Good	0	0

Table 2. Frequency Distribution and Percentage of Workload

Interval Score	Category	Frequency	%
126	Very high	11	11
102–125	Tall	18	18
78–101	Currently	21	21
54–77	Low	0	0
53	Very low	0	0

Table 3. Frequency distribution and percentage Readiness to Change

Interval Score	Category	Frequency	%
118	Very high	11	11
94–117	Tall	18	18
70–93	Currently	21	21
46–69	Low	0	0
45	Very low	0	0

Table 4. Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,586	8,143		-,195	,846
	Job Description	,396	,132	,635	2,979	,004
	Workload	1,044	,163	-,288	6,359	,000

a. Dependent Variable: Readiness to Change

Table 3 shows that most employees are ready to change in the medium category by as much as 21%, in the wide variety by 18%, and in the external array by 11%. So, the average readiness to change is in the medium category.

3.2 Multiple Regression Analysis

See Table 4.

3.3 Result

1) *Results of Development of Guidance in Language Development Field: Listening and Speaking for Deaf Child (Hard Of Hearing) in TKLB-B*

The results or product of this guide can be looked at from two different angles: how it looks and what it says.

a) *Physical Aspects*

This physical aspect can be viewed through typography and guide format. Typography is the type of paper, paper color, paper size, type of font, and several pages contained in the guidance in the language development field: Listening and speaking for deaf and hard of hearing children in TKLB-B Guidance format for the field of language development: Listening and speaking can be viewed from the cover design and content design.

b) *Content Aspects*

The content aspect of the guide consists of two aspects, namely, the contents of the cover and each component in the direction. The guide contains four chapters.

2) *Validity of the Field Guide for Language Development: Listening and Speaking*

The results of the acquisition of the validator (material expert) on all assessment items obtained a score of 4.3, which shows that the validator (material expert) on all assessment items gets possible results for the guidelines that have been developed. Furthermore, the results of the acquisition of the validator (design experts) on all assessment items obtained a score of 4.37, indicating that the results of the validator

(design expert) on all assessment items got possible outcomes for the guidelines that have been developed. While the results of the acquisition of the validator (expert practitioner) on all assessment items get a score of 3.75, indicating that the results of the validator (expert practitioner) on all assessment items get a decent result for the guidelines that have been developed.

3) *The practicality of the Field Guide to Language Development: Listening and Speaking*

The results of the practicality analysis of the guide developed can be seen through the teacher's teaching observation sheet and the obstacle/contingency sheet during the implementation using the guide. The practicality guidelines for language development indicate that listening and speaking, based on indicators of the teacher's ability to manage to learn, are excellent categories with an average score of 4.25.

While the obstacles/constraints faced during the implementation of the guidelines in the field of language development: listening and speaking for the deaf child (hard of hearing in TKLB-B by using the barriers/constraints in the implementation of learning using guidelines experienced by the teacher is when the core activities are in the activities speaking exercises sound patterns (tones) and at the time of the core activities that is training and correcting the words/formation of consonants/phonemes that appear on each material.

The constant value of readiness to change is -1.588, which states that if the variables X1 and X2 are equal to zero, namely understanding the job description and workload, the willingness to change is similar to -1.588. The X1 coefficient is 0.635, which means that every time there is an increase in the X1 variable (job description understanding) by 1%, the readiness to change will increase by 0.635, or 63.5%, and vice versa. If there is a 1% decrease in job description understanding, the willingness to change will decrease by 0.635, or 63.5%. The X2 coefficient is -0.288, which means that every time there is a 1% decrease in the X2 variable (workload), then the readiness to change will increase by 0.288 or 28.8%, and vice versa if there is an increase in workload by 1%, the willingness to change will decrease by 0.288 or 28.8%.

3.4 Discussion

Researchers found several previous literature reviews that discussed understanding job descriptions, workloads, and also readiness to change for employees, which were reviewed in the following Table 5:

Job Description towards Readiness to Change

Based on the data obtained from 50 employees at University B, it is concluded that there is an influence between job description and readiness to change in employees at University B. For an organization, change is absolute. The system is further divided into subsystems (divisions, employees, departments, and people in charge), which will continue to change along with the restructuring and changes in work output until new employees leave. Then these changes continue to take place on a large scale, and organizations need to survive consistently and adapt to the competitive market competition.

Based on research results from several studies, it was found that job descriptions are one of the factors of readiness to change for employees. However, no research

Table 5. Tabulation of Research Results

Researcher name and year	Research methods	Research result
(Rohyati 2016)	Interview & Observation	Based on the results of the assessment, it was found that employees in the LP25 work unit could not achieve work effectiveness such as the lack of cooperation and individualism were one of the underlying aspects was the impact of a lack of understanding of the tasks assigned and the absence of details related to duties and responsibilities.
(Hami and Hinduan 2016)	Quantitative	University X is not ready to accept the discourse of change or readiness to change for low employees. Dual things that are a significant cause are vision of change, namely a lack of understanding related to change and low employee acceptance of change.
(Nurhayati, Chahyono, and Herminawaty 2016)	Observation and Questionnaire	Employees of PT Semen Tonasa IV have a great responsibility for the job description given to them so as to increase the work productivity of the company.
(Raju and Banerjee 2017)	Questionnaire and interview	Updating the job description when there is a change in the position or organizational structure can have implications for the quality of employee performance.
Diona & Daheshsari (2016)	Questionnaire distribution	The results of the research conducted at the X Foundation with 21 employees as participants are that employees' perceptions of their superiors have a major impact on readiness to change within the organization.
van Jaarsveld et al. (2010)	Questionnaire	This study uses three variables, namely job demands, emotional exhaustion, and rudeness to customers. This research was conducted with participants as many as 950 employees who work as customer service. The results of the study stated that the employee's impoliteness towards customers was caused by a workload that was too high which was channeled into emotional exhaustion.
Saragih (2015)	In-depth Interview	This research was conducted on employees of PT. KAI to determine readiness to change seen from the individual attributes. This study resulted in 9 categories of individual attributes, namely transformational leadership, transactional leadership, life experience, psychological capital, organizational commitment, trait of leader, trait of follower, value of leader, and value of follower.
Suwaroyo et al. (2016)	Questionnaire	This study aims to determine the relationship between organizational culture, organizational commitment, and readiness to change. The subjects of this study were 190 people who were MLCI employees. The results of the study stated that organizational culture has a positive influence on organizational commitment so as to increase the readiness to change in employees as well.

explicitly discusses the relationship between these variables. When there is a change in the organization that involves many employees, it is essential to reconstruct the job description to increase employees' competence [1]. From an organization's point of view, job descriptions are helpful because they help employees be more effective and productive [12, 13]. Moreover, changes on a large scale involve human resources in large institutions such as universities, where every step taken affects the entire work and learning system.

Job descriptions made specifically and easily understood by employees will make it easier for the organization to prepare for change. The percentage of factors affecting work effectiveness [12] shows only 19% of employees understand their duties and responsibilities. Compared to workplaces where employees do not understand the obligations, authorities, positions, and targets and feel that their assignments are much heavier than others, they will not be ready when faced with change because the work system intersects with each other.

Work Load towards Readiness to Change

The workload is the difference between the demands or responsibilities given to the job and the abilities or capacities possessed by the individual [3]. This means that the

workload will be higher if the individual's power is lower than the job demands. Conversely, if the capacity possessed by the individual is higher than the job demands, the workload will be lower. Based on the data obtained from 50 employees at University B, it is concluded that there is an influence between workload and readiness to change in employees at University B.

The workload is an important variable to consider because a high workload will reduce the performance of the employees. As a result, employees will experience emotional exhaustion and work stress. Conversely, if the workload owned by employees is low, it will trigger employees to be lazy. This is the same as the research on workload, emotional exhaustion, and employees' rudeness [14]. The high workload that the subject has, as many as 950 customer service employees in Canada, causes increased stress, which impacts his psychology. The emotional management factor that affects work stress affects the psychological aspect. Many employees experience emotional exhaustion, which triggers the nature of the employee's impoliteness towards customers. Disrespect of employees towards customers shows decreased employee performance.

An excellent corporate culture, such as support from superiors, coworkers, and good management, will increase organizational commitment, positively impacting employee readiness to change [15]. Undeniably, a bad corporate culture, such as management ambiguity and arbitrary leadership, will increase employees' workload physically and psychologically. Therefore, organizational culture will significantly affect the readiness to change.

4 Conclusion

The results and discussions that have been carried out by researchers from several literature studies, namely understanding job descriptions, and workloads, contribute to employee readiness to change. Employees with a high understanding of their job description will find it easier to complete than those needing help understanding it. Employees who understand will do their job to the fullest. The same applies to the workload of employees. The higher the workload, the more work stress it will cause, while a lower workload will make the employee lazy. A balanced workload will allow employees to work optimally.

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