

Job Characteristics Analysis and Its Influence on The Performance at The Employee's Local Government of Buleleng Regency

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Abstract-This research had been proposed to get the finding about of: (1) descriptives of the job characteristics and performance, and (2) explanative which had been tested the influence of job characteristics on the performance at the employee's the local government in Buleleng Regency. This research used causal quantitative design. The subject of this research is the employee of local government and it's objects are job characteristics and performance. This research was population research with 137 employees of local government. Data were collected by the questionnaire method and it's complecated with structure interview, then data were analyzed by using the Simple Linear Regression. The finding of results showed that (1) job characteristics and perfomance include in high categories, and (2) job characteristic had positive influenced on performance at the employee's of the local government in Buleleng Regency.

Keywords: *job characteristics, local government, performance*

I. INTRODUCTION

The regency local government is a non-profit orgazation which it's tasks runs the functions of (1) giving service, (2) organizing, (3) developing, (4) representating, and (5) coordinating and planning (Davey, 1981: 14 - 16; and Tjahya Supriatna, 1996: 30). In carring 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 (Ismail

Mochammad, 2000: 13). The service provided to community can be both physical and administrative services (Munir, 1998: 17). In order for the implementatio of this functions to run well, the government issued a law number 22 of 1999 concerning regional autonomy which provides an opportunity for loal government to organize regional autonomy to bring servises closer to the public who need them.

Nevertheless, the reality is based on the results of observations and inertviews while the Buleleng local government shows there are more their communities of users public sevice have been not satisfaction and disappointed with the attitude and behavior of local government employees who should be community servants, provide role models, and become the backbone of development and change into community oppressors. Antonius Taringan (2003: 28) the poor quality of service to the community can be traced from the many complains made by the community, especially those related to redundant and bureaucratic services, high costs, the existence of additional fees, the behavior of employees who

are more acting as employees than as public servants and discriminatory services.

This issue of the relatively low quality of service provided by Buleleng local government officials based on the results of temporary observations on the ground is allegedly due to characteristics that have not fully provided variation expertise, task identity, task significance, autonomy, and feedback in carrying out of the work. Whereas job characteristics according to Lucky (2009) influence employee performance in the public sector.

The above problems indicate that the leaders of the Buleleng regency government need to have empirical information about job characteristics and its effect on the performance accurately as material consideration for making decisions in repairing, preventing, and solving the job characteristics and performance had been faced by employees. This was confirmed by Robbins (2009: 78) who said that high job characteristics and performance signaled that the organization was well managed and fundamentally would result in effective management behavior.

This research had been proposed to get the finding about of: (1) descriptives of the job characteristics and performance, and (2) explanative which had been tested the influence of job characteristics on the performance at the employee's the local government in Buleleng Regency.

The results of the study have two main benefits, namely (1) the theoretical and (2) practical benefits. Theoretically the results of study are expected to be useful in the development of economics in human resource management and practically it is expected to provide input to the local government of the Buleleng Regency in determining policies and decision making related to job characteristics and employee performance.

II. LITERATURE REVIEW

Job characteristics are models that identify five dimensions of work content that include variation in skills, task identities, task significance, autonomy, and feedback

that psychologically affect meaningful experience, responsibility, and knowledge. This statement is supported by opinion of Robbins (2009) who revealed that job characteristics are the five dimensions of work content that include variation in skill, task identities, task significance, autonomy, and feedback. Furthermore Bagia (2005) explained that (a) variation of skill is how far which jobs require a variety of different activities so that worker can use a number of different talents and skills, (b) task identities, namely the extent to which the job requires the completion of the whole, task and shows the existence of job security, (c) task significance is how far that job have been influence on the big enough in life or someone else's work, (d) autonomy, is how far that job have been freedom, independence and considerable flexibility to individual scholars in scheduling work and procedures to resolve them. (e) feedback, namely how far the implementation of work activities requires performance obtained by the individual directly and clarity of in of information regarding the effectiveness of their performance. The same thing was also expressed by Wood et. al (2001) who said that according job characteristics model any job can describe in term of five core job dimensions, defined as follows: (1) skill variety is the degree to which the job requires a variety of different activities, (2) task identity is the degree to which the requires completion of a whole and identifiable piece of work, (3) task significance is the degree to which the job has a substantial impact on the lives or work of other people, (4) autonomy is the degree to which the job provides substantial freedom and discretion to the individual in scheduling the work and indetermining the procedures to be used in carrying it out, and (5) feedback is the degree to which carrying out the work activities required by the job results in individual obtaining direct and clear information about the effectiveness of his or her performance.

Human resource management and organizational behavior experts explain the concept of performance by using language expressions and views from different points

of view, the meanings contained in them are same, that is performance is a record of outcomes resulting from the function of a project or activity for a certain period of time. This is supported by a statement from Benardin and Russel (1993), and Romanoff (1989) who said that performance is the record of outcome produced on a specified job function or activities during a specified time period. Besides that, Wood et al., (200) also explained that performance is a record of outcomes resulting from the function of a particular job or activity for a certain period of time. Judging from the reference point, there are three different types of performance appraisal, namely (1) results-based performance evaluation; (2) behavior-based performance evaluation; dan (3) judgment-performance evaluation (Faustino Cardoso Gomes, 1995: 137). In this study measurement or assessment of employee performance will refer to the judgment-performance evaluation approach, namely the type of performance appraisal which rates or evaluates performance based on the specific behavior description. Ivancevich (2001: 253) and Faustino Cardoso Gomes (1995: 142) says that there are eight dimensions or criteria that need attention in evaluating employee performance based on specific behavioral descriptions, namely as follows.

- (1) Quantity of work is the amount of work done in a specified time period.
- (2) Quality of work is the quality achieved is based on the conditions of suitability and readiness.
- (3) Job knowledge is the breadth of knowledge about his work and skills.
- (4) Creativeness is the authenticity of ideas who appeared and actions to resolve problems that arise.
- (5) Cooperation is the willingness to work with others or fellow members in organization.
- (6) Dependability is awareness and trustworthiness in terms of attendance and completion of work.

- (7) Initiative is enthusiasm to carry out new assignments and increase responsibilities.
- (8) Personal qualities is regarding personality, leadership, courteous, and personal integrity.

The things that are in line with this also expressed by Benardin and Russel (1993) who said that There six primary criteria on which the value of performance as may be assessed: (1) quality is degree to which the process or result of carrying out an activity approaches perfection, in terms of either conforming to some ideal way of performing the activity or fulfilling activity intended purpose, (2) quantity is amount produced; expressed in such terms as dollar value; number units; or number of completed activity cycles, (3) job knowledge is the clear understanding of the facts or the factors pertinent to the job, (4) personal qualities are personality; appearance sociability; leadership, and integrity, (5) cooperation is ability and willingness to work with associates; supervisors; and subordinate toward common goals, and (6) initiative is earnestness in seeking increase responsibilities; self-starting; unafraid to proceed alone.

The study conducted by Organ and MacKenzie (2006) stated that job feedback on their operational efficiency would affect on the employee's performance. Employees gain knowledge from learning that results from their endeavor. Kerr and Jermier (1978), Organ and Ryun (1995) argued that job feedback is important because it happens instantly and accurately in the case of self-assessment, which leads to an intrinsic motivation. If a person had committed to work with the hope for success, job feedback would have been more than to give themselves a reward, but for the best opportunity to improve their job performance through the trial and error. While Kahya (2007) studied on the effect of job characteristics on task performance and contextual performance, in which the study was carried out with 154 employees in 18 teams at a medium-size metal company in order to measure the employee performance. The finding has showed that there is a relationship between job grade and

task performance. Arfanda (2011) found that job autonomy has a strong positive influence on job performance. In addition, Phoomphong (2008) studied on the relationship between the perceived self-efficacy, job characteristics, job satisfaction, and job performance of employees in Faculty Agriculture, Chang Mai University. The finding has shown that the overall job characteristics revealed the significant positive relationship with job performance at level of 0.1 ($r = .205, .361, .209$ and $.363$, respectively). Job characteristics have been influenced on the performance. This statement is confirmed by Schermerhorn et al. (2001); Elizabeth Lucky (2002); dan Parke (2008) in their proposition which says that job characteristics that include variation in skills, task identities, task significance, autonomy, and feedback are psychologically affect employee performance.

III. RESEARCH METHOD

This research uses a causal quantitative research design. The subject of this research is local government and

their objects are job characteristics and performance. This research includes population research with a total population 137 employees. Data were collected by a questionnaire method which is complicated by a structured interview method. The questionnaire before being used to collect data in study is tested first of its validity and reliability. Ordinal data were obtained from the questionnaire were scaled up to a measurement scale by using Method Subsecutive Interval (MSI), then data were analyzed by using the Simple Linear Regression.

IV. RESULTS AND DISCUSSION

In this section would be presented the finding of: (1) descriptive research about job characteristics and performance such as which shows in Table 1, and (2) explanative which had been tested the influence of job characteristics on the performance at the employee's the local government in Buleleng Regency, such as which shows in Table 2.

TABLE 1. THE RESULTS OF DESCRIPTIVE RESEARCH JOB CHARACTERISTICS AND PERFORMANCE AT THE EMPLOYEE'S THE LOCAL GOVERNMENT IN BULELENG REGENCY

Number	Variable	Score	Categories
1	Job Characteristics	508	High
2	Employees Performance	540	High

TABLE 2. THE RESULTS OF EXPLANATIVE RESEARCH WHICH HAD BEEN TESTED THE INFLUENCE OF JOB CHARACTERISTIC ON THE PERFORMANCE AT THE EMPLOYEE'S THE LOCAL GOVERNMENT IN BULELENG REGENCY

Parameter	Coefficient	p-value	α	Decision	Conclusion
R_{yx}	0.764	0.000	0.050	Reject H_0	There is influence relationship from job characteristics on the performance
R^2_{yx}	0.584	0.000	0.05	-	The influence contribution from job characteristics on the performance
$P_{y\epsilon}$	0.236	-	-	-	Relationship between the influence of the other variables on performance

Informations:

y = employee performance variable

x = job characteristics variable

ϵ = other variable

The results of descriptive research in Table 1 showed that job characteristics and performance include in high categories at the employee's local government in Buleleng Regency. This findings indicates that job

characteristics and performance at the employee's the local government in Buleleng Regency in the future need to be improved again in order to reach a very high categories. The efforts that can be done to improve job characteristics are

providing job to employees who require to use different skills, to completing job through the entire work proses identified, doing work that is substantially influential for one's or other workers, doing work that substantially provides independence to employees to plan and determine procedure to do it, and provide clear and direct information on the work activities that it does.

The results of explanative research in Table 2 showed that job characteristics had positive influenced on the performance at the employee of the local government in Buleleng Regency is 76.40% because $p\text{-value} = 0.000 < \alpha = 0.050$ and the remaining 24.60% influenced by other variables that have not been examined in this study. Another variable that is strongly suspected to affect employees performance are competency, organizational commitment, job satisfaction, and job control (Ulrich et al., 1998) wich requires further research. The total influence contribution of job characteristics on the performance at the employee of the local government in Buleleng Regency is 58.40%.

The results of research showed that job characteristics had been positive influenced on performance at the employee's Local Government in Buleleng Regency. The finding this study support the theories of Schermerhorn et al. (2001); Elizaeth Lucky (2002); and Parke (2008) who said that job characteristics that include variation in skill, task identities, task significance, autonomy, and feedback are psychologically affect employee performane. On the other hand it also support the finding of empirical research of Noe (2009) who concludes that job characteristics have positive influence on the employee,s performance. In addition, the finding of descriptive research also reinforce the statements of Robbins (2009) who said that high job characteristics and performance signaled that the organization was well managed and fundamentally would result in effective managemnt behavior.

The results of this study to give implications that job characteristics play a role in efforts to support employee's performance formation at Local Government in

Buleleng Regency. Therefore, in improving employee performance must focus on using different skills, completing job through the entire work proses identified, doing work that is substantially influential for one's or other workers, doing work that substantially provides independence to employees to plan and determine procedures to do it, and providing clear and direct information on the work activities that it does.

This reserch in its implementation has several limitations, including (1) respondents as data resources tend to provide subjective information because the data collection instrument is questionnaire so respondents tend to choose answers in the middle without reading statements, (2) this reserch only examines the effect of job characteristics varibles on performance event though the performance is influenced by many varibles, (3) the subject of this reserch only involved local government regency employees whose objective were not profit oriented so the conclutions of this study generalizations do not necessarily apply to organizatios whose puposes profit oriented, and (4) this research causal quantitative research has only recently answer to the big of relationships and the influence of variable job characteristics on the performance but it has not answered why job characteristics affect performance.

V. CONCLUSION

Based on the results and discussion in the previous section, the conclusions can be drawn as follows.

- (1) Job characteristics and performance have been included in high categories at the employee's the local government in Buleleng Regency. This findings indicates that job characteristic and performance at the employee's the local government in Buleleng Regency in the future need to be improved again in order to reach a very high category.
- (2) Job characteristics had positive influenced on performance at the employee's the local government in Buleleng Regency. **It shows that** job characteritic have importance role in an effort to support performance at

the employee's the local government in Buleleng Regency.

Based on the above discussion and conclusions can be presented some suggestions as follows.

- (1) The local government in Buleleng Regency had been expected to increasing employee's performance by focusing on the increassion of job characteristics because the results finding of research shows that job characteristics has a positve influence on the performance.
- (2) Other researchers who are interested in exploring job characteristics and performance are expected to develop this research by including variable of competency, jo satisfaction, job control and organizational commitment because this variables are thought to strongly influence performance and have not been studied in this research.

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