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Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,
Linguística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 35, 2019, Especial N°

21

Revista de Ciencias Humanas y Sociales
ISSN 1012-1587/ ISSNc: 2477-9385
Depósito Legal pp 198402ZU45



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The effect of job design and job description on employees' performance

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Abstract

This study aims to determine the effect of partial job design on the performance of employees in the Gorontalo City Population and Civil Registration Service. The research approach used is a quantitative method. Data analysis used multiple regression analysis. The results of this study indicate that Job design does not have a positive and significant effect on employee performance with a regression coefficient of 16.1%. It can be concluded that partially the job design does not have a significant effect on the performance of employees in the Gorontalo City Population and Civil Registration Service.

Keywords: Job, Design, Description, Employee, Performance.

El efecto del diseño del trabajo y la descripción del trabajo en el desempeño de los empleados

Resumen

Este estudio tiene como objetivo determinar el efecto del diseño parcial del trabajo en el desempeño de los empleados del Servicio de registro civil y de población de la ciudad de Gorontalo. El enfoque de investigación utilizado es un método cuantitativo. El análisis de datos utilizó el análisis de regresión múltiple. Los resultados de este estudio indican que el diseño del trabajo no tiene un efecto positivo y significativo en el rendimiento de los empleados con un coeficiente de

regresión del 16.1%. Se puede concluir que, en parte, el diseño del trabajo no tiene un efecto significativo en el desempeño de los empleados del Servicio de registro civil y de población de la ciudad de Gorontalo.

Palabras clave: trabajo, diseño, descripción, empleado, desempeño.

1. INTRODUCTION

Human resources are an important point in organizations that want to develop. To occupy a job position in an organization requires clear qualifications and competencies, without the existence of competencies and qualifications regarding a job, the actual work will not be carried out optimally. This is one of them because many jobs are monotonous in nature, the work done by people in the organization is the formation of all organizational structures. We need to explain what tasks each individual should do. But we are also interested in doing work effectively and we need to understand the causes of effective and ineffective work productivity.

The design of a job or job design is an important factor in management, especially operations management because, in addition to dealing with productivity, it also involves workers who will carry out the activities of government agencies. Job design is a tool to motivate and challenge employees. Therefore, government agencies need to have a working system that can support the achievement of the objectives of government agencies effectively and efficiently that can stimulate employees to work productively, reduce the incidence of

boredom and can increase job satisfaction, job design is sometimes used to deal with the stress of work faced employee. Job design is the process of determining the tasks to be carried out, the methods used to carry out this task and how the work relates to other work within government agencies. Mathis (2004) argues that job design is organizing tasks, authority and responsibility into a productive work unit. The indicators of design work: 1) Simplification of work, 2) Rotation of work, 3) Expansion of work.

In this discussion, the concept of job design is implemented through the job description approach. Job description or job description is a job description, often referred to as job description, is a translation of the English job description. The job description is the first product and directly from the job analysis process, which is in the form of an accurate and concise statement about what is expected to be done by the employee in his work and the tasks carried out by the office holders. The following is an understanding of the job description (job description) according to some opinions of experts including Flippo (2011), the job description is the formulation of obligations and responsibilities in certain jobs which are clearly and regularly arranged.

The job description is a written statement of duties, obligations and behaviors needed in a particular job as well as personal qualifications that candidates must have for a particular job. According to Mondy argues that job description is a document that provides information regarding the duties, obligations, and responsibilities of a

job. Dessler (2011), job description (job description) is a list of tasks, responsibilities, relationship reports, working conditions, concern for the responsibilities of a position, and products from job analysis. The job description indicators according to Hasibuan (2010): 1) What is done, 2) Responsibility, 3) Skills or education needed, 4) Conditions, 5) Type and quality of people needed for the position.

2. THEORETICAL REVIEW

2.1. Employee Performance

Agencies generally base their planning on goals to be achieved in the future with the expected behavior of all personnel in realizing these goals. Furthermore, Nawawi states that quality improvement activities begin with efforts to foster encouragement or motivation so that success in carrying out work based on the awareness of the personnel concerned. When the motivation is possessed by each person, it is expected that feelings of responsibility for his work will develop, which will foster a willingness to participate in achieving the goals of his work organization through the execution of his duties to the fullest.

Similarly, according to Hasibuan (2010) who calls performance as work performance reveals that Job performance is a result of work achieved by someone in carrying out tasks assigned to him based on skills, experience, and sincerity and time? Performance is the result

and output produced by an employee in accordance with its role in the organization in a certain period.

Irawan (2003) explains that job design is a building structure of work arranged in such a way that the work can be done in an efficient and effective way. Job design is a function of determining the work activities of an employee organizationally. Job design requires work structures such as content, functions, and work relationships. Job design is the process of determining the tasks to be carried out, the methods used to carry out the task, and how the work relates to other work within the organization. Job design is one of the factors driving the success of organizational productivity. Mathis (2004) argues that job design is organizing tasks, authority and responsibility into a productive work unit.

2.2. Job Description

The job description is a description of the information about the job. Job descriptions often referred to as job descriptions, are translations of the English job description. The job description is the first product and directly from the job analysis process, which is in the form of an accurate and concise statement about what is expected to be done by the employee in his work and the tasks carried out by the office holders. The following is an understanding of the job description (job description) according to some opinions of experts including Flippo (2011), the job description is the formulation of obligations and

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Dessler (2011), job description (job description) is a list of tasks, responsibilities, relationship reports, working conditions, concern for the responsibilities of a position, and products from job analysis. Meanwhile, according to Handoko (2008), the job description (job description) is a written statement that describes the functions, tasks, responsibilities, authorities, working conditions, and other aspects of work. The job description is the result of job analysis as a series of activities or processes to collect and process information about work.

The job description of a job description specifies the duties and responsibilities of a job. Mentioned what was done, why it was done, and where it was done, and briefly how to do it. Almost the same definition is proposed by Dessler (2011) that a job description is a written statement about what must be done by the worker, how the person does it, and how the working conditions. According to Santoso Job descriptions are flat positions, responsibility for reporting relationships, position conditions and supervisory responsibilities. Whereas According to Rivai and Sagala that job description is the

result of job analysis as a series of activities or processes to collect and process information about work (Kuznetsova, 2019).

3. RESEARCH METHODOLOGY

Research carried out using quantitative research. This study took a sample of one population, and this study is causal, namely the type of research that states the existence of a causal relationship between independent variables, namely job design and job description of the dependent variable, namely employee performance.

4. RESEARCH RESULT

4.1. Profile of Gorontalo City Civil Registry Population Office

In order to realize support for the administrative system in the field of supervision that is able to ensure smooth and integrated implementation of tasks and functions that are more reliable, professional, effective and responsive to people's aspirations and dynamics of changes in strategic environments, Government Institution Performance Accountability Reports (LAKIP) of the Population Office and Gorontalo City Civil Registration in 2011 (Hackman & Oldham, 1975).

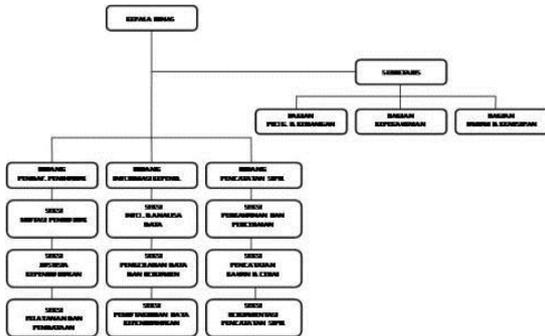


Figure 1: Organizational Structure of Gorontalo City Civil Registry Population Office

4.2. Reliability Test Results

Reliability or reliability test aims to regulate the reliability of measuring instruments by giving the same relative score to a respondent, even though the respondent did it at different times. Reliability test to determine the consistency of the questionnaire. The basis for making decisions is:

Alpha > r table = consistent (reliable)

Alpha < r table = inconsistent (unreliable)

Table 1: Research Variable Reliability Test Results

Variabel	Alpha	r Table	Description
Job Design (X ₁)	0.701	0.240	Reliable
Job Description (X ₂)	0.648	0.240	Reliable
Kinerja Pegawai (Y)	0.635	0.240	Reliable

Source: Primary Data Processed in SPSS

The reliability test results show that all variables have alpha > r table which is above 0.240 so that it can be stated that all measuring concepts of each variable from the questionnaire are reliable so that for the next indicators on each variable are feasible to be used as a measuring instrument.

4.3. Hypothesis Testing

a. Partial Testing Results (t)

This test is used to determine whether in the regression model the independent variables (Job Design (X1) and Job Description (X2)) partially have a significant effect on the dependent variable (Employee Performance (Y)).

Table 2: T-Test Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	31.198	6.861		4.547	.000
Job Design (X1)	.161	.146	.178	1.105	.275
Job Description (X2)	.412	.145	.457	2.831	.007

a. Dependent Variable: Employee Performance (Y)
 Source: Primary Data Processed in SPSS

The testing steps are as follows:

a) Testing Job Design coefficient

1) Determining the Hypothesis

a. $H_0: \beta_1 \leq 0$ that is X1 does not have a positive effect on Y.

Partially there is no significant influence between Job Design and employee performance.

b. $H_1: \beta_1 > 0$ that is X1 has a positive effect on Y.

Partially there is a significant effect of Job Design on employee performance.

2) Determining the Real Level

The minimum tolerance level of confidence in this study was 95% and distrust, $\alpha = 5\%$ or 0.05.

Free degree db = $n - k - 1$

Then db = $48 - 2 - 1 = 45$

3) Determine t count

Based on the spss output above, the value of t count is 0.105. The t distribution table is sought at $\alpha = 5\% : 2 = 2.5\%$ (2-sided test) with degrees of freedom (df) $n - k - 1$ or $48 - 2 - 1 = 45$ (n is the number of cases and k is the number of independent variables). With 2-sided testing (significance =

0.025), the results obtained for t table are 2014 (searched in Ms. Excel by typing in an empty cell = tinv (0.05.45) then enter) (Anwar, 2010).

4) Testing Criteria

- a) If the -t count > -t table, then H₀ is rejected and H₁ is accepted.
- b) If -t counts < -t table, then H₀ is accepted and H₁ is rejected.

5) How to Test

Testing is done by comparing the calculated t-value and table -t value. -T value calculated (1.105) < value of -t table then H₀ is accepted and H₁ is rejected. That is, partially there is no significant influence between Job Design on Employee Performance. So, from this case it can be concluded that partially Job Design has no effect on the Staff Performance of the Gorontalo City Population and Civil Registration Office (Badu, 2003).

Based on the SPS output above, the value of t arithmetic is 2.831. The distribution table t is sought at $\alpha = 5\% : 2 = 2.5\%$ (2-sided test) with degrees of freedom (df) $n_k - 1$ or $48 - 2 - 1 = 45$ (n is the number of cases and k is the number of independent variables). With 2-sided testing (significance = 0.025), the results obtained for t table are 2014 (searched in Ms. Excel by typing empty pade cell = tinv (0.05.65) then enter).

4) Testing Criteria

- a) If the -t count > -t table, then H₀ is rejected and H₁ is accepted.
- b) If -t counts < -t table, then H₀ is accepted and H₁ is rejected.

5) How to Test

Testing is done by comparing the value of -t count and table -t value. -T count value (2,831) > -t-value table then H0 is rejected and H1 is accepted. This means that part there is a significant influence between Job Description on Employee Performance. So, from this case, it can be concluded that partially Job Description has an influence on the Staff Performance of the Regional Population and Civil Registration Office of Gorontalo City.

b. Simultaneous Testing Results (f)

This test is used to determine whether the independent variables (Job Design (X1) and Job Description (X2) together have a significant effect on the dependent variable (Employee Performance (Y)).

ANOVA^b
Table 3: F Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	168.692	2	84.346	12.041	.000 ^a
Residual	315.225	45	7.005		
Total	483.917	47			

a. Predictors: (Constant), Job Description (X2), Job Design (X1)

b. Dependent Variable: Employee Performance (Y)

Source: Primary Data Processed in SPSS

The steps for testing are as follows:

a) Formulate a Simultaneous Hypothesis

1) H0: $\beta_1 = \beta_2 \neq 0$, that is, the independent variables together do not have a positive effect on the dependent variable.

There is no significant influence between job design and job description on employee performance.

2) H1: $\beta_1 = \beta_2 = 0$, that is, the independent variables together have a positive effect on the dependent variable.

There is a significant influence between job design and job description on employee performance.

b) Determining Probability

The level of significance uses $\alpha = 5\%$ (significance of 5% or 0.05 is a standard measure that is often used in research)

c) Looking for F Count

Based on the SPSS output above, the calculated F value is 12,041. By using a 95% confidence level, $\alpha = 5\%$, df 1 (number of variables-1) = 2, and df 2 ($nk-1$) or $48-2-1 = 45$ (n is the number of cases and k is the number of independent variables), the results obtained for F table are 3.204 (searched in Ms. Excel by typing empty padded cell = FINV (0.05,2,45) then enter).

d) Testing Criteria

- 1) If F count $<$ F table, then H0 is accepted and H1 is rejected.
- 2) If F count $>$ F table, then H0 is rejected and H1 is accepted.

e) How to Test

Testing is done by comparing the calculated F values and F table values. F value calculated (12,041) $>$ Value F table (3,204) then H0 is rejected and H1 is accepted. That is, there is a significant influence between job design and job description on employee performance.

So, from this case it can be concluded that simultaneously the job design and job description of the performance of the staff of the Population and Regional Civil Registration Office of Gorontalo City.

4.4. Accuracy Test Results of R2 Model

Table 7: Multiple Linear Regression Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.590 ^a	.349	.320	2.64670

- a. Predictors: (Constant), Job Description (X2), Job Design (X1)
- b. Dependent Variable: Employees Performance (Y)

5. CONCLUSION

Based on the results of the research and discussion in the previous chapter, some conclusions can be drawn as follows:

1. Partially job design does not have a positive and significant effect on employee performance at 0.105 with a significant level of 0.275 <math><alpha 0.05</math>, with a regression coefficient of 0.161 or 16.1%. So, it can be concluded that partially the job design does not have a significant effect on the performance of employees in the Gorontalo City Population and Civil Registration Service.

2. Partially the job description has a positive and significant effect on employee performance by 2,831 with a significant level of 0.007 >

3. Simultaneously job design and job description have a positive and significant effect on employee performance of 12,041 with a significant level of $0.000 < \alpha 0.05$, with the correlation coefficient R of 0.590 or 59.0%. So, it can be concluded that simultaneously the job design and job description have a significant effect jointly on the performance of the staff of the Population and Regional Civil Registration Office of the City of Gorontalo.

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**UNIVERSIDAD
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opción

Revista de Ciencias Humanas y Sociales
Año 35, Especial N° 21, (2019)

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.
Maracaibo - Venezuela

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