

# Do Job Characteristics Affect an Individual's Performance?

Job Characteristics &  
Performance

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## ABSTRACT

*This study aims to determine whether job characteristics affect the performance of an employee. This research is designed using a quantitative approach with the purpose of seeing the influence, causal relationship between the variables studied. The population of this study were Central Yamaha Palu employees totalling 44 respondents. The determination of this research sample was determined by the census technique, so that the entire population was used as a research sample. This research data collection includes observation and questionnaires. The data analysis technique of this research is descriptive statistics and simple linear regression. Based on the results of the descriptive statistic and simple regression analysis conducted, there is a positive and significant influence of job characteristics on the performance is 55% of Central Yamaha Palu employees.*

**Keywords:** performance, employee performance, job characteristics, organization.

## ABSTRAK

*Penelitian ini bertujuan untuk mengetahui apakah karakteristik pekerjaan berpengaruh terhadap kinerja seorang karyawan. Penelitian ini dirancang dengan menggunakan pendekatan kuantitatif dengan tujuan untuk melihat pengaruh, hubungan sebab akibat antar variabel yang diteliti. Populasi penelitian ini adalah karyawan Central Yamaha Palu yang berjumlah 44 responden. Penentuan sampel penelitian ini ditentukan dengan teknik sensus, sehingga seluruh populasi dijadikan sampel penelitian. Pengumpulan data penelitian ini meliputi observasi dan angket. Teknik analisis data penelitian ini adalah statistik deskriptif dan regresi linier sederhana. Berdasarkan hasil statistik deskriptif dan analisis regresi sederhana yang dilakukan, terdapat pengaruh positif dan signifikan karakteristik pekerjaan terhadap kinerja sebesar 55% karyawan Central Yamaha Palu.*

**Kata kunci:** kinerja, kinerja karyawan, karakteristik pekerjaan, organisasi.

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## **INTRODUCTION**

In this modern era, business is growing rapidly and there are more and more players. This leads to a high level of competition. Every company tries to stay ahead of its competitors. A factor of great interest in competition is human resources, which are important assets and play a key role in conducting company activities, since they act as the object of carrying out the activities. Human resources are the main key that must be considered with all their needs. As the main key, human resources will determine the success of the company's activities. Employees who have high performance are those who have the ability, and are highly motivated and willing to work together in teams so that they will get their own satisfaction at work (Prastiwi et al., 2022).

Organizations often organize work in groups and expect their members to help each other to contribute to improving overall efficiency. However, helping others can come at a cost to individuals when their own work performance suffers (Fu et al., 2021). For companies or organizations if they want to progress, they are required to have qualified employees. Companies need to make a strategy for their position and build a competitive advantage, one of them by improving the quality of its employees (Fahlefi & Indriani, 2020). Quality employees are employees whose performance can meet the targets set by the company. Good employee performance or performance will be directly proportional to good results in the development of the company's business. On the other hand, poor performance will also have a negative impact on the company (Mirda & Prasetyo, 2022).

Performance is determined by the actual accomplishments of a person. A person's performance is determined by the quality and amount of work completed in accordance with their obligations. To attain optimal performance and results, organizations and businesses require individuals with high performance (Saman, 2020). High performance will be very beneficial for both employers and employees, especially for their welfare (Persada et al., 2023).

Performance is the outcome of an individual's execution of the tasks allocated to him, considering his talents, experience, sincerity, and time. Each employee's performance is crucial in an organization since it impacts the organization's survival; therefore, employee performance is an accomplishment acquired by someone in the course of completing a task (Junaidi et al., 2020). By improving employee performance, the organization will achieve the favorable result that the organizational goals will be achieved effectively, efficiently and to the greatest extent possible (Panjaitan et al., 2023). In improving the performance of its employees, the organization takes several ways, for example paying attention to performance appraisals, job characteristics and paying attention to employee organizational commitment. Through these processes, employees are expected to maximize their responsibility for their work (Yuliyati & Tjahjaningsih, 2022). Employee performance is one of the key elements that can be improved when an employee knows what to expect when to play a role and is judged on the results of his performance based on my opinion. Performance assessment should be done fairly and impartially and should describe the actual performance accurately (Harahap et al., 2020). To increase the performance of employees, the researchers highlight three notable elements that influence individual performances, namely job characteristics, leadership, motivation and others (Ismail et al., 2022). One of the factor that can improve performance in an organization is job characteristics (Kurniawan et al., 2023).

Central Yamaha is one of the most popular Yamaha showrooms in Palu. Central Yamaha is one of the large showrooms in Palu. Based on research through interviews and observations, it was found that employees do have their own duties and functions. However, there are some employees who feel that their work is unclear. This research aims to increase knowledge about how much influence job characteristics have on a person's performance at work and show how great the impact of the characteristics of the job on the performances.

## **LITERATURE REVIEW**

### **Job Characteristic**

Job characteristics is a job determines a person's values and place in society, and will affect the psychological identity and well-being of employees who spend most of their time at work, so that the type of work and work environment has an important influence on employee life and job satisfaction (Dyah et al., 2021). Job characteristics are the basis for achieving organizational productivity and employee job satisfaction which play an important role in the success and survival of the organization (Edi & Achadi, 2021). The characteristic of a job is the nature and duty of the job, which includes responsibilities, types of tasks, and the level of satisfaction obtained from the job itself. If each individual understands the characteristics of the work, then the person concerned can more productively consolidate the work (Astutik & Priantono, 2020). According to Hackman and Oldham, five core dimensions of job have certain influence over personal and work-related outcomes. The five core job dimensions are job significance, job identity, skills variety, feedback and autonomy (Iqbal et al., 2021).

According Robbins & Judge, Employment characteristics are one of the factors that can affect employee employment satisfaction, the characteristics of work are described in the five main dimensions of work, namely: skill variety, identity task, task significance, autonomy, feedback (Prasetyaningrum, 2020). Skill variety: the degree that a job requires a variety of different activities involving the use of different skills and talents, task identity; requiring completion of a 'whole and identifiable' task, seeing through a task from the start to finish, and task significance; importance and impact of the task on the lives and well-being of others. Another dimension, autonomy; induces realization of substantial freedom and discretion for the outcome of the work. The last dimension, feedback, refers to internal feedback from the job itself and external feedback from others receiving direct and clear information about the effectiveness of the performance as well as the knowledge of the actual work outcome (Tcharmtchi et al., 2023).

The job characteristics offers valuable insight into the relationship between position characteristics and employee performance. By designing jobs that incorporate skill diversity, task identity, task significance, autonomy, and feedback, organizations can create an environment in which employees are intrinsically motivated, experience a sense of belonging, and are equipped with the tools they need to improve their performance (Ismail et al., 2022). Job characteristics are the implementation of employee duties which include authority, responsibility and tasks that must be carried out, and increase the satisfaction that individuals get from the characteristics of the job in question. Job characteristics are a function of job satisfaction (Mahoney et al., 2020).

### **Performance**

Employee performance is one of the key factors in achieving organizational goals. Productive and efficient employees can help companies increase output and quality of products or services produced, increase customer and employee satisfaction, and build a positive reputation for the company (Triansyah et al., 2023). Performance is the quality and quantity of the work performed by an officer in carrying out his or her duties in accordance with the assigned tasks. It takes a certain determination and ability to complete a task or task (Pangestu et al., 2022). Performance is the oriented process of the purpose that is directed to ensure that every organizational process is in the place to maximize the productivity of employees, team, and the organization itself (Kamar et al., 2020).

Employee performance is closely related to the results of one's work in an organization or company. Sedarmayanti states that employee performance has a close relationship with productivity because it is an indicator in determining how to achieve a high level of productivity in an organization (Hidayat, 2023). The results of the work can involve quality, quantity, and timeliness, but performance evaluation in a company's organization is key in employee development. Performance evaluation is in principle a manifestation of an employee's performance appraisal form (Irfansyah, 2020).

According to Edison, to evaluate a performance there must be a dimension as a measure: (1) Target, target is an indicator of the fulfillment of the quantity of goods, work, or the amount of money produced; (2) Quality, quality of the result achieved, and this is an important element, because quality is the strength in customer satisfaction; (3) Time of completion, timely completion or assignment of work become certain. It's the capital to build customer confidence. The concept of customer here also applies to services in other parts of the internal scope of the company; (4) Basic adherence, not only must meet the goals, quality and timeliness but must also be done in a correct, transparent and accountable way (Asrul & Adda, 2021). Job characteristics can be also seen from the level of responsibility, stress and flexibility (Qomariah et al., 2023).

According to Mulyadi the purpose of measuring performance is as follows: (1) Motivate personnel who fail to achieve organizational goals and fail to comply with predetermined standards of behavior, in order to produce actions and results desired by the organization; (2) To suppress inappropriate behavior and to stimulate and enforce desirable behavior, through timely feedback on performance results and rewards (Setyawati & Rianto, 2022).

### LITERATURE REVIEW

This research adopted quantitative research methods with a focus on Central Yamaha Palu employees, totalling 44 people, as the population and research sample. A quantitative approach allows researchers to measure and analyze the relationship between job characteristics (variable X) and performance (variable Y) in a more measurable way. Data was collected through observation and questionnaires as a collection technique that allows research to obtain direct information from participants regarding job characteristics and evaluation of their performance. This research continues with analysis using descriptive statistical methods and simple linear regression. Descriptive statistics are used to detail job characteristics and employee performance, while simple linear regression is used to identify the extent to which job characteristics contribute to employee performance. By combining observation and questionnaire techniques with quantitative statistical analysis, this research aims to provide a deeper understanding of the relationship between job characteristics and employee performance in the Central Yamaha Palu environment.

### RESULTS

Data on Table 1. Variable job characteristic There are five indicators that obtain the highest mean value of the evaluation at Central Yamaha Palu, namely skill diversity, diversity of talents, communication ability, teamwork ability and availability of work. The four indicators related to the job and the way employees deal with the job means that employees at Central Yamaha Palu feel that they have a lot of talent, able to communicate and collaborate and have an advantage in doing their job.

Table 1. Descriptive Analysis Results

Variable	Item	Mean	St. Deviation
Job Characteristic	X1	4,00	,88921
	X2	4,02	,82091
	X3	3,97	,90190
	X4	3,93	1,06526
	X5	3,93	,94985
	X6	3,86	,92989
	X7	4,13	,85156
	X8	4,04	,83400
	X9	4,04	,83400
	X10	3,97	,84876
	X11	3,97	,82091
Performance	Y1	4,18	,81477

Y2	4,18	,78571
Y3	4,15	,80531
Y4	4,04	,83400
Y5	4,06	,87332
Y6	3,88	,81315
Y7	4,18	,94679
Y8	4,15	,86113
Y9	3,90	,83019
Y10	3,95	,80564
Y11	4,00	,88921

Data in Table 1. Variable performance there are five indicators that obtain the highest mean values of the assessment at Central Yamaha Palu, namely accuracy of time, work output, rigor, sense of responsibility in work, and rules. On these five indicators relates to the outcome of the work of employees, ranging from the timeliness, rigor, and accountability in work as well as obedience to the rules made by the company.

Correlation analysis is used in research to find out how much of a relationship exists between both job characteristic and performance variables (Mulyana et al., 2020).

**Table 2.** Simple Correlation Analysis

	Job characteristic	Performance
Job characteristic	Pearson correlation 1	,774
	Sig. (2-tailed)	<,001
	N	44
Performance	Pearson correlation ,744	1
	Sig. (2-tailed)	<,001
	N	44

Based on Table 2. It shows that the correlation value of these two variables is 0,774 which is in the range of values 0,74 – 1,000. This means that the relationship between job characteristic and performance has a positive and very strong relationship, besides the correlation values in the table can indicate that the relation that occurs is in the same direction because the relationship that happens is a positive relationship. It means that if job characteristics increase then will be followed by an improvement in performance.

**Table 3.** Simple Linear Regression Analysis

Model	Unstandardized	Standardized	t
	coefficients		
	B	Std.error	Beta
1 (Constant)	11,352	4,684	2,424
	Sig.		
Job characteristics	,760	,105	,744
			7,211
			<,001

Based on table 3. It shows that the constant is 11,352 (a) with a regression coefficient of 0,760 (b). From these results the following linear regression model is obtained:

$$Y = a + bX$$

$$Y = 11.352 + 0.760X$$

Values a and b can be interpreted as constants of 11,352 can be understood if job characteristics are equal to (X=0) or there is no work characteristics, then performance is only 11,352. As for things that can be done to improve job characteristics among:

1. Provide a variety of skills and work knowledge so that employees sharpen their skills to become more skilled, in addition to enabling employees to acquire new skills/talents.
2. Give employees freedom and independence in their work they feel unrestricted by the working environment and participate in everything related to their work.
3. Give employees a better understanding that their work has an impact on the conditions of their company and the company's working environment that includes consumers, partners, and governments.
4. Give the employee permission to do the work not only when ordered but always taking the initiative in starting the work.
5. Give an opportunity to colleagues to evaluate the performance of their work so that such openness can improve the better performance of each individual (Mulyana et al., 2020).

Determination coefficient is the analysis used to measure the magnitude of the influence given by the job characteristics model on the dependent variable by looking at the summary model table of the results of a simple linear regression test.

Table 4. R Square

Model	R	R Square	Adjusted R Square	St. Error of the Estimate
1	,744	,553	,543	4,772

Based on table 4. It can be concluded that the result of determination coefficient (R Square) is 0,553 or 55%. So, job characteristics can affect the performance of employees in Central Yamaha Palu by 55% and the remaining 45% are influenced by other variables not described in this study.

In this study, using the F and t tests. Basically, the F test aims to find out whether the variables that are independent variables used in the research model have a combined influence on the dependent variables. Here's the F test results found on the Anova table that are derived from a simple linear regression test.

Table 5. F test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1184,152	1	1184,152	51,992	
<,001					
Residual	956,575	42	22,776		
Total	2140,727	43			

Based on table 5. Show the value of F counts as 51,992. For the value F the table is known as 3,22 because in this study  $df=1$  and  $df2=42$  ( $44-1-1$ ) which means  $t_{counts} > t_{table}$  is  $51,992 > 3,22$ . On the analysis of the F test can be concluded that the resulting  $F_{count}$  is greater ( $>$ ) in comparison to the  $F_{table}$ , then the regression model in this study is acceptable. Also seen from the sig. value of  $0,001 < 0,05$  adds the belief that the independent variable influences the dependent. From the F test can be concluded whether job characteristics influence performance.

The t test is used to determine whether job characteristics (X) influence performance. (Y). The following is the basis of the results of the t test with a degree of significance of 0,05 with the result obtained as follows:

Table 6. t Test

Model	Unstandardized coefficients	Standardized coefficients	t	Sig.
	B	Beta		
	Std.error			

1 (Constant) ,020	11,352	4,684		2,424
Job characteristics	,760	,105	.744	7,211 <,001

In table 6. Show the  $t_{\text{count}}$  value of 7,211 using the significance rate of 5% and df:  $(n-k) = 44-1 = 43$ , then get the  $t_{\text{table}}$  of 1,68107 which means  $t_{\text{hitung}} > t_{\text{table}}$  is  $7.211 > 1,68107$ . Additionally, from table 6. Significance values of ,001 which means smaller than ,005 means job characteristics have a positive and significant influence on performance.

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## DISCUSSION

Based on the result of analysis data descriptive statistic, variable job characteristics with indicator of communication ability has a high mean value of 4,13 which means employees at Central Yamaha Palu have a good ability to communicate with superiors as well as colleagues thus improving performance in work, this theory is supported by previous research that states that jobs characteristics have a positive influence on both job satisfaction and job performance (Kaya et al., 2021), this is also supported by (Sabra, 2020) state that achieved was there is a significant impact of job characteristics on job performance and The lowest value on the analytical ability indicator with an average of 3,86 is already included in the good category but the lowest among other mean values which means that some employees in Central Yamaha Palu are still less analytical.

Furthermore, On the performance variable with the highest indicator of accuracy of time, output of work, sense of responsibility in work that has a mean value of 4,18 which means employees at Yamaha Palu Central are able to complete the work on time and are responsible for their work and the lowest indicators on the compactness indicator with an average value of 3,88 which means some employees are still less compact in work. Based on the result of simple linear analysis, job characteristics had a positive and significant impact on the performance of employees at Central Yamaha Palu by 55% and the remaining 45% were influenced by other variables not described in this study. Indicators of communication skills, timing accuracy, work output, and a sense of responsibility are some of the indicators that influence job characteristics that affect performance by 55%.

## CONCLUSION

Based on the results of the descriptive statistic and simple regression analysis conducted, there is a positive and significant effect of job characteristics on the performance is 55% of Central Yamaha Palu employees. This explains that all respondents consider job characteristics important and positively and significantly affect their performance as employees. Thus, if you want to improve employee performance, it is important to pay attention to the understanding and implementation of job characteristics.

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