

# Effect of Job Characteristics and Motivation on Employee Job Satisfaction of PT. Bank State Savings (Persero) Branch Office Malang - Indonesia

Farah Adiba : 00006027702

Department of Business Administration

College of Administrative Sciences (STIA) Malang - Indonesia

**Abstract:-** The elements contained in the job satisfaction which ; “include how much the employee's interest in his work that needs to be known by the company is an effort in increasing job satisfaction for employees so that a good relationship and motivation”. Type of research is a survey, in which researchers observe in the collection of information using questions. Sample research of 75, analysis of data using statistik deskriptif and inferential (SPSS 22.0). This research is to find out the hypotheses ; “job characteristics significant to effect job satisfaction, and motivation has a significant. Job characteristics a dominant effect on job satisfaction. Skill variety is ostensible variety and intricacy of skills and talents required by a job to perform it”.

**Keywords:-** Job Characteristics, Motivation, Employee Job Satisfaction.

## I. INTRODUCTION

### A. Background

Job characteristics cannot be separated from work planning problems ; “agood job must be better than a collection of tasks that must be carried out as produced by the worker. In planning work must reflect efforts to meet environmental, organizational, and behavioral demands on the work planned”. Considering these demands means that efforts are directed at productive work and provide satisfaction to employees, although it is ensured that the level of productivity and satisfaction is not the same for every employee.

The level of productivity and satisfaction of employees must be able to act as feedback. Employees play a major role in running the wheels of company life. If employees have high work motivation, then the wheel speed will run smoothly and will produce good achievements for the company. Factors of job characteristics and motivation have a relationship with individual employee satisfaction. Both of these factors will affect the existence of employee job satisfaction, (Manulang, 2010).

The position and relationship are very strategic because the development of individual employee satisfaction starts from improving job characteristics and work motivation.

Motivation, namely things that cause, channel and support one's behavior to ; "Having the will and willingness to work, which is an important matter for the leadership. In connection with this with the existence of a system view of motivation will certainly be very useful for leaders to motivate subordinates appropriately ", (Mangkunegara, 2010).

“Work motivation is a factor that can encourage members of the organization to work harder to be more motivated to work then this will encourage increased employee performance. This motivation has two factors, namely internal motivation such as individual characteristics, and external factors such as work characteristics, work environment and others”, (Hasibuan, 2012).

As stated by Armstrong, Michael (2008), that: "Activities directed at goals are motivated behaviors directed at achieving a goal. For that the company must pay attention to the work of employees, because the ups and downs of the work of employees will affect the achievement of the goals set by the company".

Job satisfaction is an emotional response to work situations. Each individual will have different levels of job satisfaction, “so that in achieving these individuals are required to be able to interact with colleagues, superiors, and comply with applicable regulations in the company”. Job satisfaction targets that have been set together between employees and leaders can anticipate existing competition, because the job satisfaction targets that are formulated will be the directors that guide employees to the clarity of workloads, responsibilities and work targets throughout the year.

### B. Problem Formulation

Based on the background description that has been described, then the problem is formulated:

- Is there a significant influence of Job Characteristics and Motivation on Employee Job Satisfaction ?
- Which of Job Characteristics and Motivation have the dominant influence on Employee Job Satisfaction ?

**C. Research Purposes**

Answering the formulation of the problem, the purpose of this study is to:

- Analyze and explain the effect of Job Characteristics and Motivation on Employee Job Satisfaction
- Analyze and explain the dominant influence of Job Characteristics and Motivation on Employee Job Satisfaction

**D. Hypotheses**

Supporting the formulation of the problem and the purpose of the study the following hypothesized models are made :

- H1: Allegedly Job Characteristics have a significant effect on Employee Job Satisfaction
- H2: Allegedly Motivation has a significant effect on Employee Job Satisfaction
- H3: Allegedly Job Characteristics have dominant influence on Employee Job Satisfaction

**II. LITERATURE REVIEW**

**A. Job Characteristics**

Hasibuan (2012) said that the classic approach to work design proposed by Hackman and Oldham is known as the theory of job characteristics. “According to the theory of job characteristics, a job can give birth to three psychological states in an employee that is experiencing the meaning of work, taking responsibility for work results, and knowledge of work results. Finally, these three psychological conditions will affect internal motivation, work quality, job satisfaction, absenteeism and employee turnover”. This practical psychological state is influenced by the core dimensions of a job consisting of diversity of expertise, task identity, task significance, task autonomy and feedback.

The Job Characteristics Model (also know as Jobs Characteristic Theory) enables you to improve employee performance and job satisfaction by means of adjusting the job itself. The model states that if you do this successfully you can create the conditions for an employee to thrive in their role. By thrive, we mean that the employee will be motivated, perform to a high level, and be satisfied by their role, (Oldham, G.R, 2005).

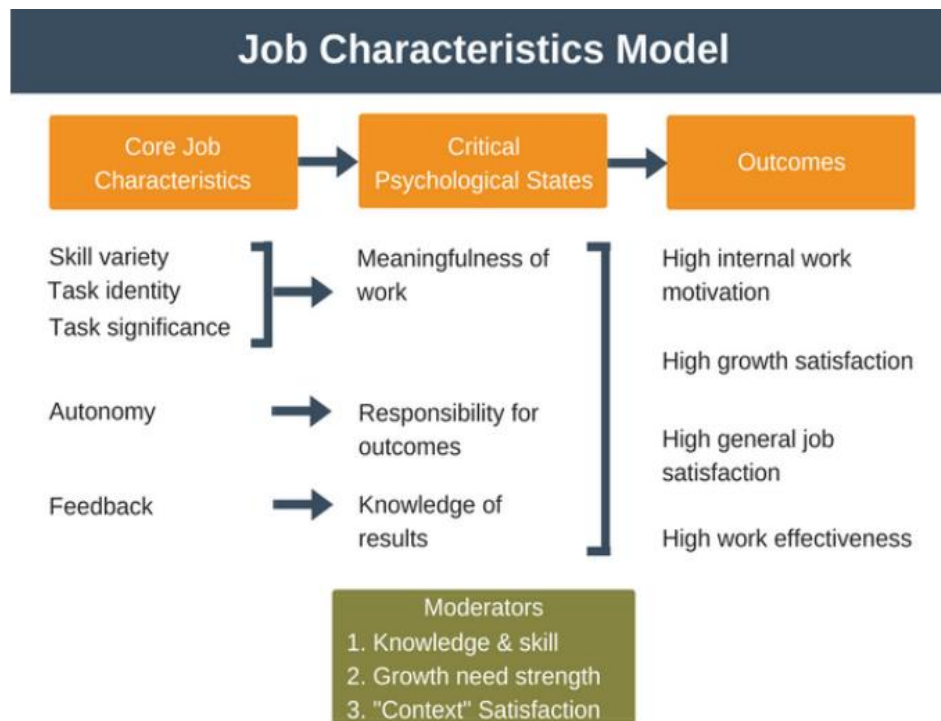


Fig 1:- Job Characteristics Model  
Source : [www.expertprogramanagement.com](http://www.expertprogramanagement.com)

These days, “the Job Characteristics Model comes under the concept of work design or job design, where the emphasis is on shaping a role to satisfy the needs of both the organization and the individual”. So what is the Job Characteristics Theory. In the nutshell the theory identified 5 core job characteristics, which lead to three psychological states, which in turn lead to 4 outcomes

**B. Motivation**

Motivation are the factors that exist in a person who moves their behavior to meet certain goals. The process of the emergence of one's motivation is a combination of the concepts of needs, encouragement, goals and rewards, (Sudarmo, 2010).

“In 1943, Maslow argued that human beings have an internal needs compelling them in the direction of self-fulfillment and personal superiority. He then came up with an opinion that there are five unique position of needs and once we to satisfy a need at one position of the hierarchy it

will have an influence on our attitude. At such stage our attitude starts to decrease, we now put more powerful influence for the need at the next stage up the hierarchy”, (Maslo, 1994).

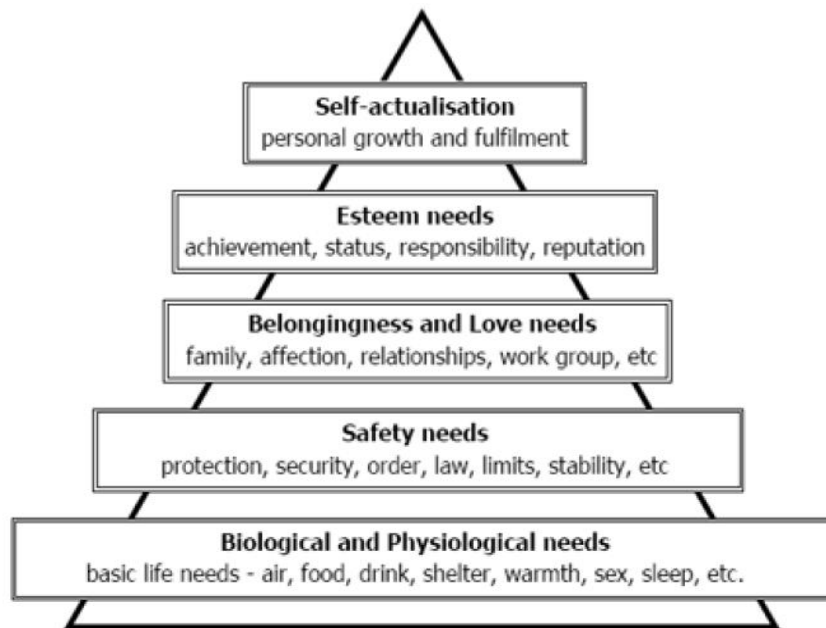


Fig 2:- Abraham Maslow's hierarchy of need.

- Biological and Physiological needs : “These needs are directly related to survival of individual or species. These are typically concrete needs such as eating, dressing and sleeping. The lack of these needs can cause bodily or make the human not to function up to capacity, physiological needs are thought to be the most important and must be met first”.
- Security needs : “This type of need is to protect against various threats, if a person's security needs are relatively satisfied, their safety needs take precedence and dominate behavior. In the absence of physical safety due to war, natural disaster, family violence, childhood abuse, people may experience post traumatic stress disorder. The absence of economic safety due to safety due to economic crises and lack of work opportunities, these safety needs will manifest itself in ways such as preference for job security”
- Social need of belonging to group : “It disclose the need of social dimension of the individual who needs to feel accepted by groups in his family, work, intimacy, friendship and associates. According to Maslow, human needs to feel and have the sense of belonging and been accepted among social groups in life they choose to belong or finds themselves in”. these group maybe large or small, some large groups may include, religion group, co-workers, professional organizations, sports team or gangs, while small groups may include love relationship, members of the family, mentor, colleagues and confidants.
- The esteem needs, respect and trust : Human have a need to feel respected, this includes the need to have self-esteem and self-respect. “Esteem presents the typical human desire to be accepted and valued by others. People usually involves themselves in a profession or hobby to gain recognition. These activities give the person a sense of recognition or value”.
- Personal development : “According to Maslow, this need aims to get out of condition purely material to reach fulfillment. This level of needs is the desire to accomplish everything that one can and to become the most that one can be”.
- Manullang (2010) states: "Motivation is a stimulant or driving force that stimulates or encourages employees to want to work with different facets between one employee and another sourced from one's internal and external sources".

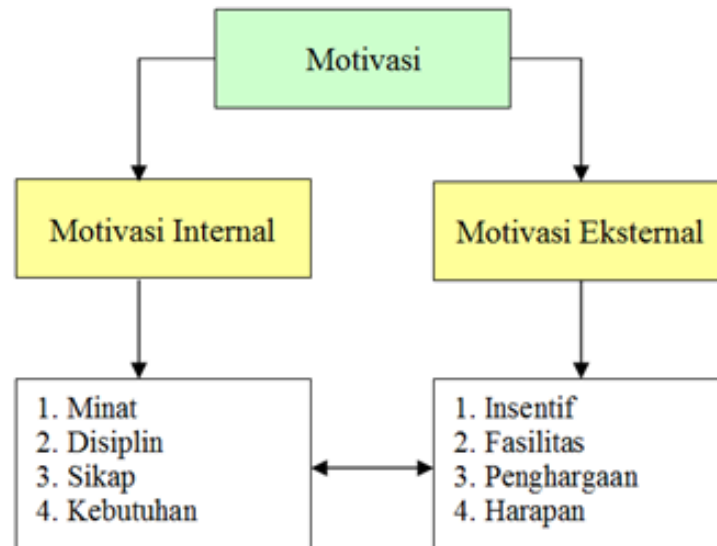


Fig 3:- Internal dan Eksternal Motivation

Based on the opinion above, “it can be seen that internal motivation is motivation that arises from within a person due to the desire / interest of someone to move forward and develop in their activities and work. There is an attitude to achieve or get the desire”. There is a need that becomes a driving force towards achieving a goal.

### C. Job Satisfaction

According to Vroom (1964) in Mangkunegara (2010) ; “Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance”. Many people have defined job satisfaction over the years. Hoppok & Spielgler (1938) in Anthony and Hastuti (2013) ; “defines job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs .Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee within the organization”.

Clark (1997) in Siswanto (2009) ; “argue that if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are not cooperative, supervisor is not giving them respect and they are not considered in the decision making process; resulting them to feel separate from the organization”.

Furthermore, he highlighted that in current times, firms cannot afford dissatisfied employees as they will not perform up to the standards or the expectations of their supervisor, they will be fired, resulting firms to bear additional costs for recruiting new staff. So, it is beneficial for firms to provide flexible working environment to employees where they feel their opinions are valued and they are a part of the organization. Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve, (Tjokrowinoto, 2011).

## III. RESEARCH METHODS

### A. Type of research

If seen from the problems that have been described, to answer the research objectives, the types used in this study are :

“Explanatory design is typically used to explain and interpret quantitative results by collecting and analyzing follow-up qualitative data. It can be especially useful when unexpected results arise from a quantitative study. In this case, the qualitative data collection that follows can be used to examine these surprising results in more detail, (Creswell, 2015).

The study was conducted for one month, namely February, 2020 with the following variables. The number of questions asked to respondents was 40 questions, with the choice of the answer interval that has been provided using a "Likert scale" consisting of five alternative answers. Research variables and indicators as presented in the following table.

Consept	Variable	Indicator
Job Characteristics	Job Characteristics ( $X_1$ )	Responsibility ( $X_{1.1}$ ) Task variations ( $X_{1.2}$ ) Job satisfaction ( $X_{1.3}$ )
Motivation	Motivation ( $X_2$ )	Self Actualization ( $X_{2.1}$ ) Esteem Needs ( $X_{2.2}$ ) Belonging and Love Needs ( $X_{2.3}$ ) Safety Needs ( $X_{2.4}$ ) Biological and Physiological Needs ( $X_{2.5}$ )
Job Satisfaction	Employee Job Satisfaction ( $Y$ )	Very Happy ( $Y_{1.1}$ ) Happy ( $Y_{1.2}$ ) Quite ( $Y_{1.3}$ ) Not happy ( $Y_{1.4}$ )

Table 1:- Variable Research and Indicators  
Source : research processed, 2020.

The number of samples of this study were 75 employees (total sampling), primary data were collected using a questionnaire (test instrument) and supported by documentation as secondary data. Analysis of research data using inferential statistical analysis with software *Statistic Package for the Solution Sciences* (Santoso, 2011).

#### IV. RESULTS AND DISCUSSION

Respondents in this study amounted to 57 people consisting of teachers and employees of with different backgrounds as presented in the following table.

No	Infoformation	Amount	Percentage
1	Gender :		
	a. Male	33	45.3%
	b. Famale	41	54.7%
	Amount	75	100%
2	Age :		
	a. 17 - 25 years old	7	9.3%
	b. 25 - 35 years old	17	22.7%
	c. 35-50 years	48	64.0%
	d. More than 50 years	3	4.0%
	Amount	75	100%
3	Education:		
	a. Elementary school	-	-
	b. Middle school	-	-
	c. High school	6	8.0%
	d. Diploma	11	14.7%
	e. Bachelor	58	77.3%
	Amount	75	100%
4	Years of work :		
	a. Less than 5 years	5	6.7%
	b. 5-10 years	21	28.0%
	c. 10-20 years	45	60.0%
	d. More than 20 years	4	5.3%
	Amount	75	100%

Table 2:- Overview of Respondents  
Source: Primary data processed, 2020

Based on the table 2 above most of them are female (54.7%), with ages between 35 - 50 years (64%) with a Bachelor's degree (77.3%), and year of work 10 – 20 years (60%). So that respondents in the study have variations

from various sides and are considered to have appropriate knowledge related to the theme of this study.

The test results of the research instruments (validity and reliability) are presented in the following table.

No	Variabel	r <sub>count it</sub>	Alpha Cronbach
1	Job Characteristics (X <sub>1</sub> )	0.683	0.669
2	Motivation (X <sub>2</sub> )	0.702	0.688
3	Job Satisfaction (Y)	0.655	0.677

Table 3:- Test Instruments  
Source : Primary data processed, 2020

Based on the table above the instrument is declared valid with r count > 0.500 and reliable with Alpha Cronbach > 0.600.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28.335	4.719		6.005	.000
X1	1.066	.189	.394	5.654	.000
X2	.517	.103	.315	5.020	.000

a. Dependent Variable: Y

Table 4:- Inferential Statistical Analysis  
Source : Primary data processed, 2020

Based on the table in the Job Characteristics variable has a tcount of 5.654 and Motivation has a tcount of 5.020 greater than table (1.955) with a significance of 0.000 then a significant effect on performance.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 <sup>a</sup>	.615	.470	1.63187

a. Predictors: (Constant), X<sub>2</sub>, X<sub>1</sub>

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552 <sup>a</sup>	.305	.279	1.62620
2	.557 <sup>b</sup>	.310	.271	1.63604

a. Predictors: (Constant), X<sub>1</sub>, Y

b. Predictors: (Constant), X<sub>2</sub>, Y

Table 5:- Analysis of the Coefficient of determinint  
Source : Primary data processed, 2020

Based on the table in Job Characteristics and Motivation variables affect the Employee Job Satisfaction of 61.5%. It is also known that Job Characteristics influences 30.5% of the work and Motivation 31.0% affects performance. Based on table 5, the research hypothesis is proven that:

H1: Job Characteristics has a significant effect on Employee Job Satisfaction with a tcount of 5.654 and P value of 0.000

H2: Motivation has a significant effect on Employee Job Satisfaction with a tcount of 5.020 and P value 0.003

H3: Job Characteristics has a dominant effect on Employee Job Satisfaction in the Job Characteristics variable has a tcount of 5.654 and Motivation has a tcount of 5.020 greater than  $t_{table}$  (1.955) with a significant 0.000 then a significant effect on Employee Job Satisfaction.

Statistical analyses of the data results of the study proved that ; “ Job Characteristics have dominant influence on Employee Job Satisfaction”. As said Job Satisfaction is the widely researched topic that has been thoroughly studied by most of researchers that’s why he get so much importance in organizational settings”. Latham (1976) come up with a new definition of job satisfaction ; “as when an employee gets appraisal from his job in a positive manner from its immediate boss or others the emotions that develop at that time is referred as job satisfaction. “job satisfaction is the outcome that up to what amount an employee’s work is considered as important and meaningful”.

Mitchell and Lassen, 1987, in Hasibuan (2012) there is a general consensus that job satisfaction is more deliberately researched topic . While Luthen 1998 suggested important parameters related to job satisfaction.

Then motivation provides significant influence on employee job satisfaction, so to provide job satisfaction requires attention to employee work motivation. Motivation is a stimulant or driving force that stimulates or encourages employees to want to work with different facets between one employee and another sourced from one's internal and external sources. So that by paying attention to motivation can also maintain employee job satisfaction.

Based on the results of this study a recom-ensation model can be made as shown in the following figure.

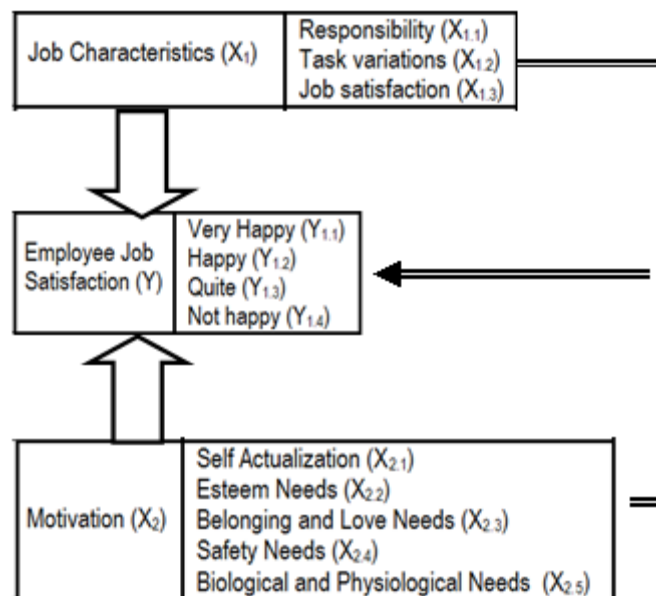


Fig 4:- Recommended Model Research

Based on the model presented, the job characteristics and work motivation directly influence employee job satisfaction. Then separately the job characteristics significantly influence employee job satisfaction. Similarly, work motivation has a significant effect on employee job satisfaction. This research explains and develops the theories of Maslow, A (1994) and Smith, S.J. (1992) that :

“Job characteristics are objective characteristics of jobs, particularly the degree to which jobs are designed so that they enhance the internal work motivation and the job satisfaction of job incumbents. The five core job features, which are task significance, task variety, task identity, autonomy and feedback, believed to positively correlate with job satisfaction and performance. Skill variety is ostensible variety and intricacy of skills and talents required by a job to perform it”.

The study also provides recommendations that in increasing employee job satisfaction, especially at PT. BTN Malang is giving attention to job characteristics, then employee work motivation.

**V. CONCLUSION**

Statistical analyses of the data results of the study proved that ; “Job Characteristics have dominant influence on Employee Job Satisfaction”. As said Job Satisfaction is the widely researched topic that has been thoroughly studied by most of researchers that’s why he get so much importance in organizational settings”.

The hypotheses prove that : Job Characteristics has a significant effect on Employee Job Satisfaction, motivation has a significant effect on Employee Job Satisfaction and Job Characteristics has a dominant effect on Employee Job

Satisfaction in the Job Characteristics variable with a significant Employee Job Satisfaction.

In order to increase work motivation, as Sudarmo said (2000), that the motivation process consists of several stages, namely:

- First, the emergence of an unmet need causes an imbalance in a person and tries to reduce it by behaving in a certain manner.
- Second, a person then looks for ways to satisfy that desire.
- Third, a person directs his behavior toward the achievement of goals or achievements in ways that he has chosen supported by the ability, skills and experience.
- Fourth, performance appraisal is carried out by oneself or others about their success in achieving goals.
- This drive gives rise to a search behavior to find certain goals, which if achieved, will meet those needs and lead to stress reduction.

### SUGGESTION

In order to increase employee job satisfaction, then job characteristics are objective characteristics of jobs, particularly the degree to which jobs are designed so that they enhance the internal work motivation and the job satisfaction of job incumbents. The five core job features, which are task significance, task variety, task identity, autonomy and feedback, believed to positively correlate with job satisfaction and performance. Skill variety is ostensible variety and intricacy of skills and talents required by a job to perform it”.

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