

Influence Job Characteristic Task Against Individual Needs To Implement And Commitment and Organization Task

(Case Study on High School academic personnel in Surabaya)

By. Roy Sumaryono ; Murdijanto Purbangkoro ; Slamet Riyadi

1lecturer of S-1 Management Program and S-2 Management Magister Program

2lecturer of S-1 Management Program and S-2 Management Magister Program

Higher Education of Economy Science of Mahardhika Surabaya, Indonesia

3lecturer of S-2 Management Magister, and S-3 Doctor Economic Program

Agust 17, 1945 University, Surabaya, East Java, Indonesia

Abstract

This study attempts to explain the relationship between job characteristics, the individual needs to perform the tasks and commitment to the organization of academic personnel High School in East Java. Data obtained from a sample of 170 academic staff. There are three findings. First, the characteristics of the job duties significantly influence the individual needs to do the job. Second, job characteristics not significant effect on organizational commitment and the third individual needs not significant effect on organizational commitment.

Keyword: Job characteristics, needs of the individual, organizational commitment

1. Introduction

Identify the right job characteristics associated with a particular job has an important role related to the attitudes of employees in the organization. Characteristics of the work was first developed by Hackman and Oldham (1976) through the model of job characteristics (job characteristics model / JCM), which provides an explanation of how to structure the work affects employee behavior and their attitudes towards working conditions.

Through the core dimensions of specific skills, task identity, task significance, feedback and autonomy, and Hackman and Oldham (1976) explains how these elements can affect the work and motivation of employees. This model assumes that the work can be described in terms of one set in one characteristic. Through this theory, it is mentioned that the high-level dimensions of the work led to high levels of satisfaction, motivation, and performance, as well as low levels of absenteeism and employee turnover.

According to Stephen P. Robbins defined that the involvement of high employment, which means favoring certain work of an individual, while the high Organizational commitment means favoring organizations that recruit these individuals, while according to Griffin, organizational commitment (organizational commitment) is an attitude which reflects the extent to which an individual recognize and bind to the organization. An individual who has a high commitment is likely to see himself as a true member of the organization. So the obvious characteristics of the work will make someone have a commitment towards the organization.

2. Rationale and Theoretical Hypothesis Development

2.1 Job Characteristics

Every individual who works in an organization will certainly face a wide range of job characteristics. It is necessary for the proper adjustments to all kinds of characteristics of the job at hand so that in the end people can understand the characteristics of a good job. If people understand the characteristics of a good job will certainly enhance the individual needs of their work.

Some previous research that examines the relationship between job characteristics to individual needs has been done. Findings Wijono (2007) mentions that the job characteristics have a positive and significant relationship with the individual needs Pasaraya supervisor in Semarang. The other study was conducted by Millete and Gagne (2008) found that job characteristics have a positive relationship with one's individual needs.

Steers (1977) found that the characteristics of the job of being a precursor of organizational commitment. Organizational commitment according to Gibson (1997) is the identification of taste, which is revealed by the involvement of workers' loyalty towards the organization or organizational unit. Organiasi commitment demonstrated in acceptance, a strong conviction to the values and goals of an organiasi, as well as a strong impetus to maintain membership in the organization for the achievement of organizational goals.

Glisson and Durick (1988) who took the object on the employment service workers found that job characteristics are closely correlated with organizational commitment. Likewise Bhuian and Menguc (2002) provide support for the influence of job characteristics in the dimensions of autonomy, variety, and feedback on organizational commitment.

H1: Job characteristics and significant positive effect on the individual needs

H2: Job characteristics positive and significant effect on organizational commitment

2.2 The need for individual

Mowday, Steer & Porter (1982) defines itself in the organization and involvement in an organization or in other words, organizational commitment is an attitude of loyalty to an employee in an organization and it is an ongoing process. While the organization's commitment by Allen and Meyer (in Robbins, 2006) defines as a condition perceived by employees that can lead to a strong positive behavior towards the organization has, by dividing the three components, namely: Affective Commitment, continuance commitment, Normative Commitment. Individual needs is an activity that resulted distribute and maintain human behavior, Employees working well or not depends on how far the factors motivating employees can be fulfilled. Individual needs as well be interpreted as a morale booster for employees, can change the behavior of employees to want to carry out a job given to him vigorously so it is expected to boost the stronger, the commitment to the organization can be realized (Rachmadi, 2004).

H3: Individual needs positive effect on organizational commitment

2.3 Organizational Commitment

Commitment is the desire of employees to retain his membership in the organization and is willing to do business are high for achieving the organization's goals, as stated Luthans (1995: 89) that the commitment is defined as:

- 1) The great desire to remain a member of the organization or part of an organization.
- 2) Willingness to undertake maximum efforts of the organization.
- 3) Confidence and acceptance of the values and goals of the organization.

Luthans (1995: 78) presents three forms of employee commitment to the organization is “affective commitment (affective commitment), an ongoing commitment (continue commitment), and normative commitment (normative commitment).

a. Affective commitment (affective commitment) that emotional attachment, identification and involvement in an organization. Individuals survive in an organization because of their own desires.

b. Ongoing commitment (continue commitment), which is a commitment of individuals based on considerations about what must be sacrificed when it will leave the organization. Individuals decide to remain in an organization regarding it as a fulfillment.

c. Normative commitment (normative commitment), the individual's beliefs about the responsibilities of the organization. Individuals remain in an organization because they feel obliged to loyal to the organization.

3. Research Methods

3.1 Procedure and sample

The population in this study is the academic staff college in Surabaya, East Java. Hair et al., Ferdinand (2002: 48) states that the sample size depends on the number of indicators used in the entire latent variables. It is suggested that the minimum sample size is 5-10 observation for each parameter estimation.

Based on the above opinion, the minimum sample size in this study are: $n = 8 \times$ number of indicators, where n is the minimum number of samples. The indicators used in this study were 8 indicators, in order to obtain the minimum number of samples 64 respondents.

3.2 Characteristics of Sample

Of the 250 questionnaires distributed, 170 are considered useful. Respondents include slightly more men (54.7%) than women (45.3%) and the age ranged from 19 to 47 years (mean 27.2 years, median 31 years).

Measurement

To answer the problem formulation and testing of the hypothesis, then the data obtained will be processed in accordance with the needs analysis. For the sake of discussion, the data is processed and presented based on the principles of descriptive statistics, whereas for analysis and hypothesis testing approach was used inferential statistics. To be able to answer the research questions and assess models arranged, analytical techniques to be used is Sturctural Equation Modeling (SEM)

The use of SEM allows researchers to examine the relationship between complex variables to obtain an overall picture of the overall models. SEM can examine together (Bohlen, in Ghozali and Fuad, 2005: 3)

Questionnaires research for three variables used are all using a Likert scale that weighs 5 points to measure each of the variables in the answers to strongly agree (5), agree (4), disagree (3), disagree (2), strongly disagree (1).

Job characteristics are of various shapes and kinds of jobs that can be completed by the employee and are useful in achieving organizational goals (Hasibuan, 2005). Meanwhile, according to Robert L Mathis (2002: 78) the characteristics of the work is the basic condition along with the essential elements inherent in every job. This instrument consists of three items (consisting of: the field of employment, position, and workload).

Individual needs according to Maslow (1984) is that one tends to meet the perceived needs as basic needs and then needs a higher-integrity. This instrument consists of two

dimensions needs include physiological, safety, social, esteem, and self-actualization that consists of two items.

Organizational commitment by Allen and Meyer (in Robbins, 2006) is defined as a condition that is perceived by employees that can lead to a strong positive behavior towards its organization. This instrument consists of three dimensions (affective, continuant, and normative) that consists of 3 items.

4. Analysis of Results

Test Measurement Model

Test Measurement models are part of SEM models consisting of a latent variables (constructs) and some manifest variables (indicators) that describe the latent variable.

Based on calculations Sturctural Equation Modeling (SEM) by using the program package AMOS (Analysis of Moment Structure) version 22.0, All Loading Factor to be significant at alpha 5%, this value is said to be valid for loading values above 0.60 (Ghozali, 2014: 138)

5. Analysis

5.1 Structural Equation Modeling

After testing the assumptions SEM and the result that the data used to qualify, then the analysis can be continued by fitness model and a significance test causality. Results of testing the suitability of the model are presented in the following table:

table 1
Conformance Testing Model

No	Goodness of fit	Cut-of-value	Result	Explanation
1	Chi Square	Small expectation	8.565	fit
2	Significance Probability	$\geq 0,05$	0,953	fit
3	RMSEA	$\leq 0,08$	0,000	fit
4	GFI	$\geq 0,90$	0,988	fit
5	AGFI	$\geq 0,90$	0,974	fit
6	CMIN/DF	$\leq 2,00$	17,00	fit
7	TLI	$\geq 0,90$	1,030	fit
8	CFI	$\geq 0,95$	1,000	fit

Based on the calculation results obtained from Table 1, the results indicate that the models are correct, this can show the parameter values of parameters that meet the criteria compliance test model.

5.2 Results

The conceptual model on the show in Figure 1 shows the first, job characteristics have significant influence with a positive direction to the individual needs. This is evident from the marked positive coefficient of 0.259 with CR values of 3.057 and acquired a significance probability (p) of 0.002 which is smaller than the specified significance level α of 0.05. Thus the characteristic variables significantly influence the work of individual needs. These results provide support for the hypothesis variable job characteristics significantly influence individual needs.

Second, the effect is not significant job characteristics with positive direction to organizational commitment. This is evident from the marked positive coefficient of 0.132 with CR values of 1,668 and acquired a significance probability (p) of 0.095 greater than the specified significance level α of 0.05. Thus the variable characteristics are not significantly influential work on organizational commitment. These results do not provide support for the hypothesis variable job characteristics significantly influence organizational commitment.

Third, the effect is not significant individual needs with a positive direction to organizational commitment. This is evident from the marked positive coefficient of 0.185 with CR values of 1.701 and acquired a significance probability (p) of 0.089 greater than the specified significance level α of 0.05. Thus the variable needs of individuals no significant effect on organizational commitment. These results do not provide support for the hypothesis variable individual needs significant effect on organizational commitment.

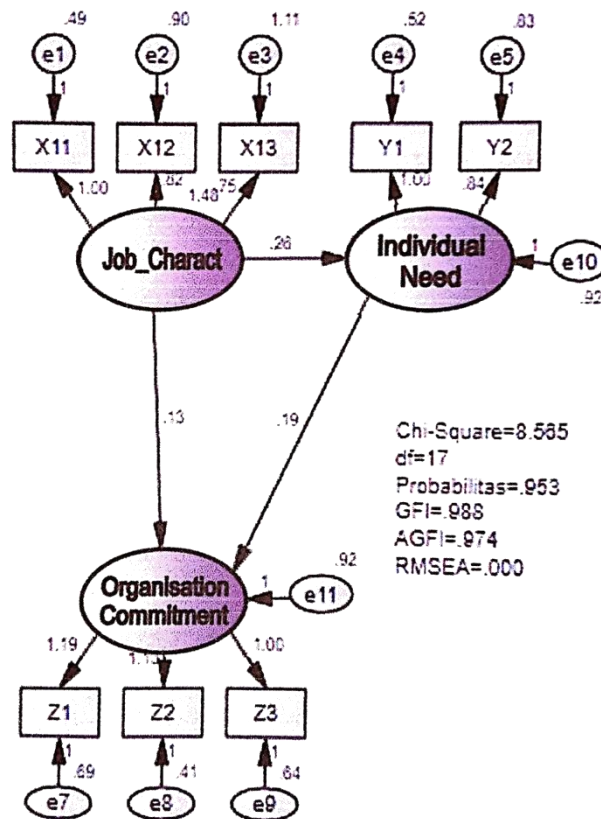


Figure 1. Coceptual Model

6. Discussion

The main objective of this study was to menkaji the relationship between job characteristics, the needs of the individual and organizational commitment. The results of SEM showed the following three findings. First this study reinforce that the characteristics significantly influence the job satisfaction of individual needs Elanain (2008) suggests that the higher the score work on each of the characteristics of the job, the better it works, the higher the motivation, performance and satisfaction of academic personnel who do the work. Therefore, one of the factors that need to be considered to improve the job satisfaction of academic personnel are the core characteristics of the job. Strauss and Sayles (1996: 27) also stressed that the result of the unfulfilled needs of the individual is an employee will show a smaller responsibility on the work they pursue.

The findings of both of these studies undercut the claim that job characteristics significantly influence organizational commitment. Characteristics of a good job is not

necessarily designed to help the academic personnel to remain committed to a select employer. That is, the higher the level of job characteristics by providing varied work, task identity clear and adequate feedback, it is not necessarily the higher the level of organizational commitment, this is not another because the level of loyalty and sense of belonging to an organization or company that is high that employees consider the place where he made a living part of his life. Strauss and Sayless (1996: 14) asserts that all employees want to feel that their work has an important value, and good management can do much to increase the sense of ownership over them

The third Findings of this study weakens the claim that the individual needs significant effect on organizational commitment. The results of this study weakens the theory put forward by Stokes (1966: 92) in Kadarsiman (2012) of individual needs is as a stimulus for someone to do a better job, is also a factor that makes the difference between success and failure in many ways and is the power of emotional which is very important for something new jobs. A discrepancy that may be due to academic personnel who are not too concerned with their individual requirements from both the colleagues and superiors that may affect the results of the work they do. They feel that the work they are doing is a responsibility which indeed they need to do even without the need of individuals who earned.

7. Conclusion

First, job characteristics have significant influence with a positive direction to the individual needs. These results provide support for the hypothesis characteristic variables significantly influence the work of individual needs.

Second, the effect is not significant job characteristics with positive direction to organizational commitment. These results do not provide support for the hypothesis of work characteristics variables significantly influence organizational commitment.

Third, the effect is not significant individual needs with a positive direction to organizational commitment. These results do not provide support for the hypothesis variable individual needs significant effect on organizational commitment.

8. Weaknesses and Future research

Because this study attempts to examine the relationship between job characteristics, the needs of the individual and organizational commitment academic persone] at a high school in East Java, then when doing this research in the process of gathering data using questionnaires distributed to academic personnel as respondents, the results he gets difficult to control because it may not correspond to the real situation.

Judging from the answers to each of the respondents showed a very extreme. It is possible that respondents are not really serious in completing the questionnaire provided by the researcher, so the results may not fully reflect what is really experienced by the academic personnel when they were interviewed.

REFERENCES

- [1] Hariri, Afwan A.P., Al Habsji, Taher and Al Musadieq, M. 2005. Influence of Individual Differences, Job Characteristics and Organizational Practices on Employee Satisfaction (Study on Daily Morning journalist Jawa Pos Surabaya). *Application Management Journal* Vol.2 No.3, p. 531-548.
- [2] Ajzen, Icek.1991. The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes* 50, pp.179-211.
- [3] Albion, Majella J., Fogarty, Gerard J., Machin, Michael A. and Patrick, Jeff. 2008. Predicting Absenteeism and Turnover Intentions in the Health Professions, *Australian Health Review* Vol. 32 No. 2; Proquest Medical Library pp.271-281.
- [4] Bogar, Wilson. 2011. Effect of Work Environment and Job Characteristics Against Burnout, Job satisfaction, Organizational Commitment and Intention to Leave (Study on Employee Pawnshop in North Sulawesi). Dissertation.
- [5] Branham, Leigh. 2001. *Keeping the People Who Keep You In Business (24 Ways to Hang On to Your Most Valuable Talent)*. USA: AMACOM.
- [6] Elanain, Hossam M. Abu. 2008. Job Characteristics, Work Attitudes and Behaviors In A Non-Western Context, Distributive Justice As a Mediator *Journal of Management Development* Vol. 28 No. 5, pp.457-477.
- [7] Elangovan, A. R. 2001. Causal Ordering of Stress, Satisfaction and Commitment and Intention To Quit: A Structural Equations Analysis. *Leadership and Organization Development Journal* pp. 159-165.
- [8] Falkenburg, Karin and Schyns, Birgit. 2007. Work Satisfaction, Organizational Commitment and Withdrawal Behaviors. *Management Research News* Vol. 30, No.10, pp.708-723.

- [9] Hitt, Michael A., Ireland, R. Duane, and Hoskisson, Robert E. 2001. *Strategic Management: Competitiveness and Globalization* 4th edition. USA: SouthWestern College Publishing.
- [10] Ivancevich, John M., Konopaske, Robert and Matteson, Michael T., 2005. *Organizational Behavior and Management, Seventh Edition* volumes 1 and 2. Interpretation: Gina Gania and Dharma Yuwono. Jakarta: Erland.
- [11] Luthans, Fred. 2005. *Organizational Behavior* 10th Edition. Interpretation: Vivin Andhika, et al. Yogyakarta: ANDI.
- [12] Mathis, Robert L. and Jackson, John H. 2000. *Human Resource Management* 9th Edition. USA: Thomson Learning.
- [13] Meyer, John P. and Allen, Natalie J. 1991. A Three-Component conceptualization of Organizational Commitment. *Human Resource Management Review*, Vol.1 No.1, pp.61-89.
- [14] Mobley, William H. 1986. *Employee Turnover: Causes, Consequences, and Control*, Issue Management Series. Interpretation: Nurul Iman. Jakarta: PT. Reader Binaman Pressindo. Munandar, Asr Sunyoto, 2010. *Industrial and Organizational Psychology*. Jakarta: UI-Press.
- [15] Robbins, Stephen P. and Judge, Timothy A. 2008. *Organizational Behavior*. Interpretation: Diana Angelica. Jakarta: Four Salemba.
- [16] Sarwono, Jonathan, 2007. *Line of Business Research Analysis with SPSS*. Yogyakarta: ANDI.
- [17] Shore, Lynn McFarlane and Martin, Harry J. 1989. Job Satisfaction and Organizational Commitment in Relation to Work Performance and Turnover Intentions. *Human Relations*, Vol.42 No.7, pp.625-638.
- [18] Simamora, Henry, 2006. *Human Resource Management* Edition MI. Yogyakarta: STLE YKPN.
- [19] Siong, Z. M. Benjamin., Mellor, David, Moore, Kathleen A., and Firth, Lucy. 2006. Predicting Intention to Quit in the Call Centre Industry: Does the Retail Fit Model? *Journal of Managerial Psychology*, Vol. 21 No.3, pp.231-243.
- [20] Solimun. 2008. *Understanding Quantitative Methods Advanced SEM and PLS*. Malang: Universitas Brawijaya.

- [21] Stoner, James A.F and Wankel, Charles.1986. Management third edition. USA: Prentice-Hall International, Inc. anagement third edition.
- [22] Strauss, George and Sayless, Leonard P. 1996. Personne -The Human Problems of Management, vol 1. Interpretation: PPM Institute. Jakarta: PT. Reader Binaman Pressindo.
- [23] Udo, J. Godwin, Guimaraes Tor, and Igbaria, Magid. 1997. An Investigation Of The antecedents Of Tumover Intention For Manufacturing Plant Managers, International Journal of Operations and Production Management vol. 17 No. 9, pp. 912-930.
- [24] Werther, William B. and Davis, Keith. 1996. Human Resources and Personnel Management 5 th edition. USA: McGraw-Hill, Inc.