

# JOB CHARACTERISTICS, JOB INVOLVEMENT, AND TRANSFORMATIONAL LEADERSHIP'S EFFECTS ON EMPLOYEE PERFORMANCE THROUGH WORK ENGAGEMENT

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## **JOB CHARACTERISTICS, JOB INVOLVEMENT, AND TRANSFORMATIONAL LEADERSHIP'S EFFECTS ON EMPLOYEE PERFORMANCE THROUGH WORK ENGAGEMENT**

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### **ABSTRACT**

The conditions of employee performance in a company is inseparable from several factors that can influence it. Job characteristic, job involvement, and leadership are things that can affect employee performance. But they do not necessarily directly affect an employee's performance, and there can be factors that bridge them so that employee performance gets better. This research is to prove and analyze the influence of Job Characteristics, Job Involvement, Transformational Leadership on Work Engagement and Performance on Bank Jatim employees, and to prove and analyze the influence of Work Engagement on Performance on Bank Jatim employees. The sample population is 365 employees of Bank Jatim. The source of data in this study collected by survey method. Data analysis techniques used in research using SEM with Smart PLS software. The results of the analysis can be concluded that Job Characteristic, Job Involvement, Transformational Leadership has a significant and positive influence on Work Engagement and Job Involvement has a significant and positive influence on employee performance of Bank Jatim employees, but Job Characteristic and Transformational Leadership has no significant and positive influence on Employee Performance Bank Jatim employees, while Work Engagement has a significant and positive influence on employee performance of Bank Jatim employees.

### **INTRODUCTION**

The condition of the banking world in Indonesia has undergone many changes. Apart from being caused by internal developments in the banking world, these changes are also inseparable from the influence of developments outside the banking world, such as the real sector in the economy, politics, law and society. Banking can experience significant changes if it has qualified employees.

For companies or organizations if they want to progress, they are required to have qualified employees. 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 have a negative impact on the company.

Employee performance shows a person's ability to work. An employee is said to have good performance if he has good quality work in completing every job given by the leader. Good employee performance is also marked by the ability to complete tasks on time and can achieve each target set by the company, as stated by Mangkunegara (2013) that employee performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in

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accordance with the responsibilities given. The demand for high employee performance has indeed become a part of every company, because a successful company cannot be separated from the performance of the employees who work for that company.

In some conditions the performance of employees in a company is inseparable from several factors that can influence it. These factors can be in the form of intrinsic and extrinsic factors of the employee concerned (Mangkuprawira, 2011). Intrinsic factors are more aimed at factors that come from within the individual itself (education, experience, motivation, health, age, skills, emotional and spiritual). Extrinsic factors are more aimed at factors that come from outside the individual consisting of the physical and non-physical environment (leadership, vertical and horizontal communication, compensation, supervisor control, facilities, training, workload, work procedures, punishment systems and so on). The implication of the job characteristic model is that when the strength of growth needs is met from job characteristics, high performance and job satisfaction will be achieved (Hackman & Oldham, 2005).

Employee engagement is a strong predictor of positive organizational performance. This is because employees who are emotionally attached to the organization where they work, have high involvement in work and are enthusiastic about the success of the organization, they are also willing to do extra things outside of the required work contracts. High involvement in work can be driven by job characteristics (Markos & Sridevi, 2010).

One of the extrinsic factors that affect employee performance is the characteristics of the job itself. Job characteristics or job characteristics are defined as attributes of employee duties and include a number of responsibilities, various tasks, and the extent to which the job has characteristics that can make employees feel satisfied (Tamalero, Swasto, & Hamid, 2012). Job Characteristics are inherent in a job, where these Job Characteristics or job characteristics have aspects or components that can lead to a full understanding of a job, a sense of responsibility for the results of work, a sense of concern for the impact of work, and also produce positive politeness norms for employees, to further influence employee engagement (Hackman & Oldham, 2005).

Another factor that intrinsically influencing employee performance is job involvement. Involvement in work (Robbins & Judge, 2016) is an attempt to measure the extent to which individuals consider the work important and the performance achieved as a form of appreciation for themselves. In other words, job involvement is an employee's commitment to his work. This is indicated by high employee concern for their work, a feeling of psychological attachment to the work being done and a strong belief in their ability to complete the job.

Saxena (2015) explains that work involvement is related to individual psychology which is important for individual image. Work involvement is related to personal characteristics and the nature of tasks that can enhance social factors such as teamwork, decision-making participation, how much employees support organizational goals, show achievement and progress in their work (Bahram, Darre, & Azhdari, 2012). When employees are given the opportunity to contribute through ideas and suggestions in making a decision, which can increase the performance that employees are involved in making optimal decisions from various perspectives (Kemelgor, 2010).

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The effect of job involvement on employee performance can be observed from the results of research conducted by Azzahra and Maryati (2016) that job involvement has a significant positive effect on performance. Research by Gumilang (2017) and Septiadi et al. (2017) also proves that there is a significant positive effect between work involvement and employee performance.

Apart from Job Characteristics and Job Involvement, another factor that can affect employee performance is leadership in the company. Transformational leadership, according to (Yukl, 2013), is leadership that teaches followers to become more aware of the importance and value of work and persuades employees not to prioritize their own interests for the sake of the organization.

Transformational leadership develops the skills and confidence of employees to be prepared for more responsibility in an organization. Research by Bui<sup>2</sup> et al. (2019) shows that transformational leadership influences job performance. Likewise with the research findings of Pambudi et al. (2016) which proves that transformational leadership has a significant effect on employee performance, which means that the better the transformational leadership in the company, the better the employee performance.

In the process, job characteristics, job involvement and transformational leadership do not necessarily directly affect an employee's performance, but there can be factors that bridge the gap so that individual performance gets better. One of the mediating factors is generally a factor originating from within the individual that psychologically influences one's performance, namely work engagement.

Research conducted by Dewi et al. (2019) proves that Job Characteristics affect Work Engagement. Likewise, the research by Montori et al. (2019) proves that Job Characteristics have an effect on Work Engagement. Research by Tindige et al. (2018) proves that Job Involvement has an effect on Work Engagement. Research conducted by Salu and Hartijasi (2018) and Goei and Winata (2016) prove that Transformational Leadership influences Work Engagement. Research by Setjoadi et al. (2016) also proves that Transformational Leadership influences Work Engagement.

According to Schaufelli and Bakker (2004) Work Engagement is positivity, fulfillment, work from the center of the mind which is characterized. Work Engagement has implications for the performance of both individuals and companies. This is in line with Dajani's research (2015) which proves that employee engagement has a significant impact on job performance. Work engagement is important in a company because it can have a positive impact on the company's success in achieving its goals. (Schiemann, 2011) suggests that attachment has a real positive impact on the number of desired outcomes; employee retention, performance, quality, customer satisfaction and loyalty, and financial performance. Research by Fauzi and Sembiring (2016) shows that employee engagement which consists of vigor and dedication has a significant effect on the performance of PT Studio Cilaki Empat Lima Bandung employees. Damayanti and Tjendana (2017), Salu and Hartijasi (2018), and Sulin and Yanuar (2019) also prove that there is a significant relationship between work engagement and employee performance. The higher the work engagement of an employee, the higher the employee's performance.

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The choice of Bank Jatim as the object of research has several reasons, including the products offered by Bank Jatim are services. HR is directly related to services, so that in order to maintain its existence and develop its services, Bank Jatim must continue to improve the performance of its employees so that the quality of its products and services is guaranteed. However, PT. East Java Regional Development Bank Tbk ("Bank Jatim") located in Surabaya, in fact, until now still has employees with low performance. In reality, the facts on the field show that not all employees in the company have optimal performance. It was found that there was still performance that had not reached the target. This is known from the results of initial interviews conducted with the Head of General Supervisor and HR in the following interview excerpt: "...Here we always evaluate the performance of employees and we always evaluate these assessments, so that we know the progress of the performance of the employees here. We usually carry out evaluations every 6 months, and from the results of the evaluation, it was found that there were still employees who did not meet their targets at work."

There was a decrease in growth in the achievement of funding finance where in 2016 it was achieved by 0.49% which then decreased in 2017 to 0.06%. Based on the results of initial observations indicating the low performance of these employees is because employees do not feel emotionally attached to work (Work Engagement). Employees lack a sense of attachment to work because they do not understand the characteristics of the work they are responsible for (Job Characteristic). This can be seen from the results of the initial interviews conducted with the Head of General Supervisor and HR in the following excerpt of the interview: "...there are employees who don't feel attached to the company, so sometimes there are employees who don't really want to try to be better at their job, there are those who want to learn to progress, there are those who just stagnate, that means they don't feel attached to company."

Another factor that causes Bank Jatim employees to have less attachment to work is the leadership that is applied in influencing employees at work (transformational leadership). The existing phenomenon shows that leaders are not fully able to direct employees to understand the importance of work for employees and have not been able to provide an understanding of responsibilities at work. This situation can be observed from the lack of integration of employees in working with the work for which they are responsible, so that they often carry out mutations, rotations, and demotions, employees feel that their activities are being monitored, they are not given autonomy at work, so employees feel that work is under pressure, difficulties in developing their creativity to create value (Value Creation), which in the end has not been able to motivate employees to be committed to their work.

The effect of job characteristics on work engagement is explained by Hackman and Oldham (2005), in which Job Characteristics are inherent in a job in influencing employee engagement. Sulin and Yanuar (2019) proved that Job Characteristics have a significant effect on Work Engagement. The effect of job characteristics on employee performance is explained by Sulin and Yanuar (2019) that there is no significant effect between Job Characteristics and employee performance. The effect of job involvement on employee performance is explained by Septiadi et

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al. (2017) that if an organization involves employees more frequently in each job, the employees involved will be more active and can improve their performance.

The effect of transformational leadership on work engagement is proven in research by Garvin and Winata (2016) where transformational leadership has a significant influence on work engagement. Furthermore, Sweetman and Luthans (2010) explain that work engagement is influenced by work resources that are able to increase employee growth and development. The effect of transformational leadership on employee performance is explained by Yukl (2013) who states that transformational leadership makes followers more aware of the importance and value of work and persuades employees not to prioritize their own interests for the sake of the organization. The results of Salu and Hartijasi (2018) found that there was no significant effect between transformational leadership and job performance.

Based on the descriptions above, this study was conducted with the title "The Influence of Job Characteristics, Job Involvement, Transformational Leadership on Work Engagement and Employee Performance at Bank Jatim". The research would like to measure the effects of job characteristics, job involvement, and transformational leadership on employee performance mediated by work engagement.

#### **METHOD**

This is an explanatory research, which explains the causal relationship between Job Characteristics, Job Involvement, Transformational Leadership on Work Engagement and employee performance at Bank Jatim. This study used a quantitative approach, namely a method that used a number of samples and numerical data or in the form of numbers (Sugiyono, 2016).

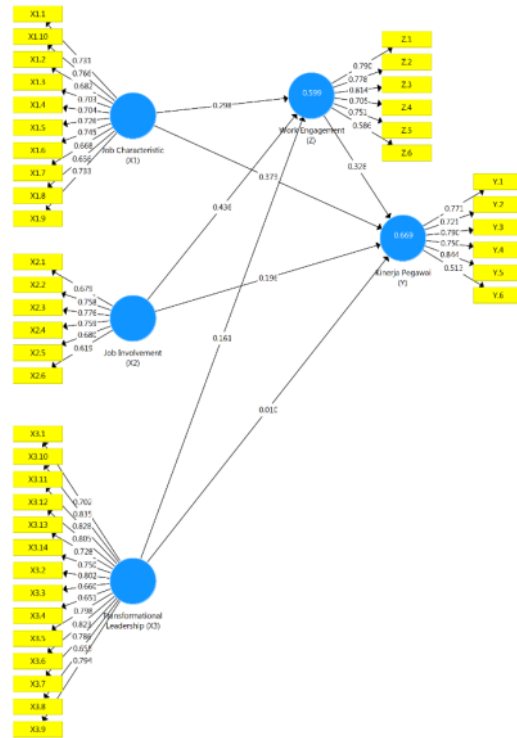
The population used and examined were 365 employees with working areas in the Surabaya Branch and Bank Jatim Sub-Branch. The sampling technique in this study was proportional sampling. Based on the results of the Slovin formula, a sample of 190.8 was obtained which was rounded up to 191 samples out of 365. So the samples used in this study were 191 employees of the Surabaya Branch and Bank Jatim Sub-Branch.

The data collection tool in this study was in the form of a questionnaire. This technique was carried out by distributing research questionnaires to predetermined samples. This study uses a 5 Likert scale in answering the questions in the research questionnaire. The data analysis technique used is descriptive analysis, validity and reliability test, and SEM-PLS analysis.

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**RESULT AND DISCUSSION**

**Testing of the Inner Structure Model**



**Figure 1.** The Inner Structure Model

The results of the inner weight values in figure above show that Employee Performance is influenced by Job Characteristics, Job Involvement, Transformational Leadership, and OCB, while OCB is influenced by Job Characteristic, Job Involvement, Transformational Leadership which is shown in the following equation.

$$Y = 0.373 X1 + 0.196 X2 + 0.010 X3 + 0.328 Z$$

$$Z = 0.298 X1 + 0.436 X2 + 0.161 X3$$

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**Hypothesis Test**

**Table 1.** Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	Information
Job Characteristic (X <sub>1</sub> ) -> Work Engagement (Z)	0.298	0.288	0.107	2.777	Significant
Job Characteristic (X <sub>1</sub> ) -> Employee Performance (Y)	0.373	0.374	0.086	4.324	Significant
Job Involvement (X <sub>2</sub> ) - > Work Engagement (Z)	0.436	0.446	0.109	4.005	Significant
Job Involvement (X <sub>2</sub> ) - > Employee Performance (Y)	0.196	0.205	0.096	2.042	Significant
Transformational Leadership (X <sub>3</sub> ) -> Work Engagement (Z)	0.161	0.166	0.047	3.418	Significant
Transformational Leadership (X <sub>3</sub> ) -> Employee Performance (Y)	0.010	0.009	0.052	0.182	Insignificant
Work Engagement (Z) -> Employee Performance (Y)	0.328	0.320	0.081	4.047	Significant

The test results show that:

- a. Job Characteristics have a significant influence on Work Engagement, because the T statistic value is 2,777 which means greater than 1.96, so the H1 hypothesis which reads "Job Characteristics affect Work Engagement in Bank Jatim Employees", can be declared accepted.

The results of this study are in line with the results of Adiarani's research (2019) in which job characteristics (autonomy, feedback, skill variation, task identity, and task significance) have a positive and significant relationship with work involvement. The higher the job characteristics, the higher the Work Engagement, conversely the lower the job characteristics, the lower the employee's Work Engagement. Dewi et al. (2019) and



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montori et al. (2019) also proves that Job Characteristics have a direct and significant positive effect on Work Engagement.

- b. Job Characteristics have a significant influence on Employee Performance, because the T statistic value is 4,324 which means greater than 1.96, so the H2 hypothesis which reads "Job Characteristics affect Employee Performance at Bank Jatim Employees", can be declared accepted.

The results of this study support the results of research by Affandy (2016), Hamdani (2015), and Sulin and Yanuar (2019) where job characteristics have a significant positive effect on employee performance. Ananda and Sunuharyo (2018) also prove that job characteristics have a significant effect on employee performance.

- c. Job Involvement has a significant effect on Work Engagement, because the statistical T value is 4,005 which means greater than 1.96, so the H3 hypothesis which reads "Job Involvement has an effect on Work Engagement in Bank Jatim Employees", can be declared accepted.

The results of this study are in line with the results of Tindige et al. (2018) where work involvement has a positive effect on employee engagement.

- d. Job Involvement has a significant effect on Employee Performance, because the statistical T-value is 2,042 which means greater than 1.96, so the H4 hypothesis which reads "Job Involvement affects Employee Performance at Bank Jatim Employees", can be declared accepted.

The results of this study are in line with the results of research by Damayanti and Tjendana (2017), and Riza et al. (2017) which show that there is a significant positive relationship between the variables of Work Engagement and Performance. Gumilang (2017), Dajani (2015), and Septiadi et al. (2017) in their research also proves that work involvement has a significant effect on employee performance.

- e. Transformational Leadership has a significant influence on OCB, because the T statistic value is 3,418 which means greater than 1.96, so the H5 hypothesis which reads "Transformational Leadership affects Work Engagement in Bank Jatim Employees", can be declared accepted.

The results of this study are not in line with the results of research by (Raharjo & Witiastuti, 2016) where transformational leadership has no effect on work engagement. However, Handayani (2017) proves that transformational leadership for individualized concerns has a significant effect on employee engagement.

- f. Transformational Leadership does not have a significant effect on Employee Performance, because the T<sub>statistic</sub> value is 0.182 which means it is smaller than 1.96, so the H6 hypothesis which reads "Transformational Leadership affects Employee Performance at Bank Jatim Employees", can be declared not accepted.

The results of this study are in line with the results of the research by Setjoadi et al. (2016) where transformational leadership has a direct, insignificant positive effect on employee performance. However, the results of this study differ from those of Buil,

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Martinez, and Matute (2019), Pambudi et al. (2016) where transformational leadership has a significant contribution to employee performance. Tucunan et al. (2014) also concluded that there is a positive and significant influence between transformational leadership and employee performance.

- g. Work Engagement has a significant effect on Employee Performance, because the T statistic value is 4,047 which means greater than 1.96, so the H7 hypothesis which reads "Work Engagement has an effect on Employee Performance at Bank Jatim Employees", can be declared accepted.

The results of this study are in line with the results of Fauzi and Sembiring's research (2016) where employee engagement has a significant effect on employee performance at PT Studio Cilaki Empat Lima Bandung.

### **CONCLUSION**

This study applies the theory of leadership, Job Characteristics, and job involvement to work engagement and employee performance at Bank Jatim employees. The results of the study show that there is an influence of leadership, job characteristics, and job involvement on work engagement. Leaders must be able to carry out various supervisions to increase employee work engagement. These results reinforce the theory that work engagement is influenced by work resources that can increase employee growth and development. The results of this study also have implications for the development of management science, especially human resource management, where leadership, job characteristics, and job involvement are important in increasing work engagement.

For Bank Jatim, this research can be a consideration for policy makers in the company to be able to improve the performance of its employees. The results of the study show that employee performance is influenced by Job Involvement. Companies must strive to continuously improve the Job Involvement of their employees.

This research can later be used as a reference for further research in conducting similar or similar research and can even be used as further research specifically related to concepts or theories that support human resource management knowledge, namely regarding transformational leadership, job characteristics, job involvement, work engagement, and performance.

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