



## The Influence of Job Design on Unsurya Campus Employee Performance Satisfaction

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**Abstract:** This research aims to evaluate the influence of job design on employee performance satisfaction at Unsurya Campus. The methodology used in this research is library research by reviewing several research results and literature sourced from domestic books and articles with the support of the Google Scholars search engine. From the results of the analysis of several human resource management literature which specifically discusses job design on employee performance satisfaction, all references and research results at the Marshal Suryadarma Dirgantara University Campus show that job design has a significant effect on employee performance satisfaction. Job design determines the relationship between managers (chancellors) as well as the relationship between employees themselves. Because with a clear job design, employee engagement will emerge in employees which will later have an influence on performance satisfaction which can be seen from employees who have a big impact on their work and organization and are connected emotionally, physically and cognitively.

**Keywords:** Job Design, Employee Engagement, Employee Performance, Employee Satisfaction

### INTRODUCTION:

Employees are one of the important assets owned by an organization. Without employees who have good performance, an organization will not run well. Employees play an important role in all operational activities within the company, so that whether or not the goals of a business organization are achieved is largely determined by the employee's good and reliable performance. Considering the importance of human resources, every agency and company tries to get quality and productive employees to run the company.

Through mature human resource planning, the work productivity of existing employees can be increased. This can be realized through an

adjustment. Such as directing good job design in work. So that every employee can produce something that is directly related to the interests of an organization.

Good job design direction can also support the success of an organization in achieving its goals. Because these factors will create a high level of performance satisfaction and work productivity, thereby supporting the success of an organization. On the other hand, if the level of job satisfaction and work productivity decreases, it will hinder the organization from achieving its goals.

Therefore, organizations need to have a work system that can support the achievement of organizational goals effectively and efficiently, productively, reduce the incidence of boredom and increase job satisfaction. Job design is sometimes used to deal with work stress faced by employees (Sulipan, 2000). Meanwhile, job design is an important factor that can stimulate employees to work optimally. Herjanto (2001), explains that Job Design is the details of tasks and how to carry out tasks or activities which include who does the task, how the task is carried out, where the task is carried out and what results. which are expected. Sulipan (2000) added that Job Design is an organizational determination function. The goal is to organize work assignments so that they can meet the needs of the organization.

The level of employee job satisfaction can influence employee performance which in turn can influence employee performance which can ultimately influence the performance of the organization, therefore, organizations need to examine the factors that can influence employee job satisfaction. One of the factors that influences job satisfaction is Job Design. Job design combines the content of a job (Authority, Duties, and Relationships) with the required qualifications (Knowledge, abilities, and knowledge) for each job in a way that meets the needs of employees and the organization.

Considering the important role of employee engagement in organizations and how to foster an engaged culture among employees, when employees are engaged with a company, employees have an awareness of the business, which will make employees give their best abilities to the organization. Employees who feel engaged will feel truly involved and have high enthusiasm for their work and organization. Employees who give their best abilities will have an impact on the performance of an organization. Employee engagement is a very important contributor to the success of an organization, on the other hand, disengaged employees or employees who do not feel connected (disengaged) to their work will not make a meaningful contribution and will even undermine organizational performance.

Based on the background description above, it can be concluded that the importance of the role of Job Design is very important to encourage engagement because designing jobs that are appropriate, varied, interesting and challenging can increase the potential and satisfaction of employees, and anticipate boredom from monotonous work experienced by employees at work. Dirgantara Marshal Suryadarma University campus so that the research title can be determined, namely, **"The Influence of Job Design on the Performance Satisfaction of Unsuraya Campus Employees"**.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### **Job Design:**

According to Simamora (2004), job design is the process of determining the tasks to be carried out, the methods used to carry out these tasks, and how the job relates to other jobs in the organization. Where job design combines job content (duties, authority and relationships) and the required qualifications (skills, knowledge and abilities) for each job in a way that meets the needs of employees and the company.

The employee Job Design approach emphasizes designing jobs around people or employees and not around organizational processes. In other words, a position design is needed that is beneficial both financially and organizationally. Job design must meet individual needs including recognition, respect, growth and responsibility. Then motivation factors include factors such as achievement, nature of work, responsibility, learning and growth and others that can motivate individuals to perform better at work.

### **Job satisfaction :**

According to Robbins (2017), job satisfaction is a general attitude towards a person's work as the difference between the amount of rewards a worker receives and the amount of rewards they believe they should receive. Job satisfaction is an important thing that individuals must have at work. Each individual who works has different characteristics, so the level of job satisfaction is also different and the level of job satisfaction can have different impacts.

### **Employee performance :**

According to Sinambela (2012), Demonstrating performance is defined as an employee's ability to carry out certain skills to determine the extent of his ability to carry out the tasks assigned to him with clear and measurable criteria. Suhariadi (2013) is a function of motivation and ability, to complete a task or job, a person must have a certain degree of willingness and level of ability.

### **Employee Engagement:**

Definition of Employee Engagement or Employee involvement is the emotional commitment that employees have towards the organization and its goals. Meanwhile, according to Kruse (2012), Employee Engagement does not mean employee happiness. Someone may be happy at work, but that doesn't mean they work hard and productively on behalf of the organization. Many companies conduct "employee satisfaction" surveys and executives talk about "employee satisfaction," but the bar is too low.

## METHODS

The research method is a scientific way to obtain evidence data in a certain way through a process of tracing, studying in a systematic and structured manner. According to Sugiono, in general research methods are defined as a scientific way to obtain data with certain goals and uses.

This research uses a qualitative approach, with literacy studies as reference material. Qualitative methods are research that intends to understand the phenomena experienced by research subjects holistically, and by means of

descriptions in the form of words and language in a special natural context and by utilizing various natural methods (Moleong 2017).

One type of research based on data collection techniques is library research, known as library research or also called literature research. This research is also called library research because the secondary data or materials needed to complete the research results are obtained either from libraries from sources in the form of books, encyclopedias, journals, dictionaries, magazines, documents and so on. All articles used come from the electronic data literacy search engines Google Scholar and Mendeley. This is used inductively so that no further problems arise.

## Conceptual Framework

A conceptual framework or theoretical framework is a theoretical or conceptual framework of thinking regarding the problem to be researched. The thinking framework describes the relationship between the concepts or variables to be studied. The truth of the relationship between concepts will later be proven by testing the hypotheses that will be formulated based on the relationship between the concepts. In this case, the hypothesis is a temporary answer to the research problem. The picture of the thinking framework for this journal is in Figure 1.

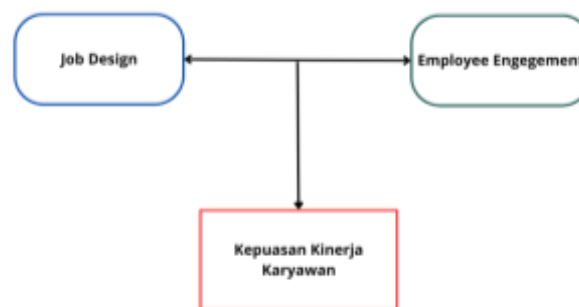


Figure 1. Conceptual framework for literature review

## RESULTS AND DISCUSSION :

### 1. The Influence of Job Design on Employee Performance

Job Design is the process of determining the tasks to be carried out, the methods used to carry out the tasks to be carried out and how the job relates to other jobs in the organization. (Simamora, 2004). Job design determines how the job is done and therefore greatly influences the employee's attitude towards a job, how much decision making the employee makes on the job, and how many tasks must be completed by the employee, especially at Marshal Suryadarma Dirgantara University.

Job design determines the nature of the social relationships that exist in the job and the employee's relationship to the job. Therefore, companies need to have a work system that can support the achievement of organizational goals effectively and efficiently, productively, reduce the incidence of boredom and increase job satisfaction. Job design is sometimes used to deal with work stress faced by employees (Sulipan, 2000). This shows the impact of employee design on employee performance. Employee performance is good if it is designed well.



Job design is complex and sometimes difficult. This is because individual differences, organizational climate, interpersonal relationships, style and technological circumstances influence the relative effectiveness of the four job design approaches. One of the conclusions drawn in the results of this research is that effective job design can contribute to better employee satisfaction and performance, but there is no universally good job design (Tambuan, 2016). Satisfaction with the amount of variety and challenge in one's job really affects employee performance. In other words, certain methods of work design can improve performance (Purwandito Pujoraharjo & Diah, 2015). Ivancevich also suggested that a different work design approach would emphasize performance and satisfaction as desired outcomes.

## **2. Effectiveness of Job Design on Employee Engagement on the Unsurja Campus**

Employee Engagement is a major factor that contributes to the productivity and long-term survival of an organization (e.g. Nowack, 2006). Other researchers (Wasilowski, 2016) suggest that employee engagement has a direct impact on employee productivity and overall organizational productivity. A report from Blessing-White (2008) stated that employee engagement in organizations is an important element as the most effective "business driver" in organizational success. Shaw (2005) considers employee engagement as employees' efforts to optimize the potential they have for improving performance. This is seen from three important aspects of human resource management: turnover rate, productivity and profitability (Nidhi, 2010). For example, a survey by Bernthal (2005) shows that the percentage of workforce turnover can decrease by 60% when an organization implements employee engagement effectively. The results of the study also support the psychological mediation of ownership in these variables.

The second research result is that Employee Engagement has a significant impact on employee performance (Anitha, 2013). The research sample was conducted on employees at Marshal Suryadarma Dirgantara University. First, all the factors that have been identified are predictors of employee closeness, variables that have a large impact on work relationships, colleagues and work teams.

Research conducted on 20 employees of Marshal Suryadarma Dirgantara University. The results of the research show that the three dimensions of Employee Engagement consisting of dedication, enthusiasm, and absorption simultaneously or partially have a large and significant influence on employee performance at the Dirgantara Marshal University Campus. Research also supports that the hypothesis shows statistical significance ( $P < 0.01$ ) and shows that employee engagement partially mediates the relationship between HR practices and employee performance and job satisfaction (Ahmad Sattar, Khalil Ahmad, 2015). Similar results explain that employee engagement has a significant effect on employee performance with a total effect of 76.6%. Therefore, several research results all state that employee engagement has a significant influence on employee performance, especially at Dirgantara Marshal Suryadarma University.

## CONCLUSIONS

Based on the results of the analysis of several literature on human resource management, a conclusion can be drawn, namely that Job Design and Employee Engagement have a significant influence on employee performance in an organization. Job Design determines the relationship between the manager (Rector) and employees as well as the relationship between the employees themselves. Because with a clear Job Design, employee engagement will emerge in employees which will later have an influence on their visible performance and how employees will have a big impact on their work and organization which is connected emotionally, physically and cognitively.

## SUGGESTION

Based on the results of a review conducted on the Influence of Job Design on Unsurya Campus Employee Performance Satisfaction, further study is needed regarding the factors that influence Job Design on Employee Engagement to run well at Marshal Suryadarma Dirgantara University.

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