



Characteristics of Position and Team Work with Employee Performance at the Public Works and Public Housing Office of Bogor Regency

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Abstrak. Tujuan penelitian ini untuk menganalisis dan menguji pengaruh karakteristik jabatan dan team work terhadap kinerja pegawai. Penelitian ini dilaksanakan di Kantor Dinas Pekerjaan Umum & Perumahan Rakyat Kabupaten Bogor, Jawa Barat. Populasi dalam penelitian ini adalah seluruh pegawai yang berstatus sebagai Aparatur Sipil Negara (ASN) pada Dinas Pekerjaan Umum & Perumahan Rakyat Kabupaten Bogor. Populasi dalam penelitian ini sebanyak 287 orang. Dengan menggunakan rumus Slovin, maka diperoleh jumlah sampel sebanyak 167 orang. Teknik analisis yang digunakan adalah analisis regresi berganda. Hasil analisis menunjukkan bahwa karakteristik jabatan dan team work berpengaruh signifikan terhadap kinerja pegawai.

Kata kunci: Karakteristik Jabatan, *Team Work*, Kinerja, dan Organisasi

Abstract. *The purpose of this study was to analyze and test the influence of position characteristics and team work on employee performance. This research was conducted at the Office of the Public Works & Public Housing Agency, Bogor Regency, West Java. The population in this study were all employees with the status of State Civil Apparatus (ASN) at the Bogor District Public Works & Public Housing Service. The population in this study were 287 people. By using the Slovin formula, a total sample of 167 people was obtained. The analysis technique used is multiple regression analysis. The results of the analysis show that job characteristics and team work have a significant effect on employee performance.*

Keywords: *Job Characteristics, Team Work, Performance, and Organization*

1. Introduction

Performance problems are generally found in almost all organizations (Ahmad et al., 2015; Hirschi & Spurk, 2021; Huang & Yuan, 2022), as well as in the Bogor Regency Public Works and Spatial Planning Office which is a regional work unit (SKPD) within the Bogor Regency Government which was formed based on Regional Regulation Number 12 of 2016 concerning the Formation and Structure of Regional Devices, which organizes government affairs in the field of public works and spatial planning. Based on the regional regulation, the Public Works and Spatial Planning Service has the main task of assisting the regent in public works and spatial planning affairs as well as co-administration tasks.

In carrying out these main tasks the Public Works and Spatial Planning Office has the following functions: (a) Formulate policies in the field of public works and spatial planning; (b) Implementation of public works and spatial planning policies; (c) Implementation of evaluation and reporting in the field of public works and spatial

planning; (d) Implementation of service administration; And; (e) Implementation of other tasks given by the regent in accordance with his duties and functions. In carrying out its main duties and functions, the Public Works and Spatial Planning Office is supported by 299 human resources, consisting of 287 civil servants, 11 contract workers and 1 volunteer. Apart from that, 19 security officers, 50 cleaners and 4 reception staff also assisted. The total workforce or human resources owned by the regional secretariat totaled 372 people.

Various problems related to employee performance at the Public Works and Spatial Planning Office of Bogor Regency, namely: Work efficiency, the completion of work results is still not efficient, especially in terms of completion time, an average of 95%, including administrative and physical work results. such as the ratio of places of worship per population, which was realized at 85.14% of the target of 100%. Quality of work, namely the results of the work are still not in accordance with the expected standard quality, an average of 85%, such as administrative reports from the aspect of reporting format as well as the substance of the report. The quantity of work, namely the amount of work that can be completed is still not in accordance with the targeted amount, an average of 95%. As a legal product in the form of regional regulations (Perda) from the target of 14 regional regulations, 13 regional regulations were realized. Contribution to the organization, namely there are still employees who have not fully contributed to the organization. Time of completion of work, that is, there is still completion of work that is not appropriate with the specified time. The average submission of administrative accountability reports is 90% on time, the remaining 10% is not on time.

Empirically and theoretically, various elements affect employee performance, including job characteristics (Ali et al., 2014; Yang, 2011) and team work (Meslec et al., 2020; Salas et al., 2008). Basically performance refers to the level of achievement of tasks that make up an employee's job (Sismiati et al., 2022; Sulaiman, 2022b). Performance reflects how well employees fulfill the requirements of a job in improving their performance (Hameed et al., 2021; Mesmer-Magnus & DeChurch, 2009).

2. Literature review

2.1. Characteristics of Position on Employee Performance

The relationship between the characteristics of a position and employee performance can be understood effectively through the theoretical perspective of the Job Characteristics Model (JCM) which provides insight into how the specific attributes of a job can impact employee motivation, satisfaction, and overall performance. The Job Characteristics Model identifies five core job characteristics that contribute to job meaningfulness and, consequently, influence employee performance. The five core job characteristics are the first variety of skills which refers to the extent to which a job requires an employee to use a variety of skills and talents. Jobs that involve a variety of tasks and responsibilities can increase employees' sense of challenge and engagement. When employees are asked to apply different skills, they tend to experience monotony, which leads to increased

interest in their work. This variety stimulates their cognitive abilities and creativity, which in turn improves their performance (Rai & Maheshwari, 2021).

Second, task identity refers to the extent to which a job involves completing all identifiable parts of the work. When employees can see tangible results from their efforts, it provides a sense of accomplishment and ownership. Jobs with high task identity foster a connection between an individual's efforts and the final product, which can increase their motivation and commitment, leading to increased performance. Third, the significance of the task related to the impact of work on other people or the organization as a whole. Jobs that have a major impact on the well-being of others or contribute to organizational goals can create a sense of purpose and fulfillment. When employees realize the importance of their contribution, they are more likely to invest effort and energy into their work, resulting in high performance (Jeske & Lippke, 2022).

The fourth is autonomy which refers to the degree of independence and control that employees have over their work. When employees are given the freedom to make decisions, plan their tasks, and exercise creativity, it increases their sense of responsibility and ownership. Autonomy empowers individuals to align their work with their personal preferences and strengths, driving higher intrinsic motivation and performance. The fifth feedbacks indicate the extent to which employees receive clear and timely information about their performance. Regular feedback helps individuals measure their progress and make necessary adjustments. Constructive feedback also provides a sense of accomplishment and a direction for improvement, increasing their motivation and overall performance (Agarwal & Gupta, 2018).

When employees perceive their work as meaningful and significant, they are more likely to be motivated to invest their energy and effort. Feeling that one's work contributes to a larger purpose and has an impact can increase job satisfaction and performance. The degree to which employees feel responsible for the results of their work is very important. Increased responsibility fosters a sense of belonging, encouraging individuals to take initiative and make improvements in their performance. Knowledge of results refers to the degree to which employees receive clear feedback about their performance. Timely and constructive feedback allows employees to understand their progress and identify areas for growth. Such awareness increases motivation and performance by providing clear directions for improvement (Iqbal et al., 2021).

The Job Characteristics Model 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. This theory highlights the importance of aligning job design with the psychological needs of employees, which results in increased engagement, satisfaction, and overall effectiveness in the workplace. Based on this explanation, the research hypothesis is:

H1: Characteristics of Position have a significant effect on employee performance

2.2. Team Work on Employee Performance

The relationship between teamwork and employee performance can be explained through Social Identity Theory, which offers insight into how an individual's identification with a group and their interaction within that group can affect their performance. Social Identity Theory explains how group membership and social categorization influence behavior and attitudes. Social Identity Theory argues that individuals categorize themselves and others into various social groups based on shared characteristics, such as the role of an organization, department, or project team. When individuals identify with certain groups, they develop a sense of belonging and attachment, which leads to the formation of a group identity. This identity influences attitudes, behaviors and perceptions, including those related to teamwork and employee performance (Martono et al., 2020).

Teamwork is often characterized by collaborative efforts, shared goals, and interdependence among team members. Social Identity Theory suggests that when employees perceive their team as an important part of their identity, they are more likely to be motivated to contribute to the team's success. When individuals identify with their team, they often become more motivated to achieve collective goals. The team's success becomes linked to their personal success, encouraging them to invest more effort and energy into their tasks. This increased motivation can lead to higher levels of performance as individuals strive to meet or exceed team expectations (Tang, 2021).

Social Identity Theory proposes that individuals tend to prefer their own group (in-group) over other groups (out-group). In a team context, this can result in better collaboration and communication among team members who share a common identity. Positive social interactions and effective communication are essential for resolving conflicts, sharing information, and coordinating efforts, which ultimately contribute to improved team performance. A sense of belonging and group identity can create a higher sense of responsibility. Team members are more likely to feel accountable for their contribution to team results, because they understand that their performance impacts the overall success of the team. This accountability can lead to greater commitment to quality and task completion, positively influencing employee performance (Otache, 2019).

When team members identify with their group, they also adopt shared norms, values, and expectations. These norms guide behavior and set performance standards within the team. When team members align their actions with these shared norms, it can lead to consistent and coordinated efforts, increasing overall team performance. Group identity fosters a sense of shared learning and exchange of knowledge. Team members are more likely to share their expertise, collaborate on problem solving, and learn from one another's experiences. This collective learning environment can lead to the acquisition of new skills and knowledge, which has a positive impact on individual and team performance. Social Identity Theory provides a framework for understanding the relationship between teamwork and employee performance. When individuals identify with their team and develop a strong group identity, it enhances motivation, cooperation, accountability, shared norms, and collective learning. These factors contribute to

increased employee performance as team members work together to achieve common goals and contribute to the success of their team (Brunetto et al., 2013; Ellis et al., 2022). Organizations that foster a sense of identity and collaboration within teams tend to experience higher levels of performance and productivity. Based on this explanation, the research hypothesis is:

H2: Team Work have a significant effect on employee performance

2.3. Research Model

The achievement of a successful organization cannot be separated from the support of its human resources, managing human resources to be productive and committed to work (Sulaiman, 2021, 2022a). Job characteristics as principles of application that aim to maximize work results in organizational settings, with job characteristics, employees can have good work productivity and strive to optimally achieve the goals of the organization where they work (Rai & Maheshwari, 2021).

Team work is an activity that is managed and carried out by a group of people who are members of one organization. Team work can enhance cooperation and communication within and between organizational parts. Team work generates positive synergies through coordinated efforts. This has the sense that the performance achieved by a team is better than individual performance within an organization (Dhurup et al., 2016; Sanderson et al., 2022). Thus, the conceptual framework of the research is described as Figure 1.

3. Research methods

This research was conducted at the Public Works & Public Housing Office of Bogor Regency, Jl. Tegar Faith, Tengah, Cibinong, Bogor, West Java 16914. The types of data that will be used in this study include: qualitative data in the form of observational data. Quantitative data is in the form of ordinal data from research questionnaires. The data sources needed in this study include: Primary data is empirical data obtained directly from the research object, which data comes from all selected respondents who are the object of research. Secondary data is data that is used as a theoretical reference in solving or answering research problems based on previous literature and research.

The population in this study were all employees with the status of State Civil Apparatus (ASN) at the Bogor District Public Works & Public Housing Service. To meet the required data in this study, a survey method was used in data collection. The survey method is a method of collecting data obtained directly from the original source. This method requires contact or relationship with respondents who are the object of research to obtain the necessary data. The population in this study were 287 people. By using the Slovin formula, a total sample of 167 people was obtained. The analysis technique used is multiple regression analysis.

4. Results and Discussion

4.1. Results of Data Analysis

The results of calculating the multiple regression model using the SPSS 20.0 program application show the results as listed in Table 1. Based on table 1, it is known that the magnitude of the regression coefficient and the constant value, so that the multiple linear regression equation regarding the characteristics of position (X1) and team work (X2) is as follows. $Y = 1.182 + 0.483X1 + 0.366X2$

This equation shows the multiple coefficients are positive for all variables and are significant at 0.05. Thus, all variables in this study affect employee performance. Based on the results of the concise multiple linear regression calculations in table 1, it appears that the calculated F is greater than the F table ($20.216 > 4.210$) with a probability of occurrence of an F calculated error of 0.000 or less than the specified error level (0.05). In accordance with the criteria mentioned in the research methods section, because the probability is <0.05 then H_0 is rejected H_a is accepted, meaning that the characteristics of position (X1) and team work (X2) have a significant influence on employee performance, thus all hypotheses are accepted.

To find out the ability of the independent variable to explain the dependent variable, it can be seen in the coefficient of determination (R^2 or R square). The coefficient of determination is 0.716 or 71.6%. And this shows that 71.6% is the influence of the characteristics of position (X1) and team work (X2) variables, while 28.4% of employee performance is caused by other factors that come from outside the variables studied.

4.2. Discussion

The first factor that can improve performance is job characteristics. Hackman and Oldham developed a theory of job characteristics according to this theory job design/position design influences motivation, performance and job satisfaction. This concept has served as a framework for management to identify how certain job characteristics affect job outcomes.

There are several main steps that can be taken in implementing the job characteristics model developed by Hackman and Oldham (Ali et al., 2014). This model seeks to increase employee motivation and satisfaction, therefore the first step to begin implementation is to design a diagnosis of the work environment to determine whether there are problems or problems that have the potential to cause negative impacts (Hackman, 2002). Hackman and Oldham developed an instrument that every employee can use to make a personal summary for use by the manager (Hackman & Oldham, 1976). The first step to start implementation is to design a diagnosis of the work environment to determine whether there are issues or problems that have the potential to cause negative impacts. Hackman and Oldham developed an instrument that each employee can use to create a personal summary for use by leaders. The second step is to decide to redesign jobs based on a particular group of employees. Redesigning work is possible in an active environment where employees have the necessary knowledge and skills. The third step

is for the manager's role to consider how to redesign the work. The focus of this activity is to improve core job characteristics.

The next factor that becomes the focus of organizational attention in efforts to improve employee performance is team work. The existence of a team in an organization is necessary because of the assumption that the performance that will be produced by the team will be greater than the performance that is capable of being produced by each individual who makes up the team. Individual tasks in the team are tasks carried out by each team member according to what is assigned to the individual in the team. Meanwhile, team tasks are tasks related to the interaction and coordination of team members in achieving common goals.

Team tasks are the surplus value of the team so that the team cannot be seen solely as the sum of all team members (Morgeson et al., 2010). Individual task performance and team task performance in turn shape team performance. Failure to achieve team performance can be attributed to individual performance failures, for example due to one person's mistake, and can also be attributed to team task performance, for example due to failures in coordination or communication (Willbanks, 2003).

5. Conclusion

The characteristics of a position wield a profound and undeniable influence on employee performance. Rooted in the foundational theories such as the Job Characteristics Model (JCM), these attributes create a dynamic interplay that shapes how individuals approach their roles and responsibilities. Skill variety, task identity, task significance, autonomy, and feedback, as delineated by the JCM, collectively determine the nature of a job and its impact on an employee's motivation, engagement, and overall performance. The relationship between these attributes and employee performance is a testament to the intricate balance between personal fulfillment and organizational effectiveness.

The impact of teamwork on employee performance is a compelling testament to the power of collaboration and shared purpose within an organizational context. Rooted in theories like Social Identity Theory, this relationship underscores the pivotal role that effective teamwork plays in shaping not only individual performance but also the overall success of a organization.

6. Managerial Implications

Managers should focus on crafting job roles that align with the principles of the Job Characteristics Model. This involves assessing the balance of skill variety, task identity, task significance, autonomy, and feedback within each role. If necessary, positions can be redesigned to incorporate these characteristics, ensuring that employees find their work engaging and meaningful. Organizations can offer training and development opportunities to enhance employees' skill sets. Encouraging employees to develop new competencies not only aligns with skill variety but also empowers them to take on more challenging tasks, boosting their motivation and overall performance. Managers can foster a culture of autonomy by providing employees with decision-making authority

within their roles. Empowering employees to make decisions enhances their sense of ownership and accountability, resulting in improved performance.

7. Limitations and Future Research

Individual preferences and personalities can impact how employees respond to certain job characteristics and teamwork dynamics. Not all individuals might respond in the same way to autonomy, feedback, or teamwork, which makes it challenging to predict uniform outcomes across all employees. Cultural factors can significantly influence how employees perceive job characteristics and teamwork. Exploring the cross-cultural applicability of these relationships can provide deeper insights into their universality.

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Attachment

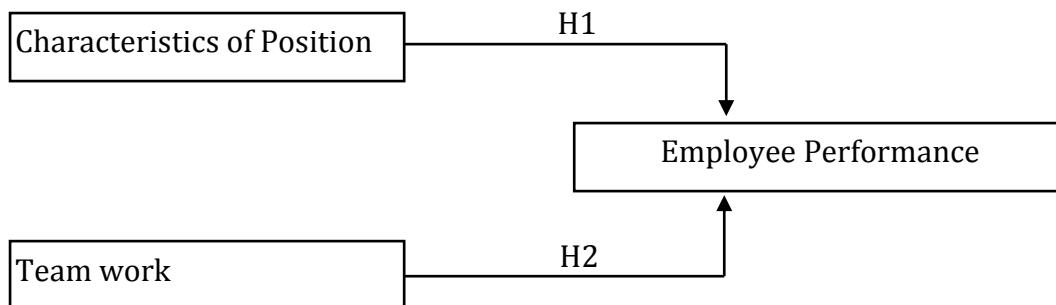


Figure 1. Research Model

Table 1. Results of Employee Performance Regression Analysis

Variable	Koefisian Regresi (β)	Standard Error	t	Prob.
Constant	1,182	0,716	0,223	0,824
Characteristics of position (X1)	0,483	0,146	3,743	0,001
Team Work (X2)	0,366	0,145	2,807	0,010
F Count = 20,216		Sig = 0,000 R ² = 0,716		
F Table = (28) 0,05 = 4,210		t _{table} = 1,313 R = 0,846		