THE INFLUENCE OF JOB CHARACTERISTICS ON WORK ENGAGEMENT AT PT ELANGPERDANA TIRE INDUSTRY

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A B S T R A C T

Work engagement is an important concept in employee work behavior in organizations. This study aims to examine the direct positive effect of job characteristics on work engagement. A total of 395 questionnaires that can be processed in this study where samples were taken from employees at PT Elangperdana Tire Industry. The model in this study was analyzed by SEM (Structural Equation Modeling) method. The results showed that job characteristics positively affected significantly the work engagement. In other words, the better relationship of leader member exchange increased the influence of job characteristics on work engagement.

INTRODUCTION

The world of work is undergoing significant changes. Changes in technology, dynamic organizational structures, and shifts in job demands have fundamentally changed the job landscape. In the midst of these changes, the concept of "work engagement" has become an important focus in human resource management and organizational behavior research. One of the pivotal factors in understanding work engagement is job characteristic. Job characteristics refer to aspects related to one's job, such as the tasks to be completed, the level of autonomy, task variety, and the level of challenge inherent in the job. The role of job characteristics in influencing employees' levels of work engagement has become a prominent topic in academic research and among companies striving to enhance productivity and job satisfaction.

The importance of comprehending the relationship between job characteristics and work engagement becomes increasingly evident when we realize that employees' engagement levels can significantly impact organizational outcomes, including productivity, employee retention, and customer satisfaction. Employees who feel engaged in their work tend to be more dedicated, possess higher levels of energy, and are more likely to make maximum contributions to their organizations. Therefore, research on the influence of job characteristics on work engagement is a crucial and relevant topic for further exploration. In this study, we will explore various aspects of job characteristics that can affect work engagement, as well as how organizations can optimize job characteristics to enhance employee engagement. Through a better understanding of this relationship, we can develop more effective strategies to create a work environment that motivates, fulfills, and maximizes the potential of employees.

RESEARCH METHOD

The research was conducted at PT Elangperdana Tyre Industry located in Citeureup, Bogor regency, engaged in the automotive tire industry, and established since 1997. Data collection took place from May to July 2018. Responding employees directly filled out self-administered questionnaires. The sampling technique used was Proportional Stratified Random Sampling, which involves selecting a sample from a population with non-homogeneous and proportionally stratified elements from each population element, using random sampling. A total of 395 respondents participated in this study, a number determined using the Slovin formula from the total population, which consisted of 1820 permanent employees in the company. Permanent employees were assumed to have a good understanding of their jobs and to have mastered various job processes and variations. Confirmatory Factor Analysis (CFA) was used for testing the validity and reliability of constructs, while research hypotheses were tested using Structural Equation Modeling (SEM). Data processing for both CFA and SEM was conducted using Lisrel 8.3 software. The first variable, job characteristics, was measured using 20 items representing five dimensions of the core job characteristic concept. The questionnaire statements were

formulated by Hackman and Oldham (1975) and further developed by Morgenson and Humphrey (2006). Job characteristics were assessed using a semantic differential scale with a range from 1 to 7, with two contrasting poles from strongly disagree to strongly agree. The second variable, work engagement, consisted of three dimensions: vigor, dedication, and absorption. It was also measured using a semantic differential scale with a range from 1 to 7, with two contrasting poles from never to very often.

RESEARCH FRAMEWORK

Based on Figure 1, the study will test three hypotheses. The first hypothesis (H1) posits a positive influence of job characteristics on work engagement. The first hypothesis is built on the Job Demand-Resources (JD-R) theory (Bakker and Demerouti 2007). Job resources can reduce job demands related to physiological and psychological costs, aid in achieving job targets and goals, and stimulate personal growth, learning, and development. Job resources can serve as intrinsic motivation. Factors within the job in the work motivation theory represent intrinsic motivation that can encourage employees to perform their work to the best of their abilities.

Khan (1990) suggests that the tasks assigned to employees can promote their engagement because employees play a role in their performance (role performance). Job characteristics encourage employees to experience psychological meaningfulness, making them engaged in their work. According to Saks (2006), job characteristics directly influence the level of work engagement. This theory explains that job characteristics play a significant role in employee work attitudes within the organization. High levels of job dimensions result in high satisfaction, motivation, and performance, as well as low levels of employee absenteeism and turnover. H1: Job characteristics have an influence on work engagement.
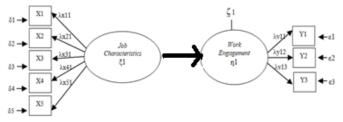

Figure 1: SEM Model of the Influence of Job Characteristics on Work Engagement Confirmatory Factor Analysis (CFA) is a measurement model analysis. The final results of CFA are obtained through testing the overall model fit, model validity analysis, and model reliability analysis. Second-order Confirmatory Factor Analysis (2ndCFA) is a measurement model consisting of two levels. The first level is a CFA that shows the relationships among observed variables as indicators of related variables, while the second level is a CFA that demonstrates the relationships between first-level latent variables as indicators of a second-level latent variable (Wijanto 2008).

Validity is the degree of accuracy achieved by an indicator in assessing something (Ferdinand 2002). Data validity can be tested through validity tests, which can be determined from the Standardized Loading Factor (SLF) values. The SLF depicts the ability of observed variables to measure latent variables. A good SLF value is ≥ 0.05. SLF values can be directly obtained from the Standardized Loading for each indicator variable in the SEM calculation using Lisrel. Reliability is a measure of the internal consistency of indicators of a construct, indicating the extent to which each indicator reflects a common construct (Ferdinand 2002). To test reliability, Construct Reliability (CR) with a value ≥ 0.70 and Variance Extracted (VE) with a value ≥ 0.50 can be used.

Analysis of Measurement Model Fit

According to Hair et al. (2014), the evaluation of data fit with the model is conducted through several stages, namely: measurement model fit and structural model fit. Goodness-of-fit testing indicates that by using the chi-square test, the conclusion is drawn that the p-value is $0.00 < 0.05$, which means that the model produced is not a good fit. One of the limitations of SEM models is their sensitivity to sample size, where a larger sample size tends to result in higher chi-square values, leading to a lack of model goodness of fit. Therefore, SEM provides an alternative use of other goodness-of-fit indicators, namely GFI, IFI, NFI, and CFI, which yield values > 0.90, indicating that the model produced is a good fit. Due to the goodness-of-fit model results, hypothesis testing can proceed according to the theoretical framework. The results of data processing are presented in Table 1.

Table 1 Model test values

Goodness-of-Fit	Cutt-off-Value	Hasil	Kesimpulan
RMSEA	< 0.80	0.074	Good fit
GFI	> 0.90	0.99	Good fit
AGFI	> 0.90	0.98	Good fit
IFI	> 0.90	0.99	Good fit
NFI	> 0.90	0.99	Good fit
CFI	> 0.90	0.99	Good fit

Structural Model Fit

The significance level of the relationships between variables, both dimensions with latent variables and among latent variables, is assessed using the t-test with a significance level of α=0.05 α=0.05 (tα/2=1.96). Meanwhile, the standardized loading factor values are used to measure the magnitude of influence between latent variables or the weight between indicators to latent variables, with a maximum value of 1.

The results of hypothesis testing are depicted in Figure 2. The analysis results indicate that job characteristics have an impact on work engagement. Job characteristics have a positive effect on work engagement, with a coefficient of 0.24. This means that higher job characteristics will increase employee work engagement.

Variabel	Standardized loading faktor	t-hitung	Kesimpulan
JOB → Work	0.24	9.04*	Signifikan

Figure 2: Loading Factor Values and t-test for Exogenous and Endogenous Latent Variables

Testing the Influence of Job Characteristics on Work Engagement

Based on the t-test results shown in the table, the t-value for job characteristics is 9.04. This result indicates the rejection of the null hypothesis (H0) because the calculated t-value is greater than the critical t-value, therefore, H1 is accepted. The hypothesis testing results indicate that job characteristics have a significant positive impact on work engagement with a loading factor of 0.24. In other words, better job characteristics will enhance employee work engagement. The results of hypothesis testing demonstrate that job characteristics have a direct and significant positive influence on work engagement within the company. These findings align with prior research, such as the study conducted by Sonnentag (2017), which suggests that job characteristics are a typical feature of jobs that can stimulate employee work engagement. According to Khan (1990), job characteristics that foster meaningfulness, availability, and safety in job performance can lead to increased work engagement.

As explained by Robinson et al. (2006), job characteristics can make employees feel valued and involved, enabling them to channel their ideas and, in turn, feel valued and have opportunities for job development. This corresponds with Bakker's (2011) explanation that the interaction between employees and their work leads to psychological meaningfulness and personal growth experiences, ultimately enhancing employees' resources and intrinsic motivation.

Managerial Implications

The results of the research indicate that there is an influence between job characteristics and work engagement. The job characteristics dimensions with the highest loading factors are feedback and skill variety. Establishing client relationships can be achieved by providing employees with opportunities to interact directly with clients or parties receiving their work. This approach allows employees to understand how well their work serves clients (feedback from the job itself) and learn various additional skills to interact with clients (skill variety).

The interaction between the feedback and affection dimensions has the highest loading factor. Positive and pleasant feedback should be given to subordinates, fostering respect for the professionalism of superiors (professional respect).

CONCLUSION AND RECOMMENDATIONS

Based on the results of the study on the influence of job characteristics and LMX on work engagement among employees of PT Elang Perdana Tyre Industry, the following conclusions can be drawn:

The level of job characteristics among PT Elang Perdana Tyre Industry employees is at a high level. This high level indicates that the respondents have good job design characteristics that motivate them intrinsically. The research results indicate that job characteristics have a direct and positive influence on the work engagement of PT Elang Perdana Tyre Industry employees. Higher levels of job characteristics and LMX contribute to higher work engagement among employees.

Recommendations

Several recommendations based on the research findings are as follows: To enhance intrinsic motivation through job characteristics, the company should pay attention to ensuring that employees feel motivated and engaged with their work. Future research could expand the scope of the study to similar industries to gain insights into work engagement in the same sector. Additionally, researchers could consider adding and using other variables that may influence work engagement.

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