

THE ANALYSIS OF JOB ENRICHMENT AMONG EMPLOYEE IN BADAN PENDAPATAN DAERAH KOTA MANADO*ANALISA PENGAYAAN PEKERJAAN PADA PEGAWAI DI BADAN PENDAPATAN DAERAH KOTA MANADO*

By

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Abstract: Job enrichment is a way to motivate employees by giving them increased responsibility and variety in their job. The objective of job enrichment is to provide opportunities for achievement, recognition, advancement, responsibility and growth. The aim of this study is to know what factors that influence a job enrichment among the employees in Badan Pendapatan Daerah Kota Manado. In order to achieve these objective the researcher got information from 15 informants, using qualitative study which is in-depth interview and uses purposive sampling. The results showed that job enrichment in Badan Pendapatan Daerah Kota Manado has been running well and effective to influence the employees to work better, job enrichment gives a positive impact to employees, employees get the opportunity to learn new skill and improve creativity. Recommendation of this research to the institution, this research may help them to always keep improving employee performance by doing good job enrichment.

Keywords: Job Enrichment, Human Resources

Abstrak: Pengayaan pekerjaan adalah cara untuk memotivasi karyawan dengan memberi mereka peningkatan tanggung jawab dan variasi dalam pekerjaan mereka. Tujuan pengayaan pekerjaan adalah untuk memberikan peluang pencapaian, pengakuan, kemajuan, tanggung jawab dan pertumbuhan. Tujuan penelitian ini adalah untuk mengetahui faktor apa saja yang mempengaruhi pengayaan pekerjaan di kalangan pegawai di Badan Pendapatan Daerah Kota Manado. Untuk mencapai tujuan ini, peneliti mendapatkan informasi dari 15 informan, menggunakan studi kualitatif yang merupakan wawancara mendalam dan menggunakan purposive sampling. Hasil penelitian menunjukkan bahwa pengayaan pekerjaan di Badan Pendapatan Daerah Kota Manado telah berjalan dengan baik dan efektif untuk mempengaruhi karyawan agar bekerja lebih baik, pengayaan pekerjaan memberikan dampak positif bagi karyawan, karyawan mendapatkan kesempatan untuk belajar keterampilan baru dan meningkatkan kreativitas. Rekomendasi penelitian ini kepada institusi, penelitian ini dapat membantu mereka untuk selalu meningkatkan kinerja karyawan dengan melakukan pengayaan pekerjaan dengan baik.

Kata kunci: Pengayaan Pekerjaan, Sumber Daya Manusia

INTRODUCTION

Research Background

Employees is one of the most important component that cannot be separated with company, it's such an asset of each company. Employees are an important role to reach the company's vision. In order for an institution to survive and have qualified employees, they need to be given various jobs such as job enrichment. Every company wants to increase their employee's skills by giving them some training programs in order to gain a new skills and to improve their productivity. To prove that, job enrichment is one of the management technique to challenging their employee by redesigning jobs and make them to be aware of how important the employee's contribution for the company.

This research seeks to examine what factors that influence job enrichment on employees in Badan Pendapatan Daerah Kota Manado (BAPENDA). This institution is an element to support the government decision in the field of tax management and regional retribution, in order to achieve their objectives, job enrichment becomes one of their strategies. There are so many job improvements provided by job enrichment program such as increasing the quality of human resources, not only to become more productive but also resulting in better performance of the employees itself.

Research Objectives

1. To know what factors of job enrichment influences the employees in Badan Pendapatan Daerah Kota Manado

THEORETICAL REVIEW

Human Resources Managemnet

Human Resource Management is defined as a system of activities and strategies that focus on successfully managing employees at all level of an organization to achieve organization goals (Bryan and Rue, 2006). Management of human resources or managing with human resources, as it is called in the domestic professional practice, is not only a recognized discipline, but also important working and managing function in the organization.

Job Enrichment

The concept of job enrichment has become a fundamental tool for management in improving employee's motivation and organizational growth. Job enrichment is that type of advancement in the environment of the job which may give a worker more challenge, more complete task, more responsibility, more prospect for progression, and more chance to contribute his or her ideas to the organization development (Herzberg, 1968).

Triangulation

Triangulation is defined as data collection techniques that are combining of various data collection technique and data sources that already exist (Sugiyono, 2010). Triangulation is less a strategy for validating results and procedures than an alternative to validation which increases scope, depth and consistency in methodological proceedings, triangulation can be used in qualitative and quantitative research and it even seems as through triangulation is just another term for mixed-methods research.

Previous Research

Venith (2015). The title is A study on job enrichment and individual performance among faculties with special reference to a private university. The objectives were: to discover the factors that predicted job enrichment and to understand relationship between job enrichment and individual performance. Among job enrichment factors task identity contributes more towards enhancing the performance of individuals. Hence academic institution should focus on giving academic freedom to their faculty. This would enable them to utilize their skills and ability and space should be provided for the faculty to complete their task on their own.

Choudhary (2016). The title is Job enrichment: A tool for employee motivation . The present paper is an attempt to find a job related characteristics that help in job enrichment programs in organization and to find out how job enrichment helps in the retention of employees. Increased recognition of task significance will stimulate the employees to further raise their commitment towards the attainment and realization of the goal and objectives of the institutions. The results is the principle of job enrichment in the practice of human resource management

has tremendously been seen as a dynamic process of increasing the work structures and processes with an environment that gives room for autonomy, flexibility, personal growth and satisfaction to the workplace.

Nzewi (2017). The Title is job enrichment and employee commitment in selected brewing firms Anambra State. Finding showed that there is a significant positive relationship between job autonomy and affective commitment among the employees in the selected brewing firms. It was also found that when the jobs of the employees are enriched, their commitment level would increase positively and that would ultimately increase their productivity level in the institution.

Sartika (2014). The title is Role of job enrichment and job enlargement in work life balance. This study is an attempt to focus the significance of work life balance in attaining business sustainability, role of job enrichment and job enlargement in work life balance and identifying practices to rectify the imbalance in work and family life. From this study, work-life balance is an essential requirement for sustainability of business as it improves the quality of life for everyone.

RESEARCH METHOD

Research Approach

This research is qualitative research methodology which is descriptive research. This research wants to know what factors of job enrichment influences te employees in Badan Pendapatan Daerah Kota Manado. According to Denzin and Lincoln (1994:2), qualitative research involves the studied use and collection of a variety of empirical materials - case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts - that describe routine and problematic moments and meanings in individuals' lives.

Population, Sample and Sampling Technique

The population refers to entire group of people, events, or things of interest that researcher wishes to investigate (Sekaran and Bougie 2019). In qualitative research, populations also known as the social situation. The social situation of this research are all elements that can be seen as informants in Badan Pendapatan Daerah Kota Manado. Sugiyono (2007) Sample in qualitative research is not called as respondent instead as a sources. Sampling techniques is the way to collect and grab the data from trusted people and in order to get a good result. This research use purposive sampling technique in order to get more valid and detailed result. In order to get the best result, the researcher took 15 informants to be interviewed from employee in Badan Pendapatan Daerah Kota Manado.

Data Collection Method

Data collection method plays an important role in impact evaluation by providing useful information to understand the process behind observed result. In this part data collection method divided into primary and secondary data.

Operational Definition of Research Variables

Operational definition is a certain explanation about some issues that measured by certain terms. also the operational definition of a variable is the spesific way in which it is measured in that research. In this research the main variable is self image and the indicators are effectiveness and benefits.

Instrument Testing

The key instrument of this research is the researcher. The researcher is trained and has good understanding about all aspects of this research. The researcher was equipped with a note book, a recorder, and a camera in order to conduct interviews and The key instrument of this research is the researcher. The researcher is trained and has good understanding about all aspects of this research. The researcher was equipped with a note book, a recorder, and a camera in order to conduct interviews.

Data Analysis Method, Validity and Reliability

In this qualitative data analysis there are explanations in detail of the process after collecting data till getting conclusions, According to Miles and Huberman in Sekaran and Bougie (2010) there is generally steps in qualitative data analysis: Data Collection, data reduction, data display, drawing and verifying conclusion.

Reliability is the overall consistency of a measures and is a way of assessing the quality of the measurement procedure used to collect data also the reliability in qualitative data analysis includes category and interjudge reliability. Validity is the extent to which a concept, conclusion, or measurement is well-founded and corresponds accurately.

RESULT AND DISCUSSION

Result

This result use qualitative research and use in-depth interview as the tool to gain information. The population of this research are 15 informants in Badan Pendapatan Daerah Kota Manado.

Informant 1

He said that to done all the duties, the employees are required to have this kind of skill and also must be creative because the additional work surely increase the workload. Based on the answer, motivation means responsibility, motivation is very important because each employee has different way of thinking or mindset. The additional work would also improve the creativity, skill, and education, with that, institutions cares deeply about the employee achievement by giving additional income allowance.

Informant 2

He said that he has responsibility to work in accordance with the instruction provided, and one of the important things to finished the additional work is to be loyal to carried out the instructions from the leader. He said that every effort that give good performance was appreciated by institution. Job enrichment can advance self motivation that created a good performance, also he can completed the tasks with good performance.

Informant 3

She has been working at Bapenda since 2017 until now, she said that she has some tasks such as collecting data, registration, etc. While doing the additional work, the informant had felt under pressure but there are some factors that motivated the informant to work in this office such as family, environment. To appreciate the performance of employees, this institution give a reward such as additional income allowance, compliment, and motivational words. The additional work also made the informant gained more skills and creativities.

Informant 4

She had been working in this institution for about 19 years, in completing the additional work, informant 4 said that the workload depends on the additional work, it could be when have more work or not, but she has motivation in work. She said that additional work will improve the creativity, skill, and there are new challenges to complete another work.

Informant 5

She also has an additional work like doing fiscal arrears check and the informant ever felt under pressure for doing this additional work but there are some factors that motivated her to keep working in this institution such as career and to help her family's economic needs. According to the informant, motivation is very important in order to be more active in completing tasks and to appreciate the performance of employees, institution gives a additional income allowance. Having more responsibilities will make employees have a chance to learn new skills.

Informant 6

She said that motivation is important because if there is no motivation, the progress in working would not run well. Motivation made them diligent in working, therefore, for the institution will appreciate every achievement of employees such as additional income allowance. Although informant 6 felt disturb with additional work, she realized that was a positive thing because she had gained new knowledge and based on the answer, training is important because it improved efficiency and productivity of employees.

Informant 7

Having motivation is important to keep working forward, appreciation from the leader is needed to each employee, she said, additional work not disturb the main tasks, additional work give a new experience.

Informant 8

Working employees would increase the sense of responsibility of the work itself, having a good performance, the institution would give an appreciation like additional allowance and it became the incentive for the target to be reached. The additional work would not disturb the main tasks because the informant prioritized the main task first, also additional work made the informant gained more skill.

Informant 9: Mr. Florentino Manalaysay

According to Mr. Florentino, there are some factors that motivated him to work such as the income and self development, if there is no motivation the job would be bored and would not want to develop themselves. The additional work is a positive thing, they could learn a lot of new things. There are new experience and extensive knowledge, so that it has competitiveness and the develop personal potential or leaning by doing.

Informant 10

She had been working for 7 years in this institution and her main task is to determine the local taxes, she also has additional work, which is to coordinate with the relevant regional work units. The additional work did not make her burdened. To appreciate the performance, the institution give a reward such as additional income allowance. According to informant 10, the additional work makes the employees to be more active and creative.

Informant 11

She had been working in this institution for about 6 years, the additional work that been usually given to her is based on a specific instruction from the leaders. Motivation is really an important factor, so that employees could survive to work well. To appreciate the performance of employees, this institution gives a reward such as additional allowance and each year this informant want to achieve the original local government revenue. Additional work also brings the spirit and not really boredom at all, because it feels like a new thing to be solved and could make the employees gained more skills and knowledge.

Informant 12

The informant said that the additional work doesn't make an employee feels burden, if they enjoy the work. The factors that motivate her to work is her educational background, she said that having motivation in working is important, it affects passion more to work hard. The informant need achievement in terms of better performance, to achieve one the employees need to cooperate with each other, the institution give a reward such as additional income allowance to appreciate employees performance.

Informant 13

He had been working in this institution for 7 years and his main task is doing reconciliation of acceptance via bank or through cashier, he also has additional work such as to distribute notification of tax due. The informant said additional work did not make an employee under pressure and the factor that motivated to work is family, he wants to fulfill the needs of life and he said that motivation is important. Cooperate with employees is also an important thing to do to achieve the goals. The informant said additional work did not interfere the main task, it provided the employees to know how to set the time well. Throught additional work, it challenged if on the field, the employee must be skilled in communicating with taxpayer.

Informant 14

He said, as a civil servant, employees must love their job, because it about responsibility, the factor that motivated him to work is to serve the country and society, motivation would make progress in working. In this institution one of the way to appreciate the employees is giving the additional allowance and each year the target was adjusted, so each employee continuous to need the achievement. He said that additional work did not disturb the main task because it needed to manage properly how to finish all the work and it all depends on the employee self-management.

Informant

According to this informant, as a worker who receive the additional task it uncategorized as pressure, but it such a responsibility that need to be done, they need to be ready when leader ask for their help. Motivation is one of the important factor to made ourselves reach goals. In this institution, one of the way to appreciate the employees is giving the additional allowance based on their work assessment and not included in the fixed salary. Based from his answer, the additional work did not disturb his main task and additional work could improve someone skills and creativity, because each employee should understand what kind of additional work that need to be done first.

Discussion**Responsibility**

Giving people more responsibility by enriching their jobs is an efficiency booster especially in organization with several levels of managerial hierarchy, employees that can take over managerial tasks create a more efficient organizational structure. They should manage their time well and seek to be a positive part of the corporate team. Based on the results of interview with informant, all informants have responsibility to do their main task and additional task, they need to know more because get additional tasks is a new challenge.

Recognition

Recognition is a fundamental human need, when employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. Everyone feels the need to be recognized as an individual or member of a group and to feel a sense of achievement for work well done or even for a valiant effort. According to informants, institution awarding employee by giving additional fee, every effort that give good performance was appreciated, institution cares deeply about employee performance.

Advancement

Advancement is progress in your job or in your social position, job enrichment gives tools to the employee to improve their skills and learn new ones. If they're ambitious enough, the positive feedback will be a motivation to advance, and the new competencies make them more confident to take opportunities. Based on the results of the interviews, there are some informants who say that they are able to manage the time and know the job's priority, get motivation to doing the job, self-motivation that created good performance, become more responsible with main task and from the priority of main task and additional task.

Growth

Opportunities for growth help employees expand their knowledge, skills, and abilities, and apply the competencies they have gained to new situation. By providing opportunities for growth, institution can improve the quality of their employees work experience and realize the benefits of developing workers to their full potential. From the results, additional work improve skills variety and creativity, can completed the tasks with good result, get new challenge, get new opportunities for learn.

Achievement

Achievement is something which someone has succeeded in doing, especially after a lot of effort. Based on the result of interview with informants, additional work have a positive impact so that employees reach their goal desired, they get more benefit in terms of job promotion, get more income to fulfill needs and wants, and some of them need to work harder to look for what potential that can generate some funds to increase PAD Manado.

CONCLUSION AND RECOMMENDATION**Conclusion**

Based on the result and discussion from the previous chapter it can be conclude that job enrichment is based on the job itself must provide opportunities for responsibility, recognition, advancement, growth, and achievement to motivate the employees in Badan Pendapatan Daerah Kota Manado. Here's the positive influence of job enrichment for the employees:

Job enrichment in Badan Pendapatan Daerah Kota Manado has been running well and job enrichment is effective to influence the employees to work better. All informants have responsibility to do their main task and

additional task and they can manage their time well, they can manage the duties, they know the job's priority. The institution cares deeply about employee performance by giving additional fee. Also, job enrichment gives a positive impact to employees, employees get the opportunity to learn new skills and improve their creativity.

RECOMMENDATION

This research has been conducted in order to know about the job enrichment for Badan Pendapatan Daerah Kota Manado to give some understanding about what factors of job enrichment influence the employee. Therefore it can become the reference to evaluate their institution. There are some recommendations from the results:

1. For the universities students, especially economic and business student, to give some knowledge about job enrichment especially for those who wants to become a leader or employee in the future.
2. For the next researcher, it is recommended to conduct research in wide area of population bigger sample and deep research about job enrichment on certain of company city and regency of North Sulawesi.
3. For the company, this may help to always keep improving employee performance by doing good job enrichment.

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