

**ANALYSIS OF JOB SPECIALIZATION TOWARD EMPLOYEES
(CASE STUDY: DINAS PERUMAHAN KAWASAN PERMUKIMAN DAN PERTANAHAN
DAERAH)**

*ANALYSIS SPESIALISASI KERJA TERHADAP KARYAWAN
(STUDI KASUS: DINAS PERUMAHAN KAWASAN PERMUKIMAN DAN PERTANAHAN DAERAH)*

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Abstract: Job specialization involves breaking down a task to its lowest level and designing jobs around each part. This creates specialization, expertise, and improved quality. Many studies on specialization works and practice are carried out in private organizations even though specialization can be applied in all field professions. The purpose of this study is to find out regarding job specialization's effect on employees. This study uses a qualitative method and interviews with informants were conducted to gain information regarding the phenomenon. The findings of this study show that employees uphold their duties and responsibilities professionally, other factors like the superior evaluations and the clients' satisfaction rates also played a large role for the workers to keep their performance stable. Recommendations proposed and found within this research based on the result and analysis are to maintain a good environment within the workplace. The other is to keep and cultivate the mentioned factors such as skills, experiences, and knowledge to increase the work's production rates by accomplishing the entrusted jobs efficiently.

Keywords: Human resource management, job types, job description, division of labor, job specialization

Abstrak: Spesialisasi kerja melibatkan pembagian tugas ke tingkat terendah dan mendesain pekerjaan disekitar tiap bagian. Ini menimbulkan spesialisasi, keahlian, dan meningkatnya kualitas. Banyak kajian tentang spesialisasi kerja dan prakteknya yang dilakukan di organisasi-organisasi swasta walaupun spesialisasi dapat diterapkan di semua bidang profesi. Tujuan penelitian ini adalah untuk mengetahui pengaruh spesialisasi pekerjaan terhadap karyawan. Penelitian ini menggunakan metode kualitatif dan wawancara terhadap informan dilakukan untuk mendapatkan informasi mengenai fenomena tersebut. Temuan penelitian ini menunjukkan bahwa karyawan menjunjung tinggi tugas dan tanggung jawabnya secara profesional, faktor lain seperti evaluasi yang unggul dan tingkat kepuasan klien juga memainkan peran besar bagi pekerja untuk menjaga kestabilan kinerja mereka. Rekomendasi yang diajukan dan ditemukan dalam penelitian ini berdasarkan hasil dan analisis adalah untuk menjaga lingkungan kerja yang baik. Yang lainnya adalah menjaga dan menumbuhkan faktor-faktor yang disebutkan seperti keterampilan, pengalaman, dan pengetahuan untuk meningkatkan tingkat produksi pekerjaan dengan menyelesaikan pekerjaan yang dipercayakan secara efisien.

Kata Kunci: Human resource management, job types, job description, division of labor, job specialization

INTRODUCTION

Research Background

Job specialization involves breaking down a task to its lowest level and designing jobs around each part. This creates specialization, expertise, and improved quality. Job specialization design in the workplace is frequently seen where a worker focuses on one specific task and ability during the entire work shift. The task frequently repeats all day long. Because job specialization allows significant expertise build-up in a specific task, the learning and speed of production happen faster. The job does not involve complex processes, so it can be taught faster to new workers. In theory, this approach reduces quality control costs and improves production efficiency (Thibodaux, 2012).

Specialization refers to individuals and organizations focusing on the limited range of production tasks they perform best. This specialization requires workers to give up performing other tasks at which they are not as skilled, leaving those jobs to others who are better suited for them. An assembly line, where individual workers perform specific tasks in the production process, is the best example of specialization (Adeyoyin et al., 2015). The benefits of specialization extend beyond individual workers as well. Firms that specialize in their particular products can produce larger quantities to sell. Those firms and their employees use the proceeds from the sale of those goods to buy needed goods produced by other workers and companies. Adam Smith saw the advantages of specialization and division of labor also have a downside to them as well. He feared that monotonous assembly lines in which workers performed single tasks throughout the day could sap their creativity and spirit. He saw education as a remedy and believed that education fostered creativity and innovation in workers. These concepts have now been subsumed in economics as increasing returns to scale, and the great improvement in output or profits that come from continuing until variable costs are more than the marginal costs without regard to the high fixed costs in many processes. The concept has been generalized by growth economists into a beneficent circle. Increasing the division of labor leads to enhanced output from improvements in the productivity of labor. This increases incomes and demand and leads to larger markets. With larger markets, more division of labor can occur starting the circle over again.

Because of the drawbacks of specialization, many firms have sought alternative approaches to designing jobs such as job rotation which involves systematically moving employees from one job to another, global connection encourages rotation of workers to new jobs and possible pay raises for each new job they master. Job enlargement gives employees more tasks to perform while job enrichment attempts to increase both the number of tasks a worker does and the control the worker has over the job. When an organization uses job specialization, every worker is an expert to some degree. Employees can refine the task for which they are responsible, resulting in increased efficiency and increased production. Because each employee concentrates on just a portion of all activities, quality control costs also decrease in theory.

All these factors mean a higher revenue and profit potential for the business. They also sometimes allow workers to take greater pride in their work, as their jobs require specific skills others may not be able to do. Even though job specialization creates experts, the experts cannot multitask. Specialization restricts them from filling in for someone who is gone. Subsequently, any organization's activity connected to what the absent expert does may suffer. Additionally, specialized workers have a smaller skill set in some cases than non-specialized workers. With fewer skills, many employees find it harder to adapt and find other employment later. Many studies on specialization works and practice are carried out in private organizations even though specialization can be applied in all field professions.

Research Objective

The research objectives are:

1. To ascertain if the division of labor and job specialization make work effective and efficient.
2. To determine if the division of labor and job specialization leads to better job performance within environment work.

THEORETICAL FRAMEWORK

Human Resource Management

Human Resource Management is an integrated activity carried out to estimate fluctuations in business demand and supply in the context of the organization's future human resource needs. Human Resource

Management is one of the important fields in terms of human resources and as a contributor to the process of corporate strategic planning. Human Resource Management not only assist the organization in determining the human resource needed to achieve predetermined goals but will also determine the available human resources. With the existing human resource management, then announced employees can be estimated in advance (Simamora, 2018).

Job Types

Jobs can be categorized, by the hours per week, into full-time or part-time. They can be categorized as temporary, odd jobs, seasonal, self-employment, consulting, or contract employment. Jobs can be categorized as paid or unpaid. Examples of unpaid jobs include volunteer, homemaker, mentor, student, and sometimes intern. Jobs can be categorized by the level of experience required: entry-level, intern, and co-op. Some jobs require specific training or an academic degree. Those without paid full-time employment may be categorized as unemployed or underemployed if they are seeking a full-time paid job (Mathis and Jackson, 2001).

Job Description

A job description or JD is a document that describes the general tasks, or other related duties, and responsibilities of a position. It may specify the functionary to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, and a salary range. Job descriptions are usually narrative, but some may comprise a simple list of competencies; for instance, strategic human resource planning methodologies may be used to develop a competency architecture for an organization, from which job descriptions are built as a shortlist of competencies. A job description is usually developed by conducting a job analysis, which includes examining the tasks and sequences of tasks necessary to perform the job (Torrington, 2009).

Previous Research

Samuel Olu Adeyoyin, Ajiboye, B.O., Adegun, A. Isau, Tomomowo-Ayodele, S. Oluyinka (2013) brought into fore some salient discoveries about the strength and weaknesses of division of labor and job specialization on the overall job performance of the staff of a Nigerian university library. This study found that majority of respondents agree that job specialization makes their work easier and faster, enhances their job performance and they are fully satisfied with their present area of specialization, while a sizable number were dissatisfied because their training does not correspond with their present posting. The study also found that library and information centres still cannot do without division of labour and job specialization even with the emergence of ICT infusion into library and information services provision.

S. O. Onimole (2015) viewed using Human Resource Development as a strategy for economic revival and sustainable self-reliance will require drastic organizational transformation in human resource policies and practices for integrated rural development. The study observed that in spite of governments earlier seemingly comprehensive efforts at improving the quality of life of the rural people, a number of flaws were identified. Consequently, the marginalized condition of the rural poor tends to inhibit their training and development for rural projects. The paper also points out that other limiting factor against training and indeed human resource development in general is economic crisis.

Srinivan Murali (2017) investigated the decline in labor market turnover over recent decades, in particular the fall in job finding and separation rates. He analyzed the role of an increase in the specialization of jobs in accounting for this decline. To quantify the impact of this increasing job specialization on labor market turnover, he built an equilibrium search and matching model with two-sided ex-ante heterogeneity. Workers have different skill endowments and jobs have different skill requirements. The specialization of a job measures the impact of mismatch on match productivity. He showed that as jobs become more specialized, his model is able to explain over 50% of the observed decline in labor market turnover

RESEARCH METHOD

Research Approach

This research is a qualitative research methodology which is descriptive research. Qualitative research usually does use some form of quantification, but statistical forms of analysis are not seen as central. Qualitative research involves the studied use and collection of a variety of empirical materials - case study, personal

experiences, 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 is a generalization region consisting of objects and subjects that have certain qualities and characteristics defined by functional that to be studied and then drawn a conclusion. The population in this research will be the employees at Dinas Perumahan Kawasan Permukiman dan Pertanahan Daerah. A sample is a part of the number and characteristics of which are owned by the population. When a large population and its current status is not possibly learned all of the population, for example, because of lack of funds, manpower, and time, then its current status is going to take a sample of that population. What is learned from that samples taken from a population should be representative. The sample for the research will be 10 employees within Dinas Perumahan Kawasan Permukiman dan Pertanahan Daerah. The technique of determining the sample used in this study is Non-Probability Sampling with Method of Purposive Sampling. Non-Probability Sampling is a sampling technique that does not provide equal opportunity for each element or member of the population to be selected as a sample. The Purposive Sampling Method is a technique to collect a sample of data sources with certain considerations.

Data Collection Method

The data collection method in this study is based questionnaire. The questionnaire intended to obtain primary data regarding the variables to be measured from respondents of job specialization.

Operational Definition of Research Variables

An operational definition is an explanation of the variables in this research. It is used to make a clear explanation to determine the division of labor and job specialization toward employees.

Table 1. Variable Definition

Variable	Indicators
Division of Labor	-Skills -Work Experience -Work Environment
Job Specialization	-Specific Job -Skills -Specific Job -Work Experience

Source: Data Processed, 2020

Instrument of Research

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

Data Analysis Method

Data collection is the process by which the researcher finds information from any kind of source like books, the internet, journal, articles, and the informant itself. Data reduction involves selecting, simplifying, and transforming the data to make it more manageable and understandable. Data display helps qualitative research to organize information and view it in a way that enables them to identify linkages and develop an explanation related to their findings. Drawing and verifying conclusions involve deciding identified themes, patterns, and how they help answer to answer the research problem. Verification involves checking and rechecking the data to ensure the initial conclusion which realistic, supportable, and valid.

RESULT AND DISCUSSION**Result**

This result uses qualitative research and uses an in-depth interview as a tool to gain information. The populations of this research are 10 informants of employees. In the first step, questions are arranged and prepared before the interview.

Interview Results

Informant 1 is a graduate university student. She holds a position as an office staff as her occupation. She has the same working hours as predetermined office hours. She regards her performance on the task at hand as important at face value because they always have an evaluation by their superior each month. Her specific task is to make decision letters (surat keputusan). Her job requires her to excel in computer-related skills especially in operating Microsoft Word, Microsoft Excel, and Microsoft PowerPoint. Her work experience was needed in her division of work because it would become an important key factor in accomplishing her task and it could also earn extra points and a favorable impression to her superior. Her work environment could also affect her work because a calm, healthy, and clean work environment could help her to accomplish and focusing on her tasks for the better.

Informant 2 is a graduate university student. Informant 2 holds a position as an office staff as her occupation. Her work hours start from 8 am to 5 pm each day. She regards her job performance as important because it requires thoroughness and precision. She values her work experiences as an important part of the basic implementation to accomplish the tasks that were given to her. Her responsibilities were related to financial matters. Her specific task in her occupation right now is financial management works. The specific skills that were required for occupation on her job are to excel in a financial arrangement. Her work experiences are needed in her division of work for the basic implementation of her jobs. Her work environment also can affect her work because a comfortable working environment could develop into a positive atmosphere.

Informant 3 is a graduate university student. Informant 3 is a freelance daily worker. she works a total of eight hours each day starting from morning to afternoon. She values her job performance as important because it would become an evaluation factor for her superior. Her work experience is also important because it would become a foundation for her work in the future. No exact and specific job was entrusted to her because her tasks would be determined by her superior first before they relay it to her. There are no specific skills that were required out of her in her current position because every new task that was given to her would become her new lesson and experience. Her work experience is not a necessity in her current position because they would give her guidance and instruction before she starts working on the tasks that they would give. Her work environment also affects her work because a positive environment could become a driving force to motivate herself in her works.

Informant 4 is a graduate high school student. Informant 4 is a freelance daily worker. Her length of working hours starts from morning to afternoon with eight hours in total each day. Her job performance is important to act as her superior evaluation of her. Her job experiences were also important because they could help to accomplish her jobs for the better. Every task that was assigned to her is the responsibility that was entrusted to her. There is no specific job in her current position because she always needs to ask the direction from her superior each day so the tasks would be varied. There are no specific skills that were required from her position because he would learn the bits of knowledge and skills by accomplishing the tasks that were assigned to her. Work experience is not a necessity when it comes to her position and division of work because they would compromise and give her some minimum pieces of knowledge and guidance to accomplish her jobs. Her work environment also affects her in her jobs because the better the work environment, the better the outcome would be.

Informant 5 is a graduate high school student. Informant 5 holds a position in a staff office as his occupation. His work hours are the same as work hours for the office in general. His job performance is one of the important factors to earn positive evaluation from his superior at the end of the month. He also did not emphasize work experience as an important factor in his current job. Every task that was assigned to him is a responsibility and his duty to accomplish. His specific tasks in his current position are to manage, observe, and monitor the attendance and absences of the employees. His current position requires him to excel and operate the computer and the necessary software. His current position also did not put a heavy emphasis on work experience. His work environment also could affect him because a clean and tidy environment has a large part in every process of his works.

Informant 6 is a graduate university student. Informant 6 holds a position as an office staff as his occupation. His work hours started from 8:00 am until 05:00 pm. He deems his job performance as an important part of his job to obtain an optimum result. He values his work experience as important so he could evaluate himself in what he already excels in or in what area he needs to improve for the better. His responsibilities in his current position are related to properties or housing matters. His specific tasks were to arrange and regulate lands, housings, and properties that were assigned to him. The specific skills that he put into use for his jobs are operational software in designs such as AutoCAD, SketchUp, and other operational software in general such as Microsoft Word, Microsoft Excel, and Microsoft PowerPoint. His work experience was a necessity especially in operating software for design. His work environment also influenced him, especially a healthy and comfortable environment that could affect each employee's performance individually.

Informant 7 is a graduate university student. Informant 7 holds a position as a drafter as his occupation. His work hours tend to be more flexible than the others because he needs to adjust his work schedule with the amounts of drawings that have been submitted. He regards that his job performance as a necessity, especially in his rate and pace to finish the drawing draft and the ability to grasp and appraise the client's demand precisely in a short time. His work experience is also important to give a general picture of his job and to give a comprehensive understanding of project administration. The responsibilities that he currently holds in his position are to finish drawing works and additional tasks such as RAB in due time. The specific task that was entrusted to him is to finish several specific drawings. The specific skills that were needed on his job are mastering software design such as AutoCAD, SketchUp, and Enscape. His work experience is also necessary for his division of work because he needs to train in managing the time, excelling in the draft, and administration. His work environment is also important especially for the availability of comfort and quiet workplace in accommodation for his team performance.

Informant 8 is a graduate university student. Informant 8 holds a position as a drafter as his occupation. His work hours tend to be flexible because it depends on the set target. His job performance is important to him for accomplishing his set targets. He values his work experience as important because it could give some pictures of his next assignment. The responsibility that was given to him is to finish his assignments on due time. His specific tasks in his current position are to work on the design of several projects. The specific skill that requires his job is to excel in computer software for design. He regards his work experience as a necessity to fulfill his works. His work environment also could affect his work because he needs a clean and comfortable work environment to work well.

Informant 9 is a graduate university student. Informant 9 holds a position as an office staff as her occupation. She works from 8:00 am to 4:30 pm. She values her job performance as important to increase her performance on every task that was assigned to her, especially in work ethics, loyalty, and good integrity to her superior and also between her co-workers. She regards her work experience as important to fulfill the order and assignments that were entrusted to her from her superior with her experience as her work foundation. The responsibility that she currently has is to fulfill every task that was given so the incoming assignments would not be piling up. She confirmed that there are specific tasks that were assigned to her that she needs to finish that day. There are no specific skills that her position required because the skills could be learned while she working on that task. She deems that work experiences are important and necessary to fulfill jobs without suffering some setbacks and accomplish them swiftly. She confirmed that her work environment is also an influent on her performance.

Informant 10 is a graduate university student. Informant 10 is a freelance daily worker. Her work hours were the same as office workers in general with a total of 8 hours each day. She regards her performance as important to accomplish the task that she prioritized. She also values her work performance as important to fulfill the oncoming tasks that would be given to her in the future. Every task that was assigned to her is her responsibility. There is no specific task that she currently held because every task from her superior tends to be varied. There are no specific skills that were required from her current position. She confirmed that work experience is needed in her position to cultivate the know-how for her jobs. She confirmed that the work environment could affect her work because a positive environment could motivate her in her works.

Discussion

This study identifies and analyzed job specialization at Dinas Perumahan Kawasan Permukiman Dan Pertanahan Daerah by gathering the workers' collective opinions. It also wants to know whether the factors of work could affect their employees. The current perception by determining the personnel based on their educational background, current occupation, experiences, which all came from the various specialization of works. The extend

of workers' scope on the general qualification requirements such as experience and training which specially prepared by supervisors directly, officeholders, and job analysts. Following the questionnaire to analyze the work and gather information on job analysis, interpreted their mindset and how they approach things based on the current situation while acting within the work ethics framework. By looking at the situation of job specialization by the employees in Dinas Perumahan Kawasan Permukiman dan Pertanahan Daerah, some are simplified and divided opinions which been carried out by the workers within their work hours. The given situation about the downside of not acquiring several specific skills did not affect the freelance daily workers because they have the mentality and capabilities of being flexible. The idea of not having work experience in a certain area beforehand apparently did not fluster them, on the other hand, they use their current tasks by accumulate bits of knowledge and learn the know-how to improve on their jobs. This study states that workers also treat their jobs and duties in high regard for every task that was entrusted to them as their responsibilities that they need to uphold. This similar situation in the workplace has been carried out by each division of work within the office environment.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Based on research that has been done, all of the informants uphold their duties and responsibilities in high regard, other factors like the superior evaluations and the clients satisfactoral rates also played a large role for the workers to keep their performance stable, efficient, and faster notwithstanding which divisions they belong to.
2. Another factor that maintains the working capabilities within the workplace is a proper environment that produces good performance by the workers. In their department or occupation, they were told to keep their work environment clean during and after their work hours

Recommendation

There is some recommendation proposed and found with this research based on the result and analysis which as follows:

1. To maintain a good environment within the workplace.
2. To keep and cultivate the mentioned factors such as skills, experiences, and knowledge to increase the work's production rates by accomplishing the entrusted jobs efficiently.

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