



**THE DESIGN OF WORK FACILITY AND DESCRIPTION OF JOB CHARACTERISTIC TO IMPROVE EMPLOYEE PERFORMANCE AT PT. FERLINA JAYA MANDIRI GORONTALO**

Melan Angriani Asnawi

Department of Management, Faculty of Economics, State University of Gorontalo

Correspondence Email: [angrianimelan278@gmail.com](mailto:angrianimelan278@gmail.com)

**ABSTRACT**

The research aimed to know to what extent the effect of work facility and job characteristic both partially and simultaneously on employee performance. It involved 30 employees as population while its samples were determined by using random sampling. Research method applied a quantitative method by using multiple linear regression analysis. The finding of research found that partially, work facility variable had a positive effect on employee performance with value of ttable for 7,220 which was higher than the value of t count for 1,703 and at significance value of 0,000. Meanwhile, partially, job characteristic variable did not have a significant effect on employee performance, where the value of t count was 1,363 that was lower than the value of t table for 1,703, and the significance value was 0,184. Research finding ( $R^2$ ) was 0,793, and it showed that the effect of variable  $X_1$  and  $X_2$  was 79,3% had a positive effect on variable Y.

**Keywords: Work facility, job characteristic, and performance**

The absence of human may hamper the running of organization although certain elements exist. It is due to human is drive and determinant of the organization. Therefore, the organization should provide positive direction to achieve the organizational goal. As an effort to improve employee performance, there should be certain approach by paying attention to psychological factors that are generally attached to employees such as motivation, calmness, personality, emotional and others. Basically, employees will feel comfortable to work when work facility enables them to meet their needs as a human being, instead of only as a production tool. The productive office processes will always require a company to provide complete work facilities, particularly those facilities which can help and motivate employee in completing office work properly.

Achieving a good level of performance, it certainly needs to be supported by factors that may support improving the performance. The factors can be in the form of providing adequate work facilities which included in good conditions and well- maintained. Further, good work facilities can ignite the enthusiasm of working employee since they feel their needs are met in terms of facilities and infrastructure. Besides work facility, the individual characteristics of each employee can also affect the level of performance due to it is able to influence, motivate and direct individuals to act in the organization to complete the work as assigned. Employees will work optimally if the work can meet their necessity. This means that the company must really pay attention to the level of needs of the employee. High achievement can be created if employees are happy and comfortable during working. Thus, they may obtain what they get, and the high performance of them can lead to having expected profit for the company. In relation to the previous



explanation, it is assumed that employee performance is the ability to achieve work result as collectively expected.

PT. Ferlina Jaya Mandiri Gorontalo is one of the companies served in real estate and property, namely as a housing developer (Developer). Currently, the property world still shows a very good development and prospects, as shown by the rampant banking world that distributes consumer credit, especially the House Ownership Credit. In terms of grabbing business opportunities that are still open in accordance with the increasing number of urban residents, PT. Ferlina Jaya Mandiri Gorontalo, which was previously known as CV. Ferlina Jaya in 1999, began to dive into developing housing construction in Gorontalo District. Previously, the company originally served as a General Contractor in various government institutions. It is logical and appropriate that the increase in company productivity is one of the long-term goals of the company's management in the context of implementing its strategy. Thus, it can be said that the main capital of the company is the human resource that works together. The presence of employees is a driving force in various fields of work in a company. If there are absent employees, it is worried to be able to hamper the productivity of company. The following is a list of recapitulation of employee attendance of PT. Ferlina Jaya Mandiri Gorontalo for 2017 period.

**Table 1**  
**Recapitulation of Employee Attendance**  
**PT. Ferlina Jaya Mandiri Gorontalo in 2017 Period**

No	Month	Employee	Days	Present %	Absent %	Permission %	Sick %
1	January	30	31	90.00	6.66	3.33	0.00
2	February	30	28	83.33	13.33	3.33	5.88
3	March	30	31	80.00	6.66	6.66	6.66
4	April	30	30	86.66	6.66	0.00	6.66
5	May	30	31	80.00	16.66	3.33	0.00
6	June	30	30	76.66	10.00	3.33	10.00
7	July	30	31	83.33	13.33	6.66	0.00
8	August	30	31	86.66	10.00	3.33	0.00
9	September	30	30	80.00	16.66	3.33	0.00
10	October	30	31	76.66	16.66	3.33	3.33
11	November	30	30	83.33	6.66	6.66	3.33
12	December	30	31	83.33	13.33	3.33	3.33
NUMBER				<b>82.25</b>	<b>11.51</b>	<b>2.45</b>	<b>3.18</b>

Source: PT. Ferlina Jaya Mandiri Gorontalo, 2017

The result of observation found that employee performance was not maximum and it was seen from the above table in which several employees remained absent which indicated their non-compliance within working hours as determined by the company. Then, work quality of employees was also low as they did not meet the determined target; lack of commitment on the work and it was evidenced by the work that was inappropriate with the applied procedure in company; lack of support of work facility such as having only 1 computer and printer, limited field operational vehicle that supports employee work and being frequent to have less relationship harmony between employee caused by less

understanding of every job character. Therefore, there should be quick anticipation by company management due to it would affect the employee performance entirely.

## RESEARCH METHODOLOGY

The research was conducted to analyze and to give policy alternative for PT. Ferlina Jaya Mandiri Gorontalo to improve the employee performance. Research population was all 30 employees of the company. Then, the data analysis used inferential statistical method aiming to obtain an obvious description on work facility, job characteristic, and performance to identify characteristic of every variable.

## RESEARCH FINDING

**Table 1**  
**Regression Analysis of Research**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	<b>(Constant)</b>	<b>-4.254</b>	4.577		-0.929	0.361
	<b>Work facility</b>	<b>0.939</b>	0.130	0.792	7.220	0.000
	<b>Job Characteristics</b>	<b>0.174</b>	0.128	0.150	1.363	0.184

- a. Dependent Variable: Performance  
Based on the result of multiple regression testing, it found a regression equation namely:  
 $\hat{Y} = -4,254 + 0,939 + 0,174$

Based on the regression equation, it could be explained that:

- 1) **Constant value: -4,254**  
The constant value was applied to variable Y or employee performance at PT. Ferlina Jaya Mandiri Gorontalo was -4,254 which explained that if all models of variable X (work facility and job characteristic) did not affect the performance, thus it obtained an average value for -4,254 unit/ performance point. In the other words, employee performance would have a negative value or the employee would not be productive without being equipped with a system of work facility and job characteristic.
- 2) **Regression Value:**
  - **Work facility: 0,939**  
Value of regression for variable  $X_1$  (work facility) was 0,939 which explained that if a variable of work facility increased/ decreased for 1 point/ unit such as Work facility helped the employee in doing the work and responsibility, thus it would impact on the increase of the value of employee performance at PT. Ferlina Jaya Mandiri Gorontalo for 0,939 point.

- **Job characteristics: 0,174**

Value of regression for variable  $X_2$  (job characteristic) was 0,174 which explained that if variable of job characteristic increased for 1 point/ unit such as Job characteristic in company impacted work of every employee, thus it would impact on the increase of the value of employee performance for 0,174 point.

**Simultaneous Test (F Test)**

Result of regression coefficient testing through F test (simultaneosu) which was processed through the SPSS program was as follows

**Table 2**

F Test

**ANOVA<sup>b</sup>**

Model	df	F	Sig.
1 Regression	2	<b>51.567</b>	<b>0.000<sup>a</sup></b>
Residual	27		
Total	29		
a. Predictors: (Constant), Job Characteristic, Work facility			
b. Dependent Variable: Performance			

It was known that value of F count was 51,567 while the value of F-table at significance level for 5% was obtained through  $N-k-1$ , where "n" was number of all 30 respondents, (degree of freedom or df1) for 1, and k (number of independent variables) for 2, thus  $30-2-1 = 27$ , thus it achieved value of F table for **4,21**. If both values of F were compared, thus value of obtained F-count was much higher than F-table thus  $H_0$  was rejected, and  $H_a$  was accepted. If using significance value, the above analysis result obtained significance value of 0,000. The value was very low to be compared with the applied value of alpha that was 0,05. Therefore, it could be concluded that all independent variables in the model namely work facility and job characteristic simultaneously affected employee performance at PT. Ferlina Jaya Mandiri Gorontalo. This evidenced that the proposed hypothesis at previous chapter namely: "Work facility and job characteristic simultaneously affected the employee performance," was verified and accepted.

**Partial test (t-test)**

The following was the result of testing over regression coefficient through t-test (partial) processed through SPSS program.

**Table 3**

**T-test**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	<b>(Constant)</b>	-4.254	4.577		<b>-0.929</b>	<b>0.361</b>
	<b>Work facility</b>	0.939	0.130	0.792	<b>7.220</b>	<b>0.000</b>
	<b>Job characteristic</b>	0.174	0.128	0.150	<b>1.363</b>	<b>0.184</b>

a. Dependent variable: Performance

**The Effect of Work Facility on Performance at PT. Ferlina Jaya Mandiri Gorontalo**

Based on the analysis (table 4.13), it obtained a value of t-count for work facility variable for 7,220 with a significance value of **0,000**. Then, it found the value of t table for 1,703. If compared, thus the value of t count was higher than the value of t table. According to earlier explanation, hence it was concluded that work facility variable affected employee performance at PT. Ferlina Jaya Mandiri Gorontalo, or  $H_0$  was rejected, and  $H_a$  was accepted. Therefore, in brief, the proposed hypothesis previously was verified or accepted, and it meant that work facility had an effect to employee performance at PT. Ferlina Jaya Mandiri Gorontalo.

**The Effect of Job Characteristic on Performance PT. Ferlina Jaya Mandiri Gorontalo**

Based on the analysis, it obtained the value of t-count for job characteristic variable for **1,363** with a significance value of 0,184. Then, it found the value of t table for 1,703, if compared, thus the value of t table was higher than the value of t count, and its significance value was much higher than a scale of 5% (0,05). In brief, the job characteristic variable at PT. Ferlina Jaya Mandiri Gorontalo did not have effect on the employee performance or  $H_a$  was rejected, and  $H_0$  was accepted. Then, it also concluded that the proposed hypothesis previously was **not verified or rejected**.

**Table 4**  
**Determination Coefficient**

**Summary Model<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	<b>0.890<sup>a</sup></b>	<b>0.793</b>	.777	2.03133

- a. Predictors: (Constant), Work Characteristic, Work facility
- b. Dependent Variable: Performance

Based on the results of data processing through SPSS output display in table 5.16, it was known that the R-value was 0.890 and was simplified by R square ( $R^2$ ) for **0.793**. This explained that 79.3% of all independent variables (Work facility and Job Characteristic) at PT. Ferlina Jaya Mandiri Gorontalo has a contribution to affect the performance of the employee. Then, the rest 20.7% of employee performance at PT. Ferlina Jaya Mandiri Gorontalo was likely to be affected by other variables excluded in the research.

## **DISCUSSION**

As the results of research, it was known that work facility at PT. Ferlina Jaya Mandiri Gorontalo had a significant effect on the performance of the employee, and it was affected by the completeness of work facility available at the company. The work facilities consist of the following indicators: according to the needs, they are able to optimize work results and easy to use. In addition, work facilities can create comfort and calm feeling for employees in performing the work. The improvement of peace of soul and contributing to the realization of their goals, each employee will feel that the company's responsibility is theirs, and depends on their efforts and sincerity in completing work, as well as demonstrates optimal performance with all potentials and maintains the dignity among human. This is in line with Moenir's opinion (2011: 119) which stated that facilities are all types of equipment, work equipment and services that function as the main/ helping tool in performing work, and also social in terms of people interests who are in work organization environment or anything that is used, occupied, and enjoyed by users.

### **Effect of work facility on the performance at PT. Ferlina Jaya Mandiri Gorontalo**

The finding of research (by Yeltsin Thomas) with the title of the Effect of Work Facilities on the Performance of Civil Servants at the Department of Education of Southeast Minahasa found that that there was a significant effect of work facility on the performance of civil servants at the office of Department of National Education of Southeast Minahasa District. In line with the finding of relevant research, the finding of this research showed that the work facility variable had an effect on the work productivity of employees at PT. Ferlina Jaya Mandiri Gorontalo.

The company's work facility requires considering company's needs for employees who had scientific qualifications in the construction service field so that it would be in accordance with the needs of the company in terms of housing construction services. Besides, the employee in the company also had experience in work, where the average worker employed by PT. Ferlina Jaya Mandiri Gorontalo was the employee who had previous work experience in the field of construction and timber, so it was evident that the work facility provided by PT. Ferlina Jaya Mandiri Gorontalo had been able to meet the criteria of workers needed by the company, even though it was still limited and required renewal of equipment.

### **Effect of job characteristic on performance at PT. Ferlina Jaya Mandiri Gorontalo**

Job characteristics partially did not have a significant effect on employee productivity at PT. Ferlina Jaya Mandiri Gorontalo. The applied job characteristic by PT. Ferlina Jaya Mandiri Gorontalo only occurred by itself or from an internal mechanism, there was no character development by the management. This engendered absence of individual job characteristics so that indirectly, it impacted employee performance being not maximum.

The job characteristic which did not affect employee performance at PT. Ferlina Jaya Mandiri Gorontalo was caused by lack of understanding of the company management on the importance of the process of job characteristic and only considered employee based on their experience and education, so that employee did not work optimally, and this also had a high turnover of employee which was caused by the demand of the company's work that was not in accordance with the motivation of employee due to they did not have strong job characteristic.

### **Effect of work facility and job characteristic on performance at PT. Ferlina Jaya Mandiri Gorontalo**

Based on the results of data processing, it was known that the value of R square ( $R^2$ ) was 0.793 which explained that 79.3% of all independent variables (Work facility and Job Characteristic) at PT. Ferlina Jaya Mandiri Gorontalo had a contribution to affect the performance of the employee. Meanwhile, the remaining 20.7% of the employee performance at PT. Ferlina Jaya Mandiri Gorontalo was likely to be affected by other variables excluded in the research such as compensation or incentives, leadership style, work stress, work environment, and other variables.

### **REFERENCE**

- Bangun, W. (2012). *Manajemen sumber daya manusia*. Erlangga: Jakarta
- Barry Cushway, 2002. *Human Resource Management*. PT Elex Media Komputindo : Jakarta
- Ghazali, Imam. 2005. *Aplikasi Analisis Multivariate dengan Program SPSS*. BP. Universitas Diponegoro. Semarang
- Hasibuan, Malayu S.P. 2014. *Manajemen Sumber Daya Manusia (revisi)*. Bumi Aksara: Jakarta
- Heidjrachman Dan Husnan, Suad. 2002. *Manajemen Personalía*. Penerbit BPFE UGM: Jogjakarta
- Harmizar, 2003. *Produktivitas*. Bumi Aksara : Jakarta
- Mangkunegara Anwar Prabu . 2011. *Manajemen Sumber Daya Manusia. Perusahaan*. PT. Remaja Rosdakarya : Bandung
- Nitisemito, Alex S. 2000. *Manajemen Personalía: Manajemen Sumber Daya Manusia*. Ghalia Indonesia : Jakarta
- Moenir H.A.S. 2011. *Manajemen Pelayanan Umum di Indonesia*. Bumi Aksara: Jakarta
- Moekijat Drs. 2001. *Dasar-dasar Motivasi*. Pionir Jaya: Bandung
- Rivai, Veithzal. 2011, *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori ke Praktik*, RajaGrafindo Persada : Jakarta
- Robbins, Stephen P & Judge, Timothy A. 2010. *Organizational Behavior Edition 15*. New Jersey: Pearson Education
- Widodo Suparno Eko. 2015. *Manajemen Pengembangan Sumber Daya Manusia*. Pustaka Pelajar : Yogyakarta
- Tjiptono Fandy, 2006. *Manajemen Jasa*. Andi : Yogyakarta.
- Umar, Husein, 2003. *Metode Riset Bisnis*. PT Gramedia Pustaka Utama: Jakarta

