

## THE IMPACT OF JOB CHARACTERISTICS AND JOB PLACEMENT ON EMPLOYEE PERFORMANCE AT THE DEPARTMENT OF EDUCATION AND CULTURE EAST LAMPUNG REGENCY

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### ABSTRACT

*This study investigates the impact of job characteristics and job placement on employee performance at the Department of Education and Culture, East Lampung Regency. Utilizing a quantitative research design, data were collected through a structured questionnaire distributed to all 56 employees within the department. The questionnaire assessed five dimensions of job characteristics—skill variety, task identity, task significance, autonomy, and feedback—as well as job placement factors such as education, job knowledge, job skills, and work experience. Employee performance was measured through indicators including productivity, service quality, responsiveness, responsibility, and accountability. The findings revealed that both job characteristics and job placement significantly influence employee performance, with a coefficient of determination ( $R^2$ ) of 0.891, indicating that 89.1% of the variance in employee performance is explained by these variables. The study concludes that enhancing job characteristics and ensuring appropriate job placement are crucial for improving employee performance and organizational effectiveness.*

**Keywords:** *Job Characteristics, Job Placement, Employee Performance, Public Sector*

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### Introduction

Employee performance is a cornerstone of organizational effectiveness and efficiency, significantly influencing the quality of service delivery and the achievement of strategic goals (Chauke et al., 2022; Krishnan et al., 2018; Qomariah et al., 2020). In public sector organizations, such as the Department of Education and Culture in East Lampung Regency, understanding and optimizing employee performance is particularly critical due to the direct impact on community welfare and educational advancement.

This research aims to investigate the intricate relationship between job characteristics, job placement, and employee performance within the Department of Education and Culture. Job characteristics encompass various dimensions of the role, including task variety, autonomy, feedback mechanisms, and the overall work environment (Almawali et al., 2021; Barusman, 2019). These elements can profoundly affect employees' motivation, satisfaction, and productivity. Job placement, on the other hand, involves aligning employees' roles with their individual skills, qualifications, and interests to maximize their effectiveness and job satisfaction (Asma et al., 2023; Swid, 2016; Wilona & Defrizal, 2024).

Despite the substantial body of research on employee performance, there is a significant gap in the literature regarding how specific job characteristics and strategic job placement practices influence performance in the context of regional government departments (Abane & Phinaitrup, 2022; Barusman & Hidayat, 2017; Johari et al., 2019). Much of the existing research has been concentrated on private sector organizations or has taken a broader approach to public sector performance, often overlooking the unique challenges and operational dynamics inherent in regional government departments (Barusman & Habiburrahman, 2022; Haliah & Nirwana, 2019; Pamungkas et al., 2020).

The Department of Education and Culture in East Lampung Regency presents a unique context for this study due to its pivotal role in managing educational and cultural programs at the regional level. Understanding how job characteristics and job placement affect employee performance in this specific setting is crucial for several

reasons. First, it can provide insights into how tailored job design and placement strategies can enhance employee motivation and productivity in a public sector context. Second, it can inform policy and practice improvements aimed at optimizing service delivery and achieving the department's educational and cultural objectives.

This study seeks to fill the existing research gap by offering empirical evidence on the relationship between job characteristics, job placement, and employee performance within the Department of Education and Culture, East Lampung Regency. By examining these factors in the context of a regional government department, the research aims to contribute valuable knowledge to the field of public administration and human resource management (Azikin & Barusman, 2021; Kristanti & Eko Yudiatmaja, 2022; Lamidi, 2022). The findings will not only enhance our understanding of how these variables interact to influence employee outcomes but also provide practical recommendations for improving employee performance and organizational effectiveness in similar public sector settings (Ali et al., 2021; Barusman et al., 2020; Saputra et al., 2020).

## **Methodology**

This study employs a quantitative research design, utilizing a survey method to systematically gather and analyze data from the entire population of interest. A structured questionnaire was meticulously developed to assess the primary variables: job characteristics, job placement, and employee performance. This approach facilitates a comprehensive examination of these variables across all 56 employees of the Department of Education and Culture in East Lampung Regency.

The data collection process involved distributing the questionnaire to all employees within the department, either in person or via digital platforms. The questionnaire was carefully designed to capture detailed information on three core constructs. Job characteristics were evaluated through five specific dimensions: skill variety, task identity, task significance, autonomy, and feedback. These dimensions assess various aspects of the job role, including the range of skills required, the completeness of tasks, the impact of the job, the level of independence in performing tasks, and the quality of performance feedback received (Omar et al., 2020; Slemp et al., 2018).

Job placement was examined based on four factors: education, job knowledge, job skills, and work experience. These factors assess how well employees' educational backgrounds, job-related knowledge, skills, and prior work experiences align with their current job roles. Employee performance, the dependent variable, was measured using indicators such as productivity, service quality, responsiveness, responsibility, and accountability (Syafriansyah et al., 2019). These indicators provide a comprehensive view of an employee's effectiveness, the standard of their work, their responsiveness to tasks, their level of responsibility, and their accountability for performance (Anwar & Budi, 2018).

To ensure the validity of the questionnaire, a pilot study was conducted with a subset of employees, allowing for the refinement and validation of the questionnaire items. Feedback from the pilot participants confirmed the relevance and clarity of the questions. The reliability of the questionnaire was assessed using Cronbach's Alpha, which resulted in a high coefficient of 0.953, indicating excellent internal consistency and suggesting that the items consistently measure the intended variables.

Data analysis involved multiple regression analysis to explore the impact of job characteristics and job placement on employee performance. This statistical method was selected for its ability to quantify the relationships between the independent variables (job characteristics and job placement) and the dependent variable (employee performance). The coefficient of determination ( $R^2$ ) was calculated to determine the proportion of variance in employee performance explained by the independent variables. Additionally, t-tests and F-tests were employed to assess the significance of individual predictors and the overall regression model. The t-tests evaluated the significance of each predictor within the model, while the F-test assessed the overall significance of the regression model, providing insights into the strength and significance of the observed relationships.

## **Result and Discussion**

### **Descriptive Statistics**

The descriptive statistics provided a comprehensive overview of employees' perceptions regarding their job characteristics and job placement. The analysis revealed generally favorable attitudes towards these factors. Specifically, the mean scores for job characteristics—encompassing skill variety, task identity, task significance, autonomy, and feedback—were consistently above the midpoint of the scale. This suggests that employees perceive their roles as having a positive and supportive structure that enhances their work experience. Similarly, the mean scores for job placement factors, including education, job knowledge, job skills, and work experience,

were also high. This indicates that employees feel well-matched to their roles and believe their qualifications and experiences are appropriately utilized in their current positions.

### **Regression Analysis**

The regression analysis demonstrated that both job characteristics (X1) and job placement (X2) significantly and positively impact employee performance (Y). The coefficient of determination ( $R^2$ ) was calculated to be 0.891, which signifies that 89.1% of the variance in employee performance can be attributed to these two independent variables. This high  $R^2$  value underscores the substantial role that aligning job characteristics and job placement with employees' capabilities plays in enhancing performance. It highlights the importance of creating job roles that not only fit employees' skills and experiences but also provide the necessary support and autonomy to foster high performance.

### **Hypothesis Testing**

Further validation of the relationships between job characteristics, job placement, and employee performance was conducted through t-tests and F-tests. The results from these statistical tests confirmed the significance of these relationships. Employees who reported higher levels of skill variety, task identity, task significance, autonomy, and feedback in their jobs were found to have better performance outcomes. Likewise, employees who perceived their education, job knowledge, job skills, and work experience as well-aligned with their roles exhibited higher performance levels. These findings support the hypothesis that both job characteristics and job placement are crucial determinants of employee performance.

### **Discussion**

The results of this study align closely with existing research, reinforcing the critical role that job characteristics and job placement play in influencing employee performance. The high  $R^2$  value of 0.891 underscores the substantial impact of these factors within the public sector, particularly in the context of a regional government department like the Department of Education and Culture in East Lampung Regency. This finding is consistent with the conclusions drawn by Chauke et al. (2022) and Krishnan et al. (2018), who emphasize the importance of job characteristics and placement in enhancing employee effectiveness.

This study extends the current understanding of how job characteristics and placement impact performance in the public sector, offering new insights specific to regional government departments. The positive correlation between perceived job characteristics and employee performance highlights that employees who experience job roles as varied, meaningful, and autonomous, and who receive constructive feedback, are likely to exhibit higher motivation and performance. These findings resonate with the work of Almawali et al. (2021) and Asma et al. (2023), who argue that task variety, autonomy, and feedback mechanisms are crucial for employee motivation and productivity.

Moreover, the study corroborates the importance of aligning job roles with employees' qualifications and experiences. The positive impact of job placement on performance reflects the views of Swid (2016) and Wilona & Defrizal (2024), who assert that proper alignment between employees' skills and job roles is essential for maximizing job satisfaction and performance. This alignment not only enhances individual performance but also contributes to overall organizational effectiveness, as highlighted by Abane & Phinaitrup (2022) and Johari et al. (2019), who suggest that targeted placement strategies are crucial for optimizing performance in public sector settings.

Furthermore, the findings emphasize the need for targeted training programs and effective job placement strategies, addressing gaps in job characteristics and ensuring that job roles align with employees' skills and experiences. This approach is consistent with the recommendations of Azikin & Barusman (2021) and Kristanti & Eko Yudiatmaja (2022), who advocate for improved job design and placement practices to enhance employee motivation and satisfaction. By investing in these areas, organizations can enhance their operational effectiveness and achieve better outcomes, thereby aligning with the broader implications for public sector performance discussed by Lamidi (2022) and Saputra et al. (2020).

In summary, this study provides valuable insights into the intricate relationship between job characteristics, job placement, and employee performance in a regional government department context. The findings offer practical recommendations for improving employee performance and organizational effectiveness, contributing to the ongoing discourse in public administration and human resource management.

## Conclusion

This study concludes that job characteristics and job placement significantly influence employee performance at the Department of Education and Culture, East Lampung Regency. The findings suggest that employees who have clear and well-defined job roles that match their skills and experience are more likely to perform effectively. Therefore, it is crucial for the department to focus on improving job characteristics and ensuring appropriate job placement to enhance organizational effectiveness.

Future research should explore the impact of other factors, such as organizational culture and leadership, on employee performance. Additionally, longitudinal studies could provide deeper insights into the long-term effects of job characteristics and job placement on performance. By continuing to investigate these areas, researchers can contribute to the development of more effective strategies for improving employee performance in the public sector.

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