

The Relationship between Job Characteristics and the Quality of Work Life of the Gampong Government

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ABSTRACT

A gampong, generally known as a village, is a legal community unit with territorial boundaries and is led by a keuchik or other name who has the right to carry out their household affairs. In its implementation, there are obstacles felt by the village government while working, such as the condition of the work environment that results in low quality of work life. In contrast, the quality of work life must be conditioned by the organization so that the welfare and productivity of employees go well, one way to improve the quality of work life is to apply job characteristics model. Job characteristics are job attributes that have a motivational function for employees. Therefore, research is needed to determine the relationship between job characteristics and the quality of work life of the village government. This study used a quantitative approach with purposive sampling data collection techniques. The research sample comprised 297 village governments in Banda Aceh and Aceh Besar. Data was collected using the Job Diagnostic Survey scale and the quality of work-life scale. The results of this study explained that the hypothesis is accepted where the significance value is $p = 0.000$, which meant that there was a relationship between job characteristics and the quality of working life of the village government. That is, the higher the job characteristics, the higher the quality of work life of the village governments. This study found that the job characteristics and quality of work life were in the medium category. The results also found that the quality of work life in the Banda Aceh village government was higher than that of the Aceh Besar village government. This is due to clear working hours and higher salaries, in addition to weekly supervision from the sub-district on the performance of the Banda Aceh village government.

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1. INTRODUCTION

A village is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs, local community interests based on community initiatives, origin rights, or traditional rights that are recognized and respected in the system of government of the Unitary State of the Republic of Indonesia [1]. Based on this understanding, the village is a legal community unit,

namely, villagers who live in a location that has the right or authority to carry out or run its government for the benefit of residents who live in the village area.

The village, in carrying out its government, is led by the village head or what is called by another name, assisted by village officials as an element of village administration [1]. The term village is only known in Java, while outside Java, for example in Sumatra, Kalimantan and Sulawesi, there are various terms for areas with similar meanings. In accordance with the origin of the formation of the village area, either based on the principles of geological ties or territorial ties and even based on certain functional purposes (farming village/fishing village/gold mining village), and so on [2].

Based on the Aceh government law, the village government is called the gampong government and the village head is called the keuchik assisted by gampong officials consisting of the gampong secretary and other gampong officials [3]. Gampong is the lowest governmental and customary organization with the right to carry out its own household affairs [4] and has the authority to administer the government, implement development, and empower gampong communities.

Leaders in charge of gampong governance are called keuchik or customary terms in various regions in Indonesia known as Lurah, Kuwu, Bekel, Petinggi (Central Java) Foreman, Overtime, Kokolot (West Java, Banten) Pengulu Andiko (West Sumatra) Penimbang, Head of Marga (South Sumatra) Orang Kaya, Head of Village (Hitu, Ambon) Raja Penusunan (Around Lake Toba) Kesair Pengulu (Karo Batak) Parek, Klian (Bali) Marsaoleh (Gorontalo), and in South Kalimantan it is called Komelaho [2]. In general, the organizational structure of village governments throughout Indonesia is the same and in accordance with Minister of Home Affairs Regulation Number 84 of 2015 concerning Organizational Structure and Working Procedures (SOTK) of village governments [5].

According to the organizational structure, the highest leadership is the keuchik as the head of the gampong government official. The keuchik has the authority, duties and obligations to manage his gampong household and carry out the government and local government duties. The Keuchik has the function of administering the government, implementing development, community development, community empowerment and partnerships with community institutions [4]. The gampong secretary, head of financial affairs, head of general affairs and planning, head of the government section, head of the welfare section, head of the service section, and head of the hamlet are assistants to the keuchik as an element of the gampong administration. Such as taking care of all kinds of secretarial affairs, drafting village regulations, and building village facilities, infrastructure, and services to the community [4]. The Keuchik, Secretary, Kaur, Kasi and Hamlet Head are known as the gampong government.

There are several main problems for village governments in carrying out their duties in villages in Indonesia, namely that most villages do not seem to have optimal village government capacity [6]. In addition, villages still lack preparedness for human resource capabilities in implementing Law Number 6 of 2014 concerning villages. One case occurred in Pusong Village, Kembang Tanjong, Pidie District. Three gampong officials used other people's certificates as administrative equipment to become local gampong officials [7]. The same thing also happened in Central Aceh and Bener Meriah districts, several gampong officials were suspected of using fake diplomas as an

administrative requirement for them to occupy positions in the gampong [8]. Based on this case, it can be seen that the lack of competency in village government resources.

2015 was the first year that Indonesia disbursed village funds as mandated by Law no. 6 of 2014 concerning villages. The goal is to protect and establish a competent, efficient, effective, open and accountable village government. However, in practice, many problems often occur regarding the financial management of village funds, such as the lack of financial knowledge possessed by village officials and financial management that is not efficient and effective [9]. Deputy Chairperson of the Aceh People's Representative Council (DPRA) Safaruddin, said that administrative reports on gampong financial management in Aceh indicated manipulative use, the use of gampong funds should have been carried out on a self-managed basis, but there still many in each gampong managing these funds solely by the keuchik [10].

In Gampong Paya Bili, Muara Dua District, Lhokseumawe City, Aceh, hundreds of residents forcibly sealed the Paya Bili keuchik's office because residents were disappointed because the keuchik was considered not to be transparent in the budget and had never attended a performance evaluation meeting [11]. A similar case also occurred with a former keuchik and gampong secretary in a gampong in Aceh Besar, who was arrested for allegedly embezzling 232 million village funds, and the money was used for personal purposes [12].

Based on the explanation of the case above, it is known that there are gampong problems related to the lack of competence of gampong officials and the community's distrust of the gampong government due to allegations of embezzlement of gampong funds and not being transparent in financial management. In addition, the lack of performance of gampong officials because they have not completed the preparation of the gampong income and expenditure budget (APBG), and have not made an accountability report, thus hindering the disbursement of gampong funds [13].

Researchers have conducted preliminary research based on indicators of work motivation theory, the purpose of providing this scale is because researchers see problems related to village government performance which shows behavior lacking motivation at work. For example, the service provided is low and work is only carried out by one or two people, even though all apparatus already have a division of tasks and their respective functions. Based on the results of preliminary research, the researcher found the constraints felt by the gampong government in working, which were most influenced by the conditions of the work environment, namely poor teamwork, lack of support and communication among fellow officials, lack of responsibility for their positions, fear because they often there are additions and changes to new regulations, labeled as unfavorable by the community, there are no clear working hours and a lack of public trust in the gampong government.

Based on the explanation above, it can be seen that the lack of teamwork, communication and support among the gampong government, fear of adding and changing new rules, and lack of responsibility for their positions indicates a low quality of work life for several gampong governments. There are two ways to explain the quality of work life: First, the quality of work life is seen as a set of employee perceptions regarding a sense of security at work, job satisfaction and conditions for growth and development as human beings [14]. Second, the quality of work life is seen as a set of goals to be achieved through organizational policies such as safe working conditions, work involvement, career development policies, fair compensation and others. In short, quality of work life is employees' perception of their mental and physical well-being.

Quality of work life is an organizational culture that is oriented towards a balance between productivity and employee welfare [15]. Therefore, the organization must condition the quality of work life so that employee welfare and productivity go well. Employees with a good quality of work life will survive and create an ideal workplace. Conversely, suppose the quality of work life is poor. In that case, it will impact employee work stress which will have negative consequences such as absenteeism, loss of productivity, low satisfaction and the presence of psychological and psychological illnesses [16]. In addition, the World Health Organization (WHO) emphasizes the importance of quality of work life by defining health as a state of complete physical, mental and social well-being. Not just a condition without disease or weakness.

Based on the explanation above, it can be concluded that the gampong government has problems with the quality of work life because of an uncomfortable work environment, lack of trust and teamwork, and lack of responsibility for existing positions in the gampong government. Even though the quality of work life needs to be considered, paying attention to the quality of work life, will motivate employees to develop their careers in an organization [17]. In addition, a solution is needed to improve the quality of work life for the gampong government.

A study found that a model of job characteristics, especially those related to feedback and task identity, affects workers' quality of life [18]. This is in line with the results of Riyono's research (2012) which states that one way to improve the quality of work life is to apply a model of job characteristics that create more trust-oriented behavior, care, respect, willingness to learn (learn), and a commitment to contribute (contribute) [15].

The job characteristics model is a theory coined by Hackman and Oldham. This theory is based on the idea that the task is the key to employee motivation. This theory defines five job characteristics that are thought beneficial to individual psychological states and job outcomes [19]. The researcher summarizes the five dimensions and findings of the preliminary research in the table below:

Table 1. Dimensions of job characteristics and field findings

Dimension	Definition	Preliminary Research
<i>Skill variety</i>	The extent to which work requires different activities in carrying out tasks.	Not found
<i>Task identity</i>	The extent to which work needs to be completed for the overall work to be completed, means that a particular job has a clear beginning and end.	This characteristic is not seen in some gampong governments, due to the lack of clear work boundaries and frequent additions and changes to new regulations.
<i>Task significance</i>	The extent to which work substantially impacts the lives of others, not only within the organization, but on society as a whole.	This characteristic is not fulfilled in the gampong government as seen from the lack of public trust in their performance, even though they feel the meaningfulness of work is

		important for employee motivation.
<i>Autonomy</i>	The extent to which a job provides freedom and independence to individuals in scheduling work and in determining the procedures to be used in carrying it out.	Not found
<i>Feedback</i>	The extent to which work provides clear feedback or information regarding the effectiveness of the performance shown.	This characteristic is not seen in the gampong government because of the lack of communication and teamwork among gampong officials.

Based on table 1, the gampong government has a poor work design related to the characteristics of task identity, task significance and feedback, this is due to a lack of clear work boundaries, frequent additions and changes to new rules, lack of communication and teamwork among village officials, and low trust society towards their performance, even though feeling the meaningfulness of work is important for employee motivation. This was reinforced by a brief interview conducted by researchers at the gampong government, who said: *".....The community must believe in and see the results of implementing activities in the gampong. So with a trust, a positive aura will open from within the community. So that a sense of mutual trust is formed, helping and motivating apparatus in implementing gampong development...."*

Jobs need to be diagnosed and corrected through five dimensions of work characteristics. When performing tasks incorporating these five dimensions of work, employees feel motivated to perform high-quality work, are highly satisfied with their jobs, and have low turnover rates [19]. In addition, the job characteristics model is theorized to be effective in describing the behavior of a person with a high need for achievement. This will be in accordance with the behavior of gampong government workers who work in the public service sector. Based on this, the researcher is interested in researching to see the relationship between job characteristics and the quality of work life of the gampong government. The hypothesis in this study is that there is a relationship between job characteristics and the quality of work life of the gampong government.

Job characteristics are an approach to job enrichment that is specified into five dimensions of core characteristics: skill variety, task identity, task significance, autonomy and feedback [19]. Characteristics of work as a condition in which employees can have an understanding of work, have responsibilities for the work they have and understand work results. In turn, these conditions affect the increase in job satisfaction and internal work motivation. Internal motivation occurs when individuals do their jobs because of the positive feelings generated when doing a good job.

The term quality of work life is ascribed to the international labor conference in 1972 at Arden House, Columbia University, New York [20]. Furthermore there seems to be no agreed definition of quality of work life, quality of work life is used as a construct related to employee welfare. The quality of work life has received increasing attention after United auto workers and General Motors took the initiative to use quality of work life programs to redesign jobs [21].

Some suggest that Mills (1978) may have first coined the term 'quality of work life' and he suggests that quality of work life moved into the permanent vocabulary of labor unions and management. From a business perspective, quality of work life is important because evidence suggests that the nature of the work environment is related to employee satisfaction and work-related behavior [22]. Quality of work life was also found to influence employees' work responses regarding organizational identification, job satisfaction, job involvement, job effort, job performance, intention to leave, organizational change and personal alienation [23].

Quality of work life as a concept is life satisfaction at the highest level, and job satisfaction in the middle. Job satisfaction can be obtained from salary, colleagues, and supervisors [24]. The quality of work life is important, affecting not only job satisfaction but also life satisfaction, such as family life, social life, finances and workers' welfare. Several studies mention that happy workers are productive workers; happy workers are devoted and committed to the organization. Quality of work life also aims to make work more interesting and benefit workers.

Quality of work life is an organizational culture that balances employee welfare and productivity [15]. Welfare referred to here is more on "subjective well-being," namely welfare that has a psychological dimension, such as trust, care, and mutual respect. Meanwhile, productivity includes attitudes and behaviors that encourage the achievement of optimal work results, namely the willingness to learn and commitment to contribute.

2. METHOD

Research on job characteristics and quality of work life uses a quantitative approach to the type of correlation research. The characteristics of the sample in this study were the keuchik, village secretary and financial officer domiciled in Banda Aceh and Aceh Besar. 297 subjects were sampled in this study. The sampling technique in this study used purposive sampling which was carried out by distributing G-forms (Google Forms) and questionnaires to obtain research data. This study used two research instruments, namely the Job Diagnostic Survey (JDS) to measure job characteristics developed by Hackman & Oldham (1980) [25]. Furthermore, researchers use the quality of work-life scale developed by Riyono (2012) for the quality of work life. Data analysis was performed using Pearson's correlation analysis.

3. RESULTS AND DISCUSSION

Based on the normality test using the Kolmogorov Smirnov one sample on the variables of job characteristics and quality of work life it is said to be normally distributed because the Kolmogorov-Smirnov significance value is $p=0.200$ ($p=0.05$). The linearity test was carried out through a linearity test. It was found that the data had a significance value of $p=0.000$ ($p=0.05$), which means that the variables of job characteristics and quality of work life are distributed linearly. Furthermore, hypothesis testing is carried out after normality and linearity tests. Hypothesis testing was carried out using Pearson's correlation analysis through the SPSS ver 22.0 program. The variable quality of work life and job characteristics obtained a significance value (p) = 0.000 ($p < 0.05$). These results indicate a significant relationship between job characteristics and the quality of work life in the gampong government. Thus, the research hypothesis is accepted.

This research was conducted to know the relationship between job characteristics and the quality of work life in the gampong government. The results of the statistical correlation test analysis showed a significant value. Then a correlation coefficient value of $(R) = 0.550$ was obtained, which could mean a moderate correlation between job characteristics and the quality of work life of the gampong government [26]. These results indicate a positive and significant relationship between job characteristics and the quality of work life of the gampong government.

The results of this study are supported by previous studies which found that job characteristics are related to the quality of work life. Research has found that job characteristics are significantly positively related to the quality of work life [27]. In line with this research, job design has a positive and strong direct effect on the quality of work life [28]. Research shows that feedback, autonomy, skill variety, task significance, and work pressure indicators of job characteristics significantly influence the quality of work life [29]. In line with previous opinions, research shows that when job design is enriched by providing a variety of skills, task identity, task significance, autonomy and feedback, it will encourage the emergence of quality of work life as indicated by feelings of being valued, given trust, given learning opportunities and contributing to the institution [30].

The dimensions of job characteristics are necessary for carrying out work, such as the large variety of skills needed to complete tasks, which will make an employee not bored at work [31]. A clear task identity means that the real results of the work are measurable, on target and have clear goals. The significance of the task indicates that the task carried out is beneficial to the interests of the organization and the people outside the organization. The level of autonomy given will generate a greater sense of responsibility and feedback in completing work has developed a useful understanding of their roles and functions better.

When employees are given autonomy in determining how to do work, they will feel more valued because they are given full responsibility for their work, thus encouraging employees to show their best performance, such as being more concerned about what is happening in the institution and helping co-workers who have difficulty doing things work in the field [30]. These conditions show that jobs that provide opportunities for achievement, appreciation, progress and development will motivate workers [32]. A work environment that can meet workers' personal needs will positively influence a better quality of work life [25].

Descriptively, the results of this study indicate that the majority of the research sample, namely 225 subjects (76%) have moderate job characteristics. Moderate job characteristics can be caused by several possibilities, first that some employees think that job characteristics are part of their daily tasks and responsibilities that they have to do so that they don't bring about a significant change in achieving their job satisfaction [33]. That employees do not yet have the perception that the work done can be of value, as well as how they are responsible for the work results for these individuals.

While the remaining 55 subjects (18%) are in the high job characteristic categorization. Workers with high job characteristics usually have high performance too; when people work they want a variety of tasks in carrying them out so that their abilities and potential can develop [34]. In addition, a high level of job characteristics will generate a greater sense of responsibility and positively affect job satisfaction [35]. Then, in the quality of work life the majority are in the medium and high categories, high quality of work includes positive feelings towards work because motivation

shows work and a good balance between life and personal values and fulfilling their needs.

In addition, based on the categorization of the quality of work life for age groups, young people, namely generation Z, have a higher quality of work life by seven subjects (44%) and Y by 19 (13%) than the baby boomers and X generations. Generations Z and Y have a strong work ethic in pursuing their careers and will strive to ensure they contribute well to the organization [36]. Young people like working in teams, because working in teams opens up opportunities for new perspectives in completing work [37]. In addition, young people expect meaningful work, for enjoying work is more important than financial aspects [38]. Meanwhile, generation X's quality of work life is lower by 17 subjects (15%) and baby boomers by three subjects (27%) than generations Y and Z.

The results of an additional descriptive analysis based on research demographic data, show the most gampong government in this study, namely the Y generation age group, with as many as 153 subjects (52%), this is because in the 2020-2030 range Indonesia will experience a demographic bonus where the age of the workforce will be more dominated by generation Y. The presence of generation Y or often also referred to as the millennial generation as the dominant generation is a new energy and also a challenge in itself to create a work environment that is following the work characteristics of generation Y so that it can be a differentiator and not repeat the mistakes of its predecessors [39].

The results of additional descriptive analysis based on research demographic data, show the Banda Aceh gampong government has a higher quality of work life and job characteristics than the Aceh Besar gampong government. This is because based on observations made by government researchers, Gampong Banda Aceh has clear working hours, such as an office that opens from 08:30 to 12:30. In contrast, in Aceh Besar the keuchik's office is often closed, and some operate at night. Even if there are people who want to take care of administrative needs must meet the keuchik at his house. This is consistent with Hackman & Oldham's theory of job characteristics (1980) that a clear task identity will cause employees to experience meaning in work so that employees have high internal work motivation which then results in a high quality of work life [25].

Furthermore, from interviews with the gampong government, the salary given to the Banda Aceh gampong government is higher than that of the Aceh Besar gampong government. In addition, the keuchik office in Banda Aceh is inspected by the sub-district once a week. This is in line with the results of research that job satisfaction has a positive and significant effect on job characteristics [40], to increase job characteristics the gampong government can pay attention to things that affect job satisfaction, such as salary, job itself, colleagues, superiors, promotions and good work environment [41].

Furthermore, descriptively, the quality of work life and job characteristics of the keuchik, gampong secretary and chief financial officer are mostly in the moderate category. This is because based on the results of observations and interviews conducted during the research process in Aceh Besar and Banda Aceh there are keuchiks who do not understand the regulations that have been issued, there is no disclosure of information related to the use of village funds and administrative management such as correspondence, no archiving good. Several gampongs in Aceh Besar have hired third parties to prepare financial reports such as the Gampong

Revenue and Expenditure Budget (APBG) and administration of village funds through the village financial system application (siskeudes). Where even though it has become the main task and function of the gampong government.

Based on the descriptive data, it is known that most respondents are at moderate levels on both the quality of work life and job characteristics variables. Therefore, the gampong government needs to improve the job characteristics and quality of work life of gampong apparatus to improve their performance. Considering that based on research results it is known that good job characteristics will create a good quality of employee work life. Furthermore, if we examine the dimensions of job characteristics, it is known that the percentage of task identity and autonomy dimensions is relatively low. This illustrates that some still feel bad about task identity and autonomy.

Task identity is the extent to which a job requires completion as a whole and can be identified, namely doing work from start to finish and the results are visible [25]. Meanwhile, autonomy can be interpreted as the extent to which work provides freedom, independence and flexibility to individuals to choose their way of scheduling and carrying out their tasks. The results of the research on these two aspects are still at a low level in the gampong government. This can also be seen during the preliminary research conducted by the researcher. Information was obtained that there was a lack of clarity on the work boundaries of the gampong government and that there were often additions and changes to new regulations. To increase task identity and autonomy, job satisfaction is one of the variables that significantly affects job autonomy [42]. Job characteristics have a significant effect on the level of worker satisfaction [43].

In addition, the gampong government can also improve the quality of work life through care and contribution, because this aspect is classified as being at a low level compared to other aspects. Care is an attitude of mutual care and mutual help among co-workers, while contribution is the enthusiasm to contribute to the achievement of progress in the organization [15]. The forms of care and contribution that the keuchik can carry out for his apparatus are to treat each subordinate as an individual and pay attention to their needs, abilities, feelings and aspirations. In addition, maintaining cooperative relationships at work, sharing leadership functions, using competence to solve important organizational problems, and supporting leadership and organizational development [44]. Then, based on the level of education, the higher the education, the higher the quality of work life, the level of education can have an influence on the quality of work life, when the level of education has reached the level of higher education, the welfare of workers will be better [45].

In the process of carrying out the research, the researcher realized that there were still some limitations and shortcomings in this study, namely when the research scale was spread online via the WhatsApp group, due to the conditions of the Covid-19 pandemic and some village officials who were difficult to find because some village offices often Lid. In addition, the measurement tools used are in the form of self-reports and some are distributed through Google form so that researchers cannot control directly during research and there is a possibility of bias and faking good. In addition, respondents did not understand each item in their statement well because they had their perceptions. As well as this research data being quantitative the research results are numerical. It is necessary to develop qualitative research to provide more complete and deeper data and explanations.

4. CONCLUSION

Based on the results of data analysis and discussion in this study, it can be concluded that there is a positive relationship between job characteristics and the quality of work life of the gampong government. This relationship means that the higher the individual's job characteristics, the higher the quality of work life, and vice versa. This is because when job design is enriched by providing a variety of skills, task identity, task significance, autonomy and feedback, it will encourage the emergence of a quality of work life which is indicated by feelings of being valued, given trust, given learning opportunities and contributing to the institution. The results showed that the Banda Aceh gampong government had a higher quality of work life and job characteristics than the Aceh Besar gampong government, this was because the Banda Aceh gampong government had clear working hours such as offices that were open from 08:30 to 12: 30, while in Aceh Besar the keuchik's office is often closed, some operate at night and even if some people want to take care of administrative needs they have to meet the keuchik at his house.

The results also show that the characteristics of work in the gampong government are in the moderate category, and the quality of work life in the gampong government is in the moderate category. This is because the job characteristic variables, the task identity and autonomy aspects of the gampong government, are still relatively low. To improve several indicators of job satisfaction, it is necessary to pay attention to the gampong government. Likewise with the variable quality of work life, the percentages in the care and contribution aspects are in a low category, the gampong government can foster an attitude of helping each other among colleagues by treating each gampong apparatus well and paying attention to their needs, abilities, feelings and aspirations. They also foster the spirit of achieving progress in the organization by maintaining cooperative relationships, using their competence to solve various important problems and supporting leadership and organizational development.

Based on the results of the research that has been done, there are several suggestions that the researcher would like to submit to be taken into consideration in subsequent research, including digging deeper into how to increase task identity and autonomy in the gampong government and how to make the gampong government more concerned and contribute greatly to its work. The next suggestion is to control the filling out of research questionnaires by subjects and try using other research methods such as a qualitative approach to obtain in-depth research results, or also experiments to find ways to improve the quality of work life in the gampong government.

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